

THE ROLE OF TEAMWORK AS A MANAGERIAL COMPETENCE TO ENHANCE MANAGERIAL EFFECTIVENESS AMONG LARGE AND MEDIUM-SIZED ENTERPRISES

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Abstract. In the contemporary business environment, characterised by intense competition and innovation, the ability of managers to formulate effective organisational strategies, enhance operational efficiency, and ensure market adaptability, is of paramount importance. Among these competencies, teamwork as a managerial skill is increasingly recognised as a key determinant of managerial effectiveness. The present study examines the impact of teamwork as a managerial competence on managerial effectiveness. The study focuses on three core dimensions: efficient team building, creating a supportive team environment, and managing team dynamics effectively. The research employs a quantitative approach, using linear regression analysis to assess the relationship between teamwork competence and managerial effectiveness. The study utilised a sample of 410 managers from 205 large and medium-sized enterprises, with data collected through the administration of structured questionnaires. The findings of the study confirm the three dimensions of teamwork competence to significantly contribute to managerial effectiveness. The strongest predictor of managerial effectiveness is managing team dynamics, followed by creating a supportive environment and efficient team building. The results of the study align with extant literature, thereby reinforcing the concept that teamwork is not only a critical managerial competence, but also a key driver of organisational success. The study emphasises the necessity for educational institutions and corporate training programmes to incorporate teamwork-focused managerial training to enhance organisational effectiveness. The cultivation of robust teamwork competencies within organisations has been demonstrated to engender enhanced decision-making processes, augmented collaboration, and an overall augmentation in performance. This, in turn, has been shown to precipitate sustainable business growth.

Keywords: teamwork, managerial competence, managerial effectiveness, organisational performance.

JEL Classification: M10, M12, M14

1. Introduction

Managerial competencies represent a pivotal subject in the domain of management research, given their direct influence on organisational strategy development, organisational efficiency, and risk mitigation. In this context, the importance of managerial competencies in enhancing managerial effectiveness and organisational performance is well-documented (Woodside, Sullivan & Trappey, 1999).

In contemporary settings, the concept of managerial competencies has evolved and is closely linked to human capital. Oleksyn (2010) posits that competencies comprise a wide array of components, encompassing talents, predispositions, interests, intrinsic motivation, education and knowledge (which, while significant, are not exclusively determined by formal educational attainment), professional experience, practical skills, attitudes, behaviours, and individual characteristics.

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These components form the foundation for the development of managerial competencies, which are essential for addressing market challenges and organisational transformations.

A substantial corpus of research has demonstrated the significant relationship between managerial competencies and job performance outcomes. For instance, Levenson, Van der Stede, and Cohen (2006) established a positive correlation between individual managerial competencies and personal performance. Heinsman (2008) similarly emphasised the pivotal role of managerial competencies in ensuring organisational effectiveness.

In an environment characterised by intense competition and continuous innovation, there is an increasing emphasis on the demand for advanced skills and specialised knowledge. The ability to meet these demands is contingent on effective teamwork, which plays a crucial role in providing timely and appropriate responses to various challenges (Kozlowski & Ilgen, 2006). In a similar vein, Manxhari (2013) posits that team leaders invariably seek to enhance their effectiveness, thereby contributing to the overall enhancement of organisational performance. Furthermore, she asserts that managers should leverage teams to achieve high work standards and enhance organisational effectiveness.

In the process of forming a team, it is vital that managers consider several key aspects. Firstly, they must establish clear and measurable objectives (Hellriegel et al., 2008; DuBrin, 2003). Secondly, they must integrate diverse talents and capabilities to create well-rounded teams (DuBrin, 2003; Hellriegel et al., 2005; Thill & Bovée, 2002). Thirdly, they must define roles and responsibilities in a structured and transparent manner (Gade, 2004; Singer, 2004). Finally, they must implement continuous and systematic performance monitoring (Armstrong & Baron, 2004). Consequently, teamwork should be regarded as a fundamental factor and a vital resource for securing a competitive advantage in organisations (Rousseau, Aubé & Savoie, 2006). A substantial body of research has indicated that organisations aspiring to adapt to rapid changes and essential structural transformations must prioritise teamwork as a fundamental strategy for achieving their objectives (Mkhize, 2017; Whitley et al., 2012).

The competencies of an organisation are indicative of the collective competencies of its employees, with managerial competencies playing a particularly significant role in shaping strategies and determining overall success. As Casserley and Critchley (2010) have demonstrated, managers who leverage their competencies are capable of formulating and executing strategies that drive organisational growth and sustainability. The present study seeks to address the

role of teamwork on managerial effectiveness among large and medium-large enterprises as the key drivers of economic growth.

2. Literature Review

2.1. Teamwork as a Managerial Competence

It is widely recognised that teamwork represents a fundamental method in organisations, with the potential to generate greater advantages compared to individual work. According to Rousseau et al. (2006), teamwork enhances organisational effectiveness and efficiency through collaboration and coordination among group members. The present work model has been demonstrated to engender elevated productivity, to encourage innovation, and to enhance employee job satisfaction, thereby facilitating the achievement of organisational goals (Rousseau et al., 2006).

In a similar vein, Qiao and Wang (2009) posit that team building constitutes a pivotal managerial competency, empowering managers to establish functional and effective teams that can attain sustainable and quantifiable outcomes.

Nadal et al. (2015) propose a definition of teamwork as "a set of knowledge, skills, and attitudes required to collaborate with others in completing tasks and achieving common goals". This encompasses the exchange of information, the allocation of tasks, the establishment of accountability, the resolution of problems, and the contribution to the collective enhancement and evolution of both the team and the organisation. This underscores the notion that teamwork constitutes an integrated skill set, encompassing elements such as effective communication, collaboration, and conflict management. These competencies are indispensable for the success of a team and the accomplishment of shared objectives.

2.2 Key Dimensions of Teamwork Competence

As Hellriegel et al. (2014 & 2017) contend, managers require teamwork competence to coordinate and collaborate effectively with employees in achieving organisational objectives. According to the aforementioned sources, the fundamental components of teamwork competence can be categorised as follows:

- a) The establishment of effective teams, ensuring the formation of well-structured and functional teams.
- b) The cultivation of a supportive team environment, fostering a collaborative atmosphere that enhances group performance.
- c) The effective management of team dynamics, ensuring efficient handling of team interactions and challenges, as illustrated in the accompanying figure.

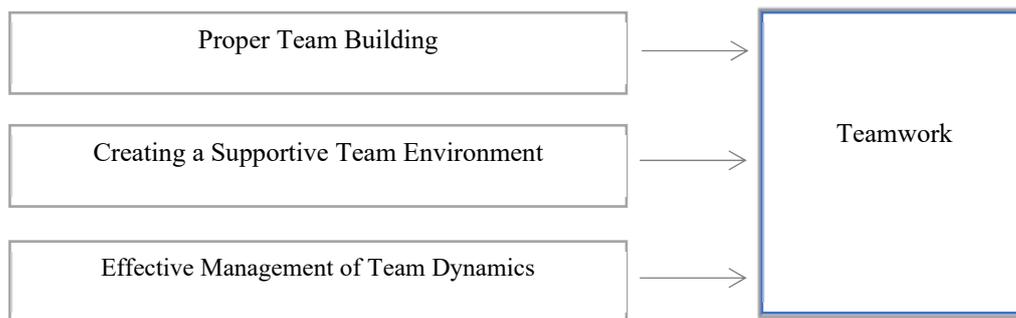


Figure 1. Dimensions of teamwork as a managerial competence

Source: Hellriegel et al. (2017)

2.2.1 Proper Team Building

Team building constitutes a fundamental component of effective teamwork management, as it pertains to the manager's ability to assemble teams that optimally utilise the skills, expertise and experience of each member to achieve organisational goals and enhance overall success (Thill & Bovée, 2002). Daft (2008) further emphasises that the efficiency of a work team is contingent upon its ability to meet the personal needs of its members by fostering an environment where they feel valued and motivated. The effective establishment of a team requires that managers meticulously evaluate and align the strengths of team members, thereby ensuring that the composition of the group is balanced in terms of skills, knowledge, and roles. This alignment has been demonstrated to enhance collaboration, reduce conflicts, and improve problem-solving capabilities, ultimately contributing to higher organisational performance.

2.2.2 Creating a Supportive Team Environment

The importance of a supportive work environment in fostering successful teamwork cannot be overstated. It is incumbent upon managers to empower team members by granting them autonomy in the execution of their tasks, in accordance with organisational expectations, whilst providing them with the authority to make decisions within their designated scope of work, without the necessity of external approval (Daft, 2008). Furthermore, it is imperative for managers to ensure the availability of necessary resources, including access to information, time allocation, and financial support (Flanagan, 2003). The creation of a supportive environment is predicated on a comprehensive understanding of the interpersonal relationships within the team, as well as the cultivation of motivation at both the individual and collective level. Rosentiel and Mitchell's (2004) seminal study posited that managers who foster a culture of collaboration and trust are more likely to enhance group performance

and engagement. These outcomes, in turn, are likely to result in better organisational outcomes.

2.2.3 Effective Management of Team Dynamics

The management of team dynamics is predicated on a comprehensive understanding of individual personalities, behaviours, and interactions within the group, with a focus on both the positive and negative aspects of team relationships. Daft (2008) and Thill & Bovée (2002) emphasise that effective team dynamics management is a pivotal component of managerial proficiency. This necessitates that managers proactively monitor interactions among team members and intervene when necessary to resolve conflicts, realign team objectives, and encourage a co-operative work culture. The effective management of team dynamics within an organisation is conducive to the maintenance of high levels of efficiency, innovation, and adaptability. This is achieved by ensuring that team members work harmoniously towards shared goals.

By mastering the key areas of team building, creating a supportive environment and managing team dynamics, managers can significantly improve the effectiveness of teamwork, thereby enhancing overall managerial and organisational performance.

2.3 Proposed Research Model

The purpose of this study was to provide an assessment of managerial effectiveness. In order to achieve this objective, an examination of the variables associated with teamwork was conducted. The specific variables included in this examination were: effective team building, the creation of a supportive team environment, and the effective management of team dynamics. Teamwork, in its capacity as a managerial competence, will be a cumulative variable that will facilitate the assessment of its impact on managerial effectiveness.

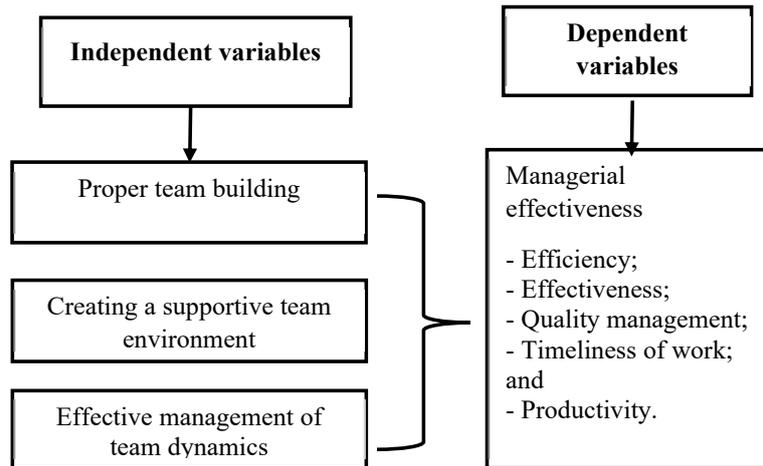


Figure 2. Conceptual scheme of the proposed model

Source: own research, adapted from model Hellriegel et al. (2017)

3. Research Methodology

The study employs an explanatory research design, with the objective of testing the causal relationships between teamwork competences and managerial effectiveness. Sue and Ritter (2012) define explanatory research as being characterised by research hypotheses that specify the nature and direction of the relationships between the variables being studied. The data are quantitative and almost always require the use of a statistical test to establish the validity of the relationships. The questionnaires, along with the relevant instructions for their completion, were dispatched by e-mail to respondents from large and medium-sized enterprises. These enterprises were provided by the register of the Business Registration Agency in Kosovo. Subsequent to the initial survey, the respondents were sent a reminder. However, the response rate was found to be low. Instead, personal distribution method was used, and 410 questionnaires were distributed to organisational managers of three levels:

(1) Top-level managers, who are at the strategic level of organisations and their role is decisive for long-term goals and objectives of organisations;

(2) middle-level managers, who are essentially at the tactical level and play an interpersonal role, being responsible for controlling progress to meet goals;

(3) lower-level managers, whose role is quite informative as they are responsible for daily operational work.

3.1 Data Processing

Following the process of data checking and cleaning, it was determined that of the 410 questionnaires distributed, a total of 324 were found to be valid for further analysis. The questionnaires were then subjected

to coding, thus facilitating their statistical processing and subsequent presentation of statistical analysis.

3.2 Study variables

As suggested by previous studies, managerial effectiveness was set as the dependent variable, while teamwork (team building, creating a supportive team environment, and managing team dynamics effectively) was set as the independent variable. Gender and managerial level were set as controlled variables. These variables are presented in the table below.

3.3. Construction of the Econometric Model

The study used the regression model of "Order of Least Squares" which was built based on the variables presented in Table 2. The model determines the nature of the relationship between the dependent and independent variables. The functional form of this method, according to the *Ernst & Albers* (2017), is presented with the following formula:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \dots + \beta_kX_k + \epsilon$$

where:

Y – dependent variable;

X_k – independent variables;

β_k – the respective parameters for each variable;

ε – error margin.

The simple linear regression models applied in the study are:

1) For the managerial competence of teamwork:

$$EM = \beta_0 + \beta_1TM + \epsilon$$

where:

EM = Managerial Effectiveness (dependent variable);

β₀ = constant term;

β₁ = coefficient of communication as managerial competence;

TM = Teamwork.

4. Results and Discussion

4.1 Demographic Information of Respondents

The majority (66%) of the study's respondents were male, while 34% were female. Overall, the respondents were highly educated: 47% held a master's degree, while 31% were university graduates. Table 3 shows that 41% held operational management positions and 35% comprised top management representatives.

4.2 Sectors of Organisations

As shown in Table 4, 13% of the managers included in the study represented public organisations, 84.9% represented private institutions, and 1.9% represented public-private partnerships.

4.3 Size of Organisations

Organisations were categorised by size based on the number of employees. Of the 324 managers, 289 (89.2%) were from medium-sized enterprises, while 35 (10.8%) came from large enterprises.

4.4 The Impact of Teamwork as a Managerial Competence on Managerial Effectiveness

The linear regression method was used to determine whether managerial effectiveness depends on teamwork as a managerial competence. A statistical model was constructed to predict managerial effectiveness based on three key dimensions of teamwork competence: effective team building, creating a supportive team environment and managing team dynamics effectively.

Table 1

Distribution of questionnaires in large and medium-sized enterprise

Type of enterprise	Number of enterprises selected for the sample	Number of questionnaires addressed to managers for each enterprise	Number of questionnaires distributed to managers
Medium-Sized Enterprises	174	2	348
Large Enterprises	31	2	62
Total	205	/	410

Source: authors compilation

Table 2

Operationalisation of variables

Type of variables	Variables	Dimensions	References / Supporting literature	Method of measurement (Likert scale)
Independent variable	Teamwork	Proper team building	Thill & Bovée, (2002); Daft, (2008); Hellriegel et al., (2005; 2008); Flanagan, (2003); DuBrin, (2003); Herrick, (2003); Gade, (2004); Singer, (2004); Armstrong dhe Baron (2004)	Ordinal measurement scales 1 – low; 2 – below average; 3 – average; 4 – above average; 5 – high
		Creating a supportive team environment	Daft, (2008); Flanagan, (2003); Rosentiel & Mitchell, (2004)	
		Effective management of team dynamics	Daft, (2008); Thill and Bovée, (2002)	
Dependent variable	Managerial effectiveness	Efficiency; Effectiveness; Quality management; The time limit for performing the work; and Productivity	Bamel & Rastogi (2015); Sharma, Rastogi & Garg, (2013); Talati & Sanghvi, (2012; Drucker, (2006); Stewart, (1991); Mott, (1971); Katz, (1974); Analoui, (2010); University of California (1994); Leslie et al. (2002); Bamel et al. (2011); Low, (2000); Zheng, (2010); Heilman & Kennedy – Philips, (2011)	Ordinal measurement scales 1 – low; 2 – below average; 3 – average; 4 – above average; 5 – high
Control variables	Gender	Female. Male	Harris & Leberman, (2012); Morosini, (2005); Ely et al., (2011); Vinnicombe & Singh, (2003); Eagly, (2007); Eagly & Carli, (2007); McKinsey & Company, (2016); Moreno-Colom, (2015)	Nominal measurement scales/(Dummy) 1 – Female; 2 – Male
	Managerial level	Top; Middle; and Lower management	Hellriegel et al., (2014; 2017); Lussier, (2003)	Nominal measurement scales/(Dummy) 1 – Strategic; 2 – Tactical; 3 – Operational

Source: authors' compilation

Table 3
Respondents' demographic information

	Category	Nr. of Respondents	%
Gender	Female	109	33.6
	Male	214	66.4
	Total	323	100
Age	20 – 29	75	23.15
	30 – 39	123	38.27
	40 – 49	67	20.68
	50 – 59	47	14.51
	Over 60	11	3.40
	Total	323	100
Level of management	Top	113	34.9
	Middle	76	23.1
	Lower	134	41.4
	Total	323	100
Level of Education	Bachelor	100	30.9
	Masters	151	46.9
	MBA	7	2.2
	PhD	2	.6
	Other	63	19.4
	Total	323	100

Table 4
Type of organisation and nr of managers

Sector of organisations	Nr. of managers	Percentage
Public	42	13.0
Private	275	84.9
Public-Private	6	1.9
Other	1	.3
Total	324	100.0

Source: authors' analysis

Table 5
Size of the organisation

Company size	Nr. of managers	Percentage
Medium-sized enterprise	289	89.2
Large enterprise	35	10.8
Total	324	100.0

Source: authors' analysis

The regression equation for this model is formulated as follows:

$$\text{Managerial Effectiveness} = \beta_0 + \beta_1 * (\text{proper team building}) + \beta_2 * (\text{creating a supportive team environment}) + \beta_3 * (\text{managing team dynamics effectively}).$$

In the regression equation, only independent variables with a significance level $p < 0.05$ are included, ensuring that only statistically significant predictors are considered.

The dimensions of teamwork competence were found to be significant in the regression model, with an R^2 value of 0.446 and a significance level of $p = 0.000$. This suggests that 44.6% of the variation in managerial effectiveness can be attributed to the independent

variables, indicating a robust empirical correlation between teamwork competence and managerial effectiveness. These findings emphasise the significant impact of effective team building, fostering a supportive environment and managing team dynamics on overall managerial performance, thereby reinforcing the importance of teamwork as a managerial skill.

To further assess the level of significance, an analysis of variance (ANOVA) was conducted. The results are presented below:

The results of the ANOVA test also indicate that teamwork competencies have a statistically significant effect on managerial effectiveness. The low residual variance further supports the robustness of the model by demonstrating that factors related to teamwork contribute significantly to variations in managerial performance. These findings reinforce the importance of team-building strategies, supportive environments, and effective management of team dynamics in enhancing managerial effectiveness as presented below:

The results above indicate that all three dimensions of teamwork competence have a statistically significant impact on managerial effectiveness ($p < 0.000$). Of the three independent variables, managing team dynamics effectively has the greatest impact ($\beta = 0.332, t = 5.284$), followed by creating a supportive team environment ($\beta = 0.244, t = 3.795$) and effective team building ($\beta = 0.214, t = 4.450$). These findings suggest that, although all dimensions of teamwork contribute to managerial effectiveness, effective management of team dynamics plays the most significant role in enhancing managerial performance.

Table 6

Regression model summary-teamwork

Model	R	R ²	Adjusted R ²	Standard Error of the Estimate	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	.668 ^a	.446	.441	.70791	.446	84.197	3	314	.000

Predictors: (Constant), proper team building, creating a supportive team environment, managing team dynamics effectively

Source: Author's Calculations

Table 7

ANOVA results – teamwork dimension^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	126.583	3	42.194	84.197	.000 ^b
	Residual	157.357	314	.501		
	Total	283.939	317			

Dependent Variable: Managerial Effectiveness

Predictors: (Constant), proper team building, creating a supportive team environment, managing team dynamics effectively

Source: Author's Calculations

Table 8

Regression model and coefficients for the teamwork dimension^a

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.154	.126		9.149	.000
	proper team building	.144	.032	.214	4.450	.000
	creating a supportive team environment	.203	.053	.244	3.795	.000
	managing team dynamics effectively	.275	.052	.332	5.284	.000

a. Dependent Variable: Managerial Effectiveness

Source: Author's Calculations

Results indicate also that the three dimensions of teamwork competence significantly impact managerial effectiveness, as demonstrated by their respective Beta, t-values, and significance levels ($p < 0.000$): proper team building: ($\beta = 0.214$, $t = 4.450$, $p = 0.000$), creating a supportive team environment: ($\beta = 0.244$, $t = 3.795$, $p = 0.000$) and managing team dynamics effectively ($\beta = 0.332$, $t = 5.284$, $p = 0.000$).

These findings confirm that improving team-building strategies, fostering a supportive environment and managing team dynamics effectively can significantly enhance managerial performance. The results suggest that structured and strategic team formation plays a key role in this enhancement, aligning with the emphasis placed on team composition and alignment of skills and expertise by Thill & Bovée (2002) in previous research.

Results related to the creation of a supportive environment emphasise the importance of organisational cultures that foster collaboration and provide the necessary resources to empower employees (Daft,

2008). A supportive work environment enhances trust and communication and increases engagement, thereby leading to higher productivity and more effective management (Flanagan, 2003; Rosenthal & Mitchell, 2004).

