

EVALUATING MARKETING TEAM EFFECTIVENESS IN THE TEXTILE & GARMENT SECTOR

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ABSTRACT

Background: The Indonesian textile sector is facing intense competition and market disruptions. PT X's marketing team consistently fails to meet sales targets, indicating deep-seated inefficiency. This study addresses a gap in applying the input-process-output (IPO) framework to diagnose team effectiveness in emerging market contexts.

Purpose: This study aims to evaluate the effectiveness of PT X's marketing team using an IPO framework, identify critical internal and external barriers to performance, and propose evidence-based interventions.

Design/methodology/approach: A qualitative approach using data triangulation was employed. A thematic analysis of the data was conducted with all themes undergoing rigorous manual verification to ensure reliability.

Findings/Result: The study found significant weaknesses in team inputs (inadequate training, insufficient resources) and processes (a "minimal effort" culture, poor communication), leading to declining sales and stagnant innovation. Intense e-commerce competition exacerbates such internal flaws.

Conclusion: PT X's team effectiveness is hampered by structural flaws in all IPO dimensions. Strategic interventions, including targeted training, cultural realignment, and performance incentives, are urgently required. This study confirms the IPO model's utility in diagnosing team dysfunction in emerging markets.

Originality/value (State of the art): This study applies the IPO framework to Indonesia's textile sector, highlighting unique challenges such as balancing hierarchy with innovation. This study proposed a practical hybrid intervention model for resource-constrained settings.

Keywords: IPO model, marketing team, team effectiveness, team cohesion, team performance

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INTRODUCTION

In today's fast-paced and competitive business world, organizations increasingly rely on teams to promote innovation, boost productivity, and achieve their strategic goals. Effective teams are critical to organizational success because they foster collaboration, encourage diverse ideas, and allow rapid responses to market changes. A meta-analysis across various industries showed a strong positive correlation between team effectiveness and key performance metrics, including operational efficiency and competitive advantage (J. Mathieu et al. 2008). Team effectiveness refers to the extent to which a team achieves its objectives, maintains the well-being of its members, and contributes to a broader organization (Salas et al. 2018). Research has consistently identified it as a key driver of outcomes, such as productivity, innovation, and customer satisfaction. For example, studies in the manufacturing sector have found that communication and coordination within teams significantly influences organizational performance (Herath & Rathnasiri, 2021; Kiewcharoen et al. 2021).

A predominant framework for diagnosing team effectiveness is the input-process-output (IPO) model (Cohen & Bailey, 1997; Kozlowski & Bell, 2019). This model provides a structured way to analyze teams; inputs are the factors that enable and constrain team interactions, such as member competencies, training, resources, and organizational context. Processes are interactions through which members combine their efforts, including communication, coordination, conflict management, and decision-making. The outputs are the results of these processes, such as performance metrics, member satisfaction, and innovation.

Studies have demonstrated strong correlations between structured inputs (e.g., training and resource allocation) and high-performance outputs (Herath & Rathnasiri, 2021; J. E. Mathieu et al. 2017). Furthermore, processes, such as clear goal alignment and strong performance norms, are critical for converting inputs into successful outputs (Grossman et al. 2021; Shin & Zhou, 2007). Despite this understanding, many organizations struggle to cultivate high-performing teams because of obstacles such as unclear objectives, ineffective leadership, and poor communication, highlighting a persistent challenge in applying theoretical models to complex real-world settings.

Recent research on team effectiveness has predominantly focused on well-resourced, Western organizational contexts, often assuming optimal conditions such as adequate funding, flat hierarchies, and innovation-driven cultures. Within this context, the IPO framework has been established as a robust diagnostic tool. Innovations include evidence that targeted training improves cohesion (Kozlowski & Bell, 2019) and meta-analyses linking norm alignment to productivity (Grossman et al. 2021).

However, there is a significant research gap. These established findings rarely address settings characterized by resource constraints and strong hierarchical structures that impede communication and innovation. There is a lack of understanding of how the IPO model functions when teams operate under significant external pressures (e.g., market disruption and inflation) or within specific cultural dynamics, such as those found in emerging markets.

This study addresses this gap in literature. This breaks new ground by adapting the IPO model to Indonesia's textile sector, an environment in which traditional models may not be directly applied. By investigating PT X, this study offers a novel perspective on team effectiveness in resource-limited environments and provides a valuable case for studying team dysfunction in established firms in emerging markets.

PT X's marketing team demonstrates significant operational inefficiencies, which contradict its position as an established industry leader. The team faces critical limitations across the IPO framework: (1) input deficiencies, including inadequate training programs and poor resource allocation; (2) process breakdowns, characterized by ineffective communication, weak performance norms, and a hierarchical structure that stifles innovation; and (3) output underperformance, as evidenced by four consecutive years of declining sales and worsening inventory losses.

These internal weaknesses are magnified by external market pressures, including e-commerce disruptions and inflationary pressures. What makes PT X's case noteworthy is how a company of its scale has developed such fundamental shortcomings a phenomenon rarely examined in the existing literature, which often focuses on high-performing or start-up teams.

Therefore, the core research problem is the lack of understanding of how the input-process-output model of team effectiveness manifests and can be improved in established firms within resource-constrained, hierarchical, and externally pressured environments, such as Indonesia's textile sector. This study investigates how specific input deficiencies and process breakdowns at PT X lead to its output underperformance, with the aim of developing a contextualized intervention model that challenges the assumptions of traditional IPO theory.

This study evaluates the effectiveness of PT X's marketing team in Indonesia's textile sector using the input-process-output (IPO) framework. It aims to identify inefficiencies in training, communication, and performance, while addressing the unique challenges posed by the company's hierarchical structure and limited resources. The research proposes practical solutions, such as targeted training and incentive programs, to improve team performance in similar resource-constrained, emerging market contexts.

METHODS

This study utilized a mixed-methods approach to ensure a comprehensive understanding of team dynamics. The data were drawn from both primary and secondary sources. The primary data consisted of qualitative insights from interviews and observations complemented by quantitative data from a specialized questionnaire. Secondary data included internal organizational records such as performance reports, meeting minutes, and training documentation. Participants were selected through purposive sampling based on active involvement in the marketing division to ensure relevance to the research objectives (Sugiyono, 2015). The final sample consisted of 14 marketing team members, all of whom provided informed consent after detailed explanation of the study's purpose and procedures.

1. Data collection employed a multimethod triangulation strategy to enhance the validity and reliability of the findings. The specific techniques used were as follows: Semi-Structured Interviews: In-depth interviews were conducted privately with each participant in a closed meeting room at the company's office to ensure confidentiality and minimize interruptions. Interviews were guided

by a detailed protocol systematically aligned with the input-process-output (IPO) framework (see Appendix for full interview guide). Tool: A digital voice recorder was used to capture audio with prior participant consent. Duration and Format: Interviews averaged 45-60 minutes each and were conducted using open-ended questions. A sample of the questions asked was as follows:

Inputs: Questions probed the organizational context, for example, "What rewards do employees in this department receive?" "What is your perspective on the sales cycle application provided by the company?" Processes: Questions focused on team interactions, for example, "How is the flow of communication and coordination within the team?", "To what extent are team members involved by the leader in decision-making?". Outputs: Questions assessing results and well-being, for example, "How is the team's current target achievement?" 'How do you feel about being part of the team?'. The recordings were then transcribed verbatim for analysis.

2. Ethnographic Observation: Direct observations were conducted in the participants' natural work settings, including team meeting rooms and open-plan offices. The researcher adopted a non-participant role, focusing on capturing behaviors related to communication patterns, decision-making processes, and interpersonal dynamics during five key team meetings and across several routine workdays. Detailed field notes were obtained using a structured observation template that logged events, interactions, and contextual factors.
3. Questionnaire: Quantitative data were gathered using a team block questionnaire (Woodcock & Francis, 2008). This instrument uses a constant sum scale rather than a Likert scale. For each of the five sections, respondents were required to allocate 20 points across 10 statements based on their perceived priority for team development. A higher allocation indicates a greater perceived need for improvement in that specific area. The questionnaire was administered in a paper-based format in a group setting, with the researcher explaining the unique scoring mechanism and answering any questions.
4. Document Analysis: Organizational records, including sales reports from the past four years, inventory management data, organizational

charts, and internal communication memos, were reviewed to triangulate and verify self-reported data from interviews and questionnaires.

Data analysis followed an integrated process for both qualitative and quantitative data guided by Miles and Huberman's interactive model (data reduction, data display, and conclusion drawing/verification).

1. Qualitative Data Analysis: Interview transcripts and observational field notes were manually analyzed through thematic analysis. First Cycle (Descriptive Coding): Transcripts were initially coded using codes derived directly from the IPO framework (e.g., "resource allocation," "communication breakdown," "goal clarity"). Second Cycle (Pattern Coding): The initial codes were grouped into broader thematic categories (e.g., "Input Deficiencies, Process Barriers," and Output Impacts") to identify recurring patterns and relationships. A summary matrix was used to display themes and their prevalence across different data sources.
2. Quantitative Data Analysis: Data from the Team Blockage Questionnaire were descriptively analyzed. The points allocated to each statement were aggregated across all the 14 respondents. The mean score for each statement was calculated to

identify the most salient process barriers; that is, the areas the team collectively believed required the most urgent development. These results were presented in tables using Microsoft Excel, which was sufficient for descriptive analysis.

3. Triangulation and Integration: Findings from all four sources (interviews, observations, questionnaires, and documents) were cross-referenced in a convergence table to identify consistent patterns, explain discrepancies, and build a coherent, evidence-based narrative of the team's functioning. For instance, interview themes about "poor communication" were checked against observational notes of meeting interactions and supported by high-point allocations on relevant questionnaire statements.

Figure 1 illustrates the framework used in this study. To ensure replicability, this method can be reproduced by other researchers using the IPO framework to structure open-ended interview guides, conduct field observations in natural work settings, apply verbatim transcription, and analyze data by coding according to IPO dimensions supported by document triangulation. This structured and replicable approach provides a comprehensive method for assessing team effectiveness in organizational environments.

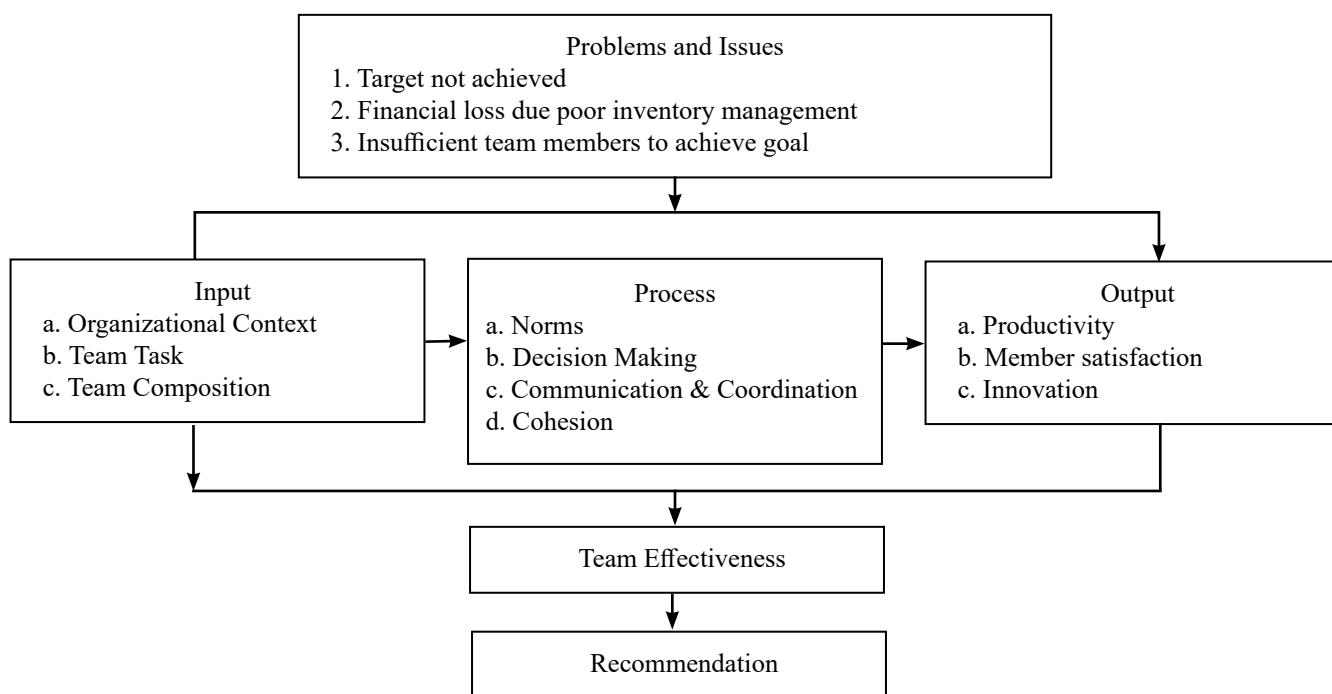


Figure 1. Research framework

RESULTS

The results of the study on the effectiveness of PT X's marketing team are summarized in Table 1. Overall, the team is deemed ineffective when evaluated against the input-process-output (IPO) model, revealing systemic weaknesses across all three stages. Below is a brief theoretical foundation of the IPO framework that contextualizes the findings.

Input: Foundations of Team Effectiveness

Effective teamwork depends on the organizational context (reward systems, training, managerial support), task design (autonomy, skill variety, and clear feedback), and team composition (skills, diversity, and psychological fit). Input deficiencies, such as inadequate training, misaligned tasks, and poor managerial support, undermine motivation and capability from the outset (Anseel et al. 2013).

Process: How Teams Function

Team processes include norms (implicit rule-shaping behavior), communication (critical for coordination), cohesion (commitment to shared goals), and decision making (vulnerable to groupthink). Poor communication, hierarchical barriers, and weak norms, as observed in PT X, lead to fragmented effort and "minimal effort." (Mesmer-Magnus & DeChurch, 2009)

Output: Results and Consequences

Output includes productivity (e.g., sales performance), member satisfaction (linked to autonomy and cohesion), and innovation (driven by diversity and psychological safety). PT X's underperformance in sales and low satisfaction scores reflect failures in the inputs and processes.

Based on data from interviews, observations, and document analysis, the following is a summary of the actual conditions of marketing team members for each input-process-output variable:

Input

The input component, encompassing the organizational context, team tasks, team composition, and team diversity, serves as the foundation for the operational effectiveness of the marketing team. The organizational context reveals critical deficiencies, particularly the limited availability of training programs. Research Shuffler et al. (2018) highlights the significant positive relationship between targeted training initiatives and enhanced team performance. However, non-leader employees have been systematically excluded from training initiatives, with leadership development opportunities being restricted to managers and bureau chiefs. This gap limits the team's capacity to adapt to evolving market demands and hinders professional growth, ultimately affecting overall performance.

Table 1. Assessment Results based on the Input-Process-Output Model

Variable	Aspect	Evaluation	Conclusion
Input	Organizational Context	Needs Improvement	Needs Improvement
	Team Task	Needs Improvement	
	Team Composition	Needs Improvement	
	Team Diversity	Effective	
Process	Norms	Not Effective	Needs Improvement
	Communication & Coordination	Not Effective	
	Decision Making	Needs Improvement	
	Cohesion	Not Effective	
Output	Productivity	Not Effective	Not Effective
	Member Satisfaction	Needs Improvement	
	Innovation	Not Effective	

The Bureau Head's implementation of a daily stock opname system and stricter disciplinary measures such as salary cuts and contract terminations indicates an attempt to address performance issues. However, without complementary training to build employee capacity, these measures may exacerbate morale issues rather than resolve the underlying inefficiencies. Team tasks, another critical input, are poorly aligned with member motivation and goal achievement, according to Hackman and Oldham's Job Characteristics Model. Observations indicate that Sales Coordinators fail to effectively supervise work area control and maintenance, leading to inconsistent data inputs and inadequate goods upkeep. These lapses have directly contributed to inventory losses and negatively affected company profitability.

The lack of clear task alignment with employee motivation further compounded these issues, as team members struggle to find a purpose in their roles. Additionally, the personnel administration section tasked with recruitment support and contract management lacked training in fundamental recruitment interview techniques. More recent research has confirmed a robust positive correlation between targeted team training and significant advancements across five critical outcome domains: affective, cognitive, subjective task-based skills, objective teamwork skills, and overall performance. This body of work establishes that such multifaceted instructional approaches are instrumental in enabling teams to develop the shared mental models and coordinated behavioral competencies necessary for high functioning in complex, interdependent environments. Consequently, a deficiency in training directly impedes the development of these vital areas, fundamentally undermining team effectiveness. This deficiency confines their role to administrative functions, preventing meaningful contributions to candidate selection and team composition, further weakening the team's foundation.

Although team diversity is evaluated as effective, allowing for a range of perspectives, the overall input component requires substantial improvement. The absence of robust training programs, coupled with misaligned task structures and inadequate recruitment support, creates a fragile foundation that undermines the marketing team's ability to achieve organizational goals. Addressing these input-related challenges through comprehensive training, clear task delineation, and enhanced recruitment processes are essential for building a more capable and motivated team.

Process

The process component, which includes norms, communication and coordination, decision making, and cohesion, is critical for translating inputs into effective outputs. However, marketing teams exhibit significant dysfunction in these areas, leading to suboptimal performance. Team norms, which should foster shared values and commitment to excellence, are underdeveloped. The absence of convergent values among team members results in norms that tolerate a 'bare minimum' standard for task completion.

The lack of intrinsic motivation to exceed expectations weakens team cohesion and stifles collaborative synergy. Instead of working toward shared goals, team members prioritize individual task completion, which diminishes intermember bonds and reduces collective investment in team success. The Bureau Head's observation of low employee cooperation and discipline further underscores this issue as inconsistent task execution hampers overall performance. Communication and coordination within teams are equally ineffective. Observations reveal frequent breakdowns in information sharing, particularly in inventory management, where inconsistent data inputs have led to significant financial losses. The lack of coordinated efforts among team members exacerbates these issues, as Sales Coordinators fail to maintain oversight and administrative staff are ill-equipped to support operational needs. Decision-making processes are similarly flawed, with team members preferring quick consensus over thorough deliberation. This tendency limits critical thinking and stifles the exploration of alternative solutions, further hindering the effectiveness of the team.

The Bureau Head's introduction of stricter disciplinary actions, while aimed at improving accountability, does not address the root causes of poor communication and coordination, suggesting a need for targeted interventions to foster open dialogue and collaborative problem-solving. Cohesion, a critical indicator of team health, was found to be weak. The Bureau Head's perception of low cohesion aligns with observations of fragmented team dynamics, in which members lack a shared sense of purpose. This dysfunction in team processes significantly undermines performance because the absence of strong norms, effective communication, and cohesive collaboration prevents the team from achieving its full potential. To address

these challenges, interventions, such as team-building initiatives, communication training, and the establishment of clear behavioral norms, are essential to strengthen process dynamics and enhance overall team effectiveness.

Output

The output component, which encompasses productivity, member satisfaction, and innovation, reflects the tangible results of the team's efforts. Unfortunately, the marketing team's outputs are consistently underwhelming, posing a significant threat to organizational sustainability. Productivity, the core function of the marketing team, has been marked by a stark decline in sales figures over the past four years and increasing losses due to poor inventory management. These trends, noted by Bureau Head, are compounded by external economic pressures and shifting consumer behavior, particularly in the West Java region, where the team has consistently failed to meet sales targets. The daily stock opname system introduced by Bureau Head aims to address inventory issues, but without addressing deeper process-related deficiencies, its impact remains limited.

