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Research on the Correlation Between Certain Metrics for Evaluating Team Effectiveness in an Industrial Enterprise

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Abstract. Team performance metrics are essential for the successful functioning of any organization. They provide objective data that helps the management team understand how the team is performing and where improvements can be made. Although the concept of team performance metrics is relatively new, it has undergone significant development over time. They have evolved from simple indicators to more complex and integrated assessment systems that include various aspects of team performance, such as productivity, quality, communication and participant satisfaction. With the development of digital technologies, data collection and analysis tools have also developed, which contributes to the more effective use of team performance metrics. In this regard, the aim of the article is to prove the correlation between certain team performance metrics.

Keywords: Assessment metrics, Small and medium-sized enterprises, Team, Efficiency.

1. INTRODUCTION

Team performance evaluation is crucial to the success of any organization, providing the necessary tools to analyze and improve the performance of teams. Team performance evaluation criteria play a crucial role in this process, presenting standards and measures that are used to evaluate the results achieved and the productivity of teams (Hoang et al., 2024; Hartnell et al., 2023). These criteria usually include factors such as communication, collaboration, problem solving and goal achievement, which are analyzed and evaluated in order to draw lessons and suggest improvements in the work of teams (Qiannan & Yuhui, 2021; Yin et al., 2022).

Team performance evaluation metrics and their relationship represent the specific indicators and criteria that are used to measure and evaluate the effectiveness of the work of teams. They provide quantitative and qualitative information about the achievement of the goals and objectives of the teams, as well as about their productivity and results (Choi et al., 2020; Udin et al., 2024). Metrics can include factors such as productivity, quality of work, team satisfaction, innovation, and others, which are analyzed and evaluated to determine the strengths and weaknesses of teams and suggest improvements to achieve better results.

2. LITERATURE REVIEW

The main contribution of team performance metrics is their crucial role in team management by providing a clear and objective way to measure their achievements and performance. They allow organizational management to assess the effectiveness of teams and identify areas where they need improvement. Along with this, team performance metrics also help in establishing clear goals and expectations for team performance, which facilitates the planning and management process. In the modern business world, where teamwork plays a key role in the success of organizations, team performance metrics fall into several categories:

Team Productivity - Team productivity is one of the most important metrics for assessing team effectiveness. It represents the team's ability to achieve its goals, complete projects and tasks on time and with high quality (Colazo, 2022; Açıkgöz et al., 2016). Productivity is key to the success of any organization, as it determines its ability to compete in the market and achieve its goals and strategic priorities. It can be measured by various indicators, including the number of projects completed, tasks performed, products or services produced, and return on investment. In addition, the quality of the team's work and its ability to adapt and respond to changing conditions are also important aspects for assessing productivity (Yang et al., 2024).

Team productivity has a direct impact on the success and competitiveness of the organization. Effective teams that achieve high levels of productivity can ensure faster introduction of new products to the market, better customer service and achievement of strategic goals of the organization. To improve team productivity, it is necessary to conduct an analysis of its strengths and weaknesses and identify areas where improvement can be improved (Sheikh, 2022). This may include optimizing work processes, increasing communication and collaboration between team members, as well as developing their skills and competencies. An example of the application of productivity indicators can be the study of the number of completed projects of the team in a certain period of time, assessing the effectiveness of these results, as well as measuring other indicators, such as the number of products or services produced by the team and their impact on the market.

Team Performance Quality - Assessing the quality of a team's performance is crucial to the successful functioning of any organization. This metric provides information on the extent to which a team achieves the required level of quality in the performance of tasks and projects. The quality of work is a key indicator of the

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professionalism and ability of a team to satisfy customer needs and achieve organizational goals. It can be measured through various assessment methods and tools, including customer, peer, and supervisor evaluations, analysis of the results of completed tasks and projects, and review of work processes and procedures. It is important to analyze how a team meets and responds to the requirements and expectations of its stakeholders, as well as to assess the quality of the activities it performs (Sanford et al., 2024).

The quality of a team's work has a direct impact on the reputation and success of an organization. Teams that achieve high levels of quality in their work are able to attract and retain customers, increase their trust in themselves and strengthen their position in the market. At the same time, low quality of work can lead to customer loss, dissatisfaction and a decrease in trust in the team and the organization as a whole. To improve the quality of a team's work, it is necessary to conduct an analysis of existing work processes and procedures and identify areas where improvements can be made (Nozari, 2024). This may include training and developing the skills and competencies of team members, optimizing communication and collaboration between them, as well as implementing more efficient work practices and processes. An example of the application of the work quality metric could be measuring customer satisfaction through surveys or customer ratings after the implementation of projects or the provision of services by the team. Also, other indicators can be measured, such as the number of complaints or repeat orders from customers, to assess the quality of the services or products provided (Xie et al., 2024)

Team member satisfaction - It is a proven fact that team member satisfaction is crucial for the successful functioning of any organization. It reflects the extent to which team members are satisfied with their work, their relationships with colleagues and superiors, and the overall work environment within the team. Satisfied employees are more motivated, more productive, and more likely to stay with the organization, which has a direct impact on the team's effectiveness and the success of the organization as a whole. Team member satisfaction can be measured through various methods and assessment tools, including surveys, interviews, focus groups, and online assessments. It is important to analyze various aspects of the work and relationships within the team, such as communication, leadership, development opportunities, and support from management. This data provides valuable insights into team member satisfaction and possible problems or challenges they are experiencing (Wucai et al., 2023; Castro et al., 2022; Duc et al., 2024).

Satisfied team members are more productive, more motivated and more loyal to the organization. They feel more satisfied with their work and are more likely to deliver high quality work. Furthermore, satisfied employees tend to be more committed to their work and strive to achieve high results. As a result, organizations that invest in increasing the satisfaction of their employees often achieve better results and greater success in the market. To improve the satisfaction of team members, it is necessary to study their needs, expectations and preferences and to provide appropriate support and motivation. This can include providing opportunities for development and career advancement, improving the working environment and team relations, as well as recognizing and rewarding employee successes and achievements. An example of applying team member satisfaction metrics could be conducting regular employee surveys to assess their satisfaction levels, absenteeism, and employee feedback regarding the work environment and working conditions, and to identify problem areas or challenges (Harvey & Green, 2022).

Team member development - this aspect reflects the team's ability to acquire new knowledge, skills and experience, as well as to develop and grow within the organization. Developed and motivated team members are key to the success of the organization, as they are able to achieve better results and contribute to the achievement of the organization's strategic goals and priorities. Team member development can be measured through various methods and assessment tools, including performance appraisals, