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A STUDY ON GROUP BEHAVIOUR AND ITS IMPACT ON PRODUCTIVITY IN MANUFACTURING UNITS, THOOTHUKUDI

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ABSTRACT

This study examines the impact of group behaviour on employee productivity in manufacturing units, with special reference to Jeya Enterprises. Group behaviour, including communication, leadership, cooperation, trust, and conflict management, plays a significant role in shaping employee performance. The research adopts a descriptive and quantitative approach, collecting primary data through structured questionnaires from employees. Statistical tools such as percentage analysis, mean score, and correlation are used to analyze the data.

The findings indicate that positive group behaviour enhances teamwork, improves coordination, and increases productivity, while negative behaviours such as poor communication and conflicts reduce efficiency. The study concludes that effective management of group dynamics is essential for improving employee performance and achieving organizational goals. It also suggests that organizations should focus on leadership development, open communication, and team-building practices to strengthen productivity.

Key words: Group behaviour, employee productivity, teamwork, communication, manufacturing units, cooperation, conflict management

INTRODUCTION

The role of group behaviour in determining employee performance has become an increasingly important area of research in the fields of Human Resource Management and Organizational Behaviour. In modern workplaces, employees rarely work in isolation; instead, they function as part of groups and teams to achieve shared organizational goals. The manner in which these groups interact, communicate, and cooperate has a direct bearing on the productivity and efficiency of the organization.

The concept of group behaviour received significant attention following the landmark Hawthorne Studies conducted by Elton Mayo and his research team. These studies revealed that social relationships and group dynamics are critical determinants of employee motivation and performance. Since then, researchers and practitioners have emphasized the need to understand group behaviour in order to improve organizational outcomes.

In manufacturing organizations, teamwork and group coordination are particularly important because production activities often require synchronized efforts from multiple employees. Whether on an assembly line or in a quality control team, the efficiency of one worker depends on the performance of those around them. Effective communication, mutual trust, supportive leadership, and proper conflict resolution are therefore essential for maintaining smooth production operations.

The purpose of this study is to investigate how group behaviour influences employee productivity in manufacturing units. By examining various dimensions of group behaviour, including communication, cohesion, leadership, decision-making, conflict management, and interpersonal trust. This research seeks to identify the key factors that affect team performance and offer practical recommendations for improving productivity at Jeya Enterprises, Thoothukudi.

KEY ELEMENTS OF GROUP BEHAVIOUR

1. Communication

Communication is a foundational element of group behaviour. Clear and open communication helps employees understand their roles, share information, and coordinate their tasks effectively. Poor communication leads to misunderstandings, errors, and reduced efficiency. When information flows freely within a team, employees can respond quickly to challenges and maintain smooth workflow.

2. Productivity and Performance

Productivity and performance reflect the effectiveness and efficiency with which a team achieves its goals. High-performing teams consistently meet targets, complete tasks within the given time, and maintain a high standard of work quality. Strong teamwork, proper coordination, and efficient use of resources contribute significantly to improved productivity. When team members work collaboratively and remain focused on common objectives, overall performance is enhanced, leading to better organizational outcomes.

3. Leadership and Supervision

The leadership style adopted by supervisors significantly shapes group dynamics. Participative and supportive supervisors encourage teamwork, listen to employee suggestions, and treat workers fairly. Effective leadership creates a positive work environment in which employees feel motivated and valued. In contrast, poor leadership can create fear, reduce participation, and negatively affect group behaviour.

4. Participation in Decision-Making

Employee involvement in decision-making processes enhances their sense of responsibility and commitment. When employees feel that their opinions are respected and considered, they become more engaged and motivated to contribute to team objectives. Inclusive decision-making fosters a culture of ownership and accountability within the group.

5. Conflict Management

Conflicts inevitably arise in any group due to differences in personality, work styles, or perspectives. Effective conflict management involves resolving disputes in a fair and constructive manner without disrupting team harmony or productivity. Teams that manage conflicts well are able to maintain positive relationships and continue functioning efficiently.

6. Trust and Mutual Support

Trust is a critical component of positive group behaviour. When team members trust each other, they are more willing to share knowledge, provide assistance, and collaborate without fear of exploitation. Mutual support within a team creates a safety net that enables employees to take initiative and work confidently.

IMPORTANCE OF GROUP BEHAVIOUR IN MANUFACTURING

Manufacturing organizations rely heavily on group coordination because production processes typically involve interdependent tasks. A disruption in one part of the production chain can affect the entire workflow. Therefore, maintaining positive group behaviour is essential for ensuring consistent output, quality, and efficiency.

Positive group behaviour in manufacturing units leads to improved coordination, faster problem-solving, better utilization of resources, and higher morale among workers. When employees work together effectively, they are able to meet production targets, maintain quality standards, and adapt to changing production requirements. On the other hand, negative group behaviour such as poor communication, conflicts, and lack of cooperation can slow down production and lead to significant losses.

Furthermore, strong group dynamics contribute to employee satisfaction and retention. Employees who feel supported by their colleagues and supervisors are more likely to remain committed to the organization and perform at higher levels. Manufacturing companies therefore have a strong interest in fostering positive group behaviour to sustain productivity and competitive advantage.

STATEMENT OF THE PROBLEM

In manufacturing organizations, employees usually work in groups to complete tasks and achieve production targets. The effectiveness of these groups plays a significant role in determining employee productivity and overall organizational performance. Positive group behaviour such as cooperation, communication, and mutual support can improve efficiency and help employees perform better. However, problems such as poor communication, conflicts among workers, lack of coordination, and weak leadership may negatively affect group behaviour and reduce productivity.

It is therefore necessary to study how group behaviour influences employee productivity in order to identify the factors that facilitate or hinder effective teamwork. This study aims to examine the relationship between group behaviour and productivity at Jeya Enterprises, a mineral processing manufacturing unit in Thoothukudi, and provide evidence-based suggestions for improvement.

REVIEW OF LITERATURE

Raharja, Adawia, Irwati and Gunarti (2026) examined workforce diversity, work environment, and organisational communication in West Java's manufacturing sector using SEM-PLS with 385 respondents. Findings reveal that workforce diversity significantly enhances employee performance, and the model explains 53.8% of the variance in performance outcomes.

Yani and Maryadi (2025) using SmartPLS analysis found that employee support had a significant positive influence on team productivity in manufacturing, while innovative organizational culture showed a positive but not statistically significant influence. Human factors like motivation and engagement play a more decisive role than culture alone.

Silaen (2025) discussed team behaviour and teamwork as essential factors in organisational success, highlighting that effective communication, leadership, trust, and task clarity are critical for team effectiveness. The study identifies challenges such as interpersonal conflicts and unclear roles, proposing strategies like participatory leadership and trust-building.

Smrynova (2025) analysed the evolution of teamwork models and argued that most models fail to integrate employee well-being, burnout prevention, and mental health factors crucial for sustained group productivity and loyalty.

Nikolić, Radosavljević, Nešić, Ćurčić and Vesković (2024) conducted research using correlation techniques at the company STRABAG and found that team trust, recognition, and rewards are key measures for better team performance, and that teamwork is positively related to organisational outcomes.

Sweta, Kirthika and H.S. (2024) conducted an empirical study at a manufacturing firm and found a significant relationship between effective teamwork and enhanced organizational performance. The study recommends training curricula, leadership tactics, and incentive schemes that foster teamwork.

Concepcion (2023) found a strong correlation between teamwork, safety, and productivity in pottery manufacturing. The study also revealed significant differences in teamwork performance between age groups, suggesting age diversity matters for group collaboration.

Lūsēna-Ezera, Liduma and Melberga (2022) surveyed 268 managers and employees across 25 manufacturing enterprises and found that labour productivity growth is mainly related to developing a common goal understanding and cooperation in planning and evaluating work results.

Kairgalievna and Zayed (2021) examined team trust and leadership's role in enhancing workforce productivity and concluded that team satisfaction is a primary driver of workplace success. Leaders who build trust and reduce tension significantly improve group morale and productivity.

Rizqisyah and Rinaldi (2025) studied 94 production employees and found a significant negative correlation between social loafing and work productivity ($r = -0.628$). Social loafing accounted for 39.4% of the variance in employee productivity, underscoring the need for individual-level evaluations within group work.

Aishwarya and Karuna (2020) studied a private organization and found a significant positive impact of group dynamics on organizational productivity. Misunderstanding among team members, ineffective communication, and lack of cooperation were identified as key constraints reducing teamwork effectiveness.

Rahman, Abdullah and Awang (2019) found that the higher the cohesion in a group, the greater the work performance. Key factors leading to group cohesiveness include communication, understandable objectives, and group members' commitment.

Al Mashikhi (2017) used correlation and regression on data from 120 bank employees and demonstrated a significant positive impact of teamwork on employee performance, confirming a direct and positive relationship between collaborative team effort and individual productivity.

RESEARCH METHODOLOGY

Research Design

The present study is based on a descriptive research design. Descriptive research helps in obtaining information about the current status of group behaviour among employees and its impact on productivity. This design is suitable because it enables the researcher to analyze the relationship between group behaviour factors and their effect on employee productivity without manipulating any variables.

Nature of the Study

The study is quantitative and analytical in nature. It involves the collection of numerical data through structured questionnaires and its analysis using statistical tools. The quantitative approach helps in measuring responses in numerical form, while the analytical approach helps in examining relationships between variables such as group behaviour and productivity.

Population and Sample

The researcher has defined the population as the employees working in Jeya Enterprises, a mineral processing manufacturing unit in Thoothukudi, Tamil Nadu. The study adopts simple random sampling under the probability sampling method. The sample size consists of 75 employees, including workers, supervisors, and staff members from various departments such as Production, Quality Control, Maintenance, Logistics, and Administration.

Sources of Data

Primary data was collected directly from respondents through a structured questionnaire designed using the five-point Likert scale. The questionnaire covers areas related to communication, cooperation, leadership, conflict management, and employee productivity. Secondary data was collected through research journals, academic articles, books related to organizational behaviour, company records, and online databases.

Research Objectives

- To study the Group Behaviour and Its Impact on Productivity in Manufacturing Unit.
- To understand the causal relationship between group behavior (Independent Variable) and employee productivity (Dependent Variable).
- To assess the difference in productivity between permanent and contract employees.

Research Hypothesis

Hypothesis I

H0: There is no causal relationship between group behavior (Independent Variable) and employee productivity (Dependent Variable).

H1: There is a causal relationship between group behavior (Independent Variable) and employee productivity (Dependent Variable).

Hypothesis II

H0: There is no significant difference in productivity between permanent and contract employees.

H1: There is a significant difference in productivity between permanent and contract employees.

Tools for Data Analysis

The collected data is analyzed using the following statistical tools:

1. Percentage Analysis: Used to calculate the percentage distribution of responses for each question.
2. Regression Analysis: Used to determine the impact of group behaviour on employee productivity and measure the strength of this relationship.
3. T-Test Analysis: Used to compare mean productivity scores between permanent and contract employees.

RESEARCH ANALYSIS

Demographic Profile of Respondents

The demographic analysis of the 75 respondents reveals the following profile. In terms of gender, the study is predominantly represented by male employees, with 92.0% being male (69 respondents) and only 8.0% female (6 respondents), indicating a male-dominated workforce typical of manufacturing units.

Regarding age distribution, the majority of respondents (42.7%) fall in the 25–35 years age group, followed by those below 25 years (22.7%) and those aged 36–45 years (21.3%). A smaller proportion belongs to the 46–55 years category (12.0%), while only 1.3% are above 55 years. This indicates a predominantly young and middle-aged workforce.

With respect to educational qualification, the largest proportion holds undergraduate degrees (38.7%), followed by HSC/12th (25.3%), postgraduate qualifications (16.0%), diploma holders (14.7%), and SSLC/10th (5.3%). In terms of department, the Production department constitutes the largest group (40.0%), followed by Logistics/Stores (17.3%), and Administration and Maintenance (14.7% each).

Concerning work experience, 29.3% have 3–5 years of experience, followed by 1–3 years (26.7%), and 5–10 years (24.0%). A smaller proportion has above 10 years of experience (13.3%). In terms of designation, Operators form the largest group (34.7%), followed by Executives (21.3%), Supervisors (18.7%), Managers (16.0%), and Technicians

(9.3%). Regarding employment type, 46.7% are permanent employees, 32.0% are contract employees, and 21.3% are temporary employees.

Percentage Analysis

The percentage analysis of the survey responses reveals the following key findings across the major dimensions of group behaviour and productivity. With respect to communication, 58.7% of respondents agree that information is shared effectively among team members, while 46.7% agree that team members openly discuss work-related problems, and 40.0% agree that communication within the team is effective.

Regarding team cohesion, 45.3% are neutral about whether team members support each other in completing tasks, 49.3% are neutral about having a strong sense of belonging in the team, and 41.3% agree that team members work cooperatively. In terms of leadership, 50.7% agree that supervisors encourage teamwork, 37.3% agree that supervisors listen to employee suggestions, and 44.0% agree that supervisors treat workers fairly.

Concerning decision-making and participation, 36.0% are neutral about involvement in decision-making, 41.3% agree that everyone's opinion is respected, and 37.3% agree that employees are consulted before decisions are made. In the area of conflict management, 44.0% agree that conflicts are resolved fairly, 49.3% agree that team members respect different viewpoints, and 40.0% agree that conflicts are resolved without affecting productivity.

With regard to trust and mutual support, 44.0% agree that they trust their team members, 40.0% agree that team members help each other, and 34.7% agree that there is healthy competition in the team. In terms of productivity, the strongest agreement is found for meeting production targets (68.0%), followed by timely task completion (50.7%), high quality of work (46.7%), teamwork improving productivity (45.3%), group cooperation improving efficiency (38.7%), and team performing better than other teams where 37.3% strongly agree.

Regression Analysis

Hypothesis I

H0: There is no causal relationship between group behavior (Independent Variable) and employee productivity (Dependent Variable).

H1: There is a causal relationship between group behavior (Independent Variable) and employee productivity (Dependent Variable).

Table 1: Model Summary – Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475 ^a	.225	.215	.42212

Table 2: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.104	.237		8.877	.000
	Group Behaviour	.317	.062	.475	5.088	.000

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.612	1	4.612	25.884	.000 ^b
	Residual	15.950	73	.178		
	Total	20.562	74			

Regression analysis was undertaken to examine the impact of group behaviour on employee productivity in manufacturing units. The table below represents the regression analysis results. Regression analysis was used to examine the impact of group behaviour on employee productivity. The results indicate a moderate positive correlation ($R = 0.475$), and the R-square value of 0.225 shows that 22.5% of the variation in employee productivity is explained by group behaviour. The ANOVA result ($F = 25.884$, $p = 0.000$) confirms that the model is statistically significant. The coefficients table reveals that the constant value is 2.104 and the unstandardized coefficient ($B = 0.317$) indicates that for every one unit increase in group behaviour, productivity increases by 0.317 units. The standardised coefficient (Beta = 0.475) further confirms a moderate positive effect, and the t-value of 5.088 with $p = 0.000$ establishes that group behaviour is a significant predictor of employee productivity. Therefore, the regression equation Employee Productivity = $2.104 + 0.317 \times (\text{Group Behaviour})$ confirms that positive group behaviour directly and significantly improves

employee productivity in the manufacturing unit. The ANOVA table confirms that the regression model is statistically significant. The F value is 25.884 and the significance value (p-value) is 0.000, which is less than the standard significance level of 0.05. Since the p-value is less than 0.05, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This means there is a causal relationship between group behaviour and employee productivity in the manufacturing unit.

T-Test Analysis

Hypothesis II

H_0 : There is no significant difference in productivity between permanent and contract employees.

H_1 : There is a significant difference in productivity between permanent and contract employees.

Table 4: Independent Samples T-Test – Productivity by Employment Type

	F (Levene's)	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error
Equal variances assumed	.067	.797	-.665	57	.509	-.08220	.12363
Equal variances not assumed			-.676	52.236	.502	-.08220	.12173

The independent sample t-test was used to examine whether there is a significant difference in employee productivity between permanent and contract employees. The mean productivity score of permanent employees is 3.66, while the mean score of contract employees is slightly higher at 3.74. The significance value (p-value = 0.509) obtained from the test is greater than the standard threshold of 0.05, indicating that the difference in productivity between permanent and contract employees is not statistically significant.