Member satisfaction is another area of concern, as lack of training, poor team cohesion, and punitive disciplinary measures contribute to low morale. Although team members express a desire for improvement, the absence of meaningful support and recognition hinders their engagement. Inadequate training and development opportunities consistently undermine team members' satisfaction and morale. Employees who lack access to skill-building or professional development report lower job satisfaction and an increased risk of burnout, and often struggle to adapt to new job demands or environments. Conversely, team cohesion is a protective factor against member satisfaction, fostering stronger trust, better communication, and greater job fulfillment. When teams suffer from poor coordination and weak interpersonal relationships, they experience more misunderstandings, an influx of help requests, and ultimately, lower job satisfaction. Furthermore, workplace dynamics significantly impacts morale. Work groups that rely on punitive discipline such as salary cuts, threats of termination, or an excessive focus on errors rather than supportive feedback or constructive interventions experience drops in morale, increased withdrawal, and reduced discretionary effort. Negative workplace cultures, particularly those driven

by top-down punitive practices or a lack of recognition, demotivate staff, and increase turnover intentions(de Souza Santos & Ralph, 2022; Turato et al. 2022).

Innovation, a critical driver of competitive advantage, is notably absent as team members prioritize harmony over critical thinking. This aversion to disagreement stifles creative problem solving and limits the exploration of diverse perspectives, which are essential for generating novel solutions. Teams that embrace constructive conflict and create a safe space for diverse perspectives are more likely to unlock their innovative potential. (Wagner & Grawe, 2020). During meetings, members rarely propose original ideas, preferring to follow established practices, which restricts the team's ability to adapt to changing market conditions. The combination of low productivity, declining member satisfaction, and lack of innovation creates a vicious cycle that threatens the company's long-term viability. The Bureau Head's disciplinary measures, while well-intentioned, do not address the systemic issues of poor training, weak team processes, or a lack of creative engagement. To reverse these trends, organizations must invest in comprehensive training programs, foster a culture of innovation, and implement strategies to enhance team cohesion and motivation.

Team Blockage

The Team Blockage Questionnaire's identification of an unconstructive climate, low standards, and unclear objectives directly correlates with the process deficiencies revealed in our IPO analysis. The unconstructive climate (highest-scoring blockage) mirrors the interview findings about poor communication and hierarchical barriers that prevent meaningful collaboration, reinforcing a "minimal effort" culture where team members prioritize individual tasks over collective goals. Research highlights the critical role of effective communication and leadership in fostering a positive organizational climate, with organizations striving for high engagement, recognizing the necessity of open communication, and clear expectations (Ajibola et al. 2019). The low standards blockage substantiates the output underperformance documented in sales reports, as employees reported perceiving no expectation of exceeding baseline requirements. Studies indicate that line managers play a crucial role in performance management, where their ability, motivation, and opportunity to engage in continuous goal-setting,

feedback, and coaching significantly impact employee satisfaction and system effectiveness (Van Waeenberg & Decramer, 2018). Conversely, hierarchical structures and unclear communication impede information flow, reinforce low standards, and reduce the performance (Tripathi et al. 2021).

Most critically, the blockage of unclear objectives validates the input-process gaps identified through interviews, particularly the lack of training for non-leaders and misaligned task design, which collectively prevent the team from developing a shared purpose. Research on performance management systems underscores that without clear objectives and managerial support, employees struggle to align their efforts with organizational goals, further exacerbating systemic weaknesses (Tripathi et al. 2021).

Together, these blockages operationalize abstract process failures into measurable dimensions, confirming that PT X's challenges stem not from isolated issues but from interconnected systemic weaknesses across all IPO stages.

Managerial Implications

The findings of the study, supported by the Team Blockage Questionnaire results identifying unconstructive climate (11.2), low standards (10.8), and unclear objectives (10.5) as top process barriers, suggest three key intervention areas for PT X. First, to address the unconstructive climate, implement cross-functional workshops, and provide 360-degree feedback mechanisms to improve communication and break down hierarchical barriers. Second, combat low standards by introducing tiered performance benchmarks tied to incentive structures, replacing the current "minimal effort" culture with measurable accountability. Third, objectives are clarified through Objectives and Key Results (OKR) frameworks that align individual contributions with team goals.