Similarly, interpersonal relationships, conflict resolution and group coordination are essential managerial skills that have a significant influence on performance. These findings are consistent with those of Daft (2008) and Thill & Bovée (2002), who emphasise the importance of managers actively monitoring, guiding and intervening in team interactions to maintain efficiency and harmony.

Teamwork also provides a key competitive advantage, enhancing productivity, innovation, problem solving, collaboration and overall efficiency (Littlejohn & Watson, 2004). These are competencies that higher education institutions should provide to ensure future managers acquire the essential skills for team management (Thill & Bovée, 2002).

5. Research implications

The findings of this study have significant theoretical, managerial and practical implications for organisations and higher education institutions (HEIs) seeking to enhance managerial effectiveness through teamwork. They also have implications for policymakers.

5.1 Theoretical Implications

This study makes a significant contribution to the extant body of knowledge by providing empirical evidence on the role of teamwork as a managerial competence in enhancing managerial effectiveness. The findings corroborate the conclusions of prior studies by Rousseau, Aubé, and Savoie (2006), Littlejohn and Watson (2004), and Thill & Bovée (2002), which emphasise that team-based management strategies contribute to organisational performance, productivity, and innovation. Moreover, this research contributes to the advancement of understanding of the function of specific dimensions of teamwork (team building, supportive environment, and team dynamics management) as predictors of managerial success.

5.2 Managerial Implications

The study's findings underscore the imperative for business leaders and managers to incorporate teamwork competencies into management practices, with the objective of enhancing organisational performance in its entirety. The findings indicate that effective team building enables managers to capitalise on the strengths, expertise and skills of their employees, resulting in more efficient task execution and enhanced productivity.

The creation of a supportive team environment has been demonstrated to foster collaboration, trust, and motivation, thereby allowing employees to perform optimally while feeling valued and engaged. The most significant predictor of managerial success is the effective management of team dynamics. This emphasises the necessity of conflict resolution skills, communication strategies, and adaptive leadership to ensure the smooth functioning of teams. It is incumbent upon managers to adopt leadership development programmes that focus on team management training, coaching techniques, and structured team-building activities to cultivate these competencies.

5.3 Practical Implications for Organisations

The results suggest that organisations aiming to improve managerial effectiveness should incorporate teamwork-based evaluation criteria into performance assessments and promotions, and develop mentorship

programmes to enhance managerial teamwork skills. Other suggestions for organisations include investing in leadership and teamwork training programmes to equip managers with the necessary skills to form, support and manage teams effectively, and promoting a culture of collaboration by creating policies that encourage open communication, shared decision-making and employee empowerment. Implementing these strategies enables organisations to maximise managerial efficiency, foster a collaborative workplace culture and drive sustainable business success.

6. Conclusions

This study provides empirical evidence on the significant impact of teamwork as a managerial competence on managerial effectiveness. The findings indicate that effective team building, fostering a supportive team environment, and adept management of team dynamics are pivotal factors contributing to enhanced managerial performance. Among these factors, the management of team dynamics was identified as the strongest predictor, thereby reinforcing the notion that effective coordination, conflict resolution, and group interaction management play a pivotal role in determining managerial success.

The findings of the study demonstrate that teamwork competence exerts a positive influence on managerial effectiveness in a proportional manner. As managers enhance their capacity to build teams, cultivate a supportive work environment, and oversee team interactions, their overall effectiveness experiences an enhancement.

Moreover, the present study emphasises the significance of incorporating teamwork-focused training programmes within higher education institutions (HEIs). In the context of contemporary business environments, characterised by their complexity and dynamism, the capacity to harness teamwork as a strategic managerial competence has become imperative for the attainment of sustainable success.

In conclusion, this research highlights that teamwork is not merely a supporting function, but rather a core managerial capability that is conducive to organisational growth and the delivery of operational excellence.

6.1 Future Research Avenues

It is recommended that future studies further explore the influence of industry-specific factors on the effectiveness of teamwork competencies, as well as the long-term impact of teamwork training programmes on managerial effectiveness. The advent of remote work and virtual collaboration tools has given rise to the potential for future research to explore the impact of virtual teams on organisational outcomes such as productivity, innovation and employee engagement.

Future studies could investigate the differences between in-person and remote team dynamics and identify best practices for managing virtual teams to enhance organisational performance. Another area for

exploration is the effect of diversity within teams, such as cultural, gender and cognitive diversity, on creativity, innovation and problem-solving abilities within organisations.

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