Based on these results, the null hypothesis is accepted, which states that there is no significant difference in productivity between permanent and contract employees. The findings suggest that productivity is more influenced by factors such as group behaviour, teamwork, and organizational environment rather than employment status.

FINDINGS AND SUGGESTIONS

Findings

From this study, several important findings emerge regarding the relationship between group behaviour and employee productivity in the manufacturing unit:

- The study found that group behaviour has a positive relationship with employee productivity, indicating that better teamwork leads to improved performance.
- The regression analysis shows that group behaviour has a moderate impact on productivity ($R = 0.475$), meaning it is an important factor but not the only one influencing performance.
- The R Square value (0.225) indicates that 22.5% of the variation in productivity is explained by group behaviour, while the remaining 77.5% is influenced by other factors.
- The ANOVA results confirm that the regression model is statistically significant ($F = 25.884$, $p < 0.05$), supporting the hypothesis that group behaviour significantly influences productivity.
- The t-test result ($p = 0.509 > 0.05$) shows that there is no significant difference in productivity between permanent and contract employees, meaning employment type does not affect performance.
- The percentage analysis shows that 60%–70% of employees agreed with positive group behaviour statements, indicating a generally healthy teamwork environment.
- Some questions recorded high neutral responses (around 35%–50%), indicating lack of clarity or moderate satisfaction in areas such as sense of belonging and decision-making participation.
- The strongest agreement was found for meeting production targets (68.0%), reflecting the team's effectiveness in achieving output goals.
- A notable 37.3% of respondents strongly agree that their team performs better than other teams, reflecting high confidence in team capability.
- The demographic analysis shows that 92% of respondents are male and most employees (around 65%) belong to the younger age group below 35 years, indicating a young, active, and predominantly male workforce.

Suggestions

Based on the findings of this study, the following suggestions are offered to improve group behaviour and enhance employee productivity in manufacturing units:

- The organization should focus on improving teamwork and cooperation among employees through structured team-building activities and group workshops.
- Management should encourage open and effective communication within teams to reduce misunderstandings and information gaps.
- Supervisors should adopt a supportive and participative leadership style that actively involves employees in decision-making processes.
- Training programs on interpersonal skills, conflict resolution, and group dynamics should be regularly conducted for employees at all levels.
- Efforts should be made to strengthen employees' sense of belonging and team cohesion, particularly through recognition and reward programs.
- Feedback mechanisms should be established to allow employees to voice concerns and suggestions, improving two-way communication between management and workers.
- The organization should ensure equal treatment of all employees regardless of employment type to maintain fairness and motivation across the workforce.
- Continuous monitoring of group behaviour should be incorporated into performance management systems to identify issues early and take corrective action.

CONCLUSION

The study on group behaviour and its impact on employee productivity in manufacturing units at Jeya Enterprises, Thoothukudi, highlights the significant role of teamwork and interpersonal relationships in achieving organizational success. The findings clearly indicate that positive group behaviour including effective communication, cooperation, mutual trust, and supportive leadership, contributes to improved employee performance and efficiency. When employees work in a coordinated and collaborative manner, they are more likely to achieve production targets and maintain quality standards.

The regression analysis confirms a moderate but significant positive relationship between group behaviour and productivity ($R = 0.475$, $p < 0.05$), indicating that stronger group dynamics translate into higher performance levels. The ANOVA results further validate this relationship, while the t-test findings reveal that employment type does not significantly influence productivity, suggesting that the quality of group interaction matters more than employment status.

The study also reveals that certain areas, particularly belonging, decision-making participation, and mutual support, require attention, as these recorded relatively high neutral responses from employees. Addressing these gaps through improved managerial practices, inclusive decision-making, and stronger team cohesion can further enhance overall productivity and employee satisfaction.

Overall, this research concludes that strengthening group behaviour is essential for improving employee productivity in manufacturing units. Organizations should focus on developing effective team structures, encouraging employee participation, fostering a positive work culture, and providing continuous training in group dynamics. By promoting strong interpersonal relationships and addressing existing behavioural gaps, manufacturing organizations can achieve higher productivity, better employee engagement, and long-term sustainable success.

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