These process improvements should be supported by comprehensive training programs (particularly for non-leaders) in conflict resolution and digital tools such as ERP systems, which simultaneously address secondary blockages, such as ineffective work methods (10.2) and insufficient openness (10.2). Leadership development should focus on empowering mid-level managers through coaching to improve decision-making autonomy by directly targeting inappropriate

leadership blockages (10.3). Dedicating resources to digital marketing training can help counter e-commerce competition while reinforcing innovation capacity (9.0). By creating this integrated improvement cycle, enhanced inputs (training) repair broken processes (norms and communication) to boost outputs (sales and innovation). These evidence-based interventions, while tailored to PT X's specific blockage profile, offer a replicable model for similar firms that face structural and cultural barriers to team performance.

This study makes several contributions to theoretical discourse on team effectiveness. Primarily, it provides empirical validation for the input-process-output (IPO) framework in a novel context, demonstrating its utility as a diagnostic tool beyond the well-resourced, Western environments in which it was developed. The findings confirm the model's core proposition that input deficiencies (e.g., inadequate training and poor managerial support) directly catalyze process failures (e.g., unconstructive climate and low standards), which in turn leads to negative outputs.

Furthermore, this study extends the IPO model by integrating the quantitative diagnostic lens of the Team Blockage Questionnaire. The high scores on "unconstructive climate" and "low standards" operationalized abstract process variables into measurable prioritized dimensions for intervention. This offers a methodological blueprint for future researchers seeking to quantify process barriers and triangulate the qualitative findings.

Most significantly, this study challenges the universal application of best practices derived from ideal condition models. It highlights how hierarchical structures and significant resource constraints, which are common in many emerging market contexts, can fundamentally alter how IPO variables interact. For instance, punitive leadership (input) not only demotivates but also actively creates a climate of fear (process) that stifles communication and innovation (output), a nuance often glossed over in standard models.

Although this study provides valuable insights, its findings must be considered in light of several limitations. First, the cross-sectional nature of the data provides a snapshot in time. It captures the team's dysfunction, but cannot definitively establish causality or observe how the identified issues evolve. A longitudinal study is required to track the long-term

effects of the proposed intervention. Second, while triangulation strengthened validity, the potential for social desirability bias in self-reported interviews and questionnaire data remained. Participants may have provided responses that they believed were expected rather than their wholly candid opinions, especially given the observed climate of fear and punitive leadership. Finally, despite best efforts to remain neutral, the researcher's role in data collection (e.g., during observations) may have influenced participant behavior (the Hawthorne Effect). Team members may have altered their conduct during observation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study conclusively determined that PT X's marketing team operates at a critically low level of effectiveness, failing to achieve its strategic objectives and threatening organizational sustainability. The evaluation, based on the input-process-output (IPO) framework, reveals that this underperformance is not an isolated issue but the result of deeply rooted, systemic failures across all three dimensions. The core deficiency originates in the input stage, where a severe lack of training for non-leaders and ineffective task supervision creates an underprepared and unsupported team. This fragile foundation directly catalyzes a cascade of process dysfunctions, including the emergence of a "bare minimum" norm, profoundly poor communication leading to inventory losses, and a complete absence of collaborative problem-solving findings quantitatively confirmed by the Team Blockage Questionnaire's identification of an "unconstructive climate" and "low standards" as the paramount barriers.

Consequently, these defective processes inevitably produce negative outputs: a four-year trend of declining sales, rising financial losses from missing goods, and a stifling of innovation, as team members prioritize consensus over critical thinking. The interrelationship between these components forms a vicious cycle, wherein inadequate inputs foster broken processes, which in turn guarantee poor results, further reinforcing managerial pressure and punitive measures that perpetuate negative inputs.

Recommendations

To address the systemic inefficiencies identified in PT X's marketing team, targeted interventions must focus on both the structural and behavioral dimensions. First, group counselling should be implemented to strengthen team cohesion and align individual values with collective goals, fostering a work climate that prioritizes motivation and optimal resource utilization. Complementary team building initiatives can mitigate apathy and disengagement by reinforcing collaboration and accountability.

These interventions aim to (1) enhance awareness of how group dynamics influence performance, (2) underscore motivation as a driver of results, and (3) equip leadership with actionable insights to align operational goals with team capabilities. For sustained impact, future research should evaluate the longitudinal effects of interventions, such as leadership coaching and culture workshops, while cross-industry benchmarking could refine best practices.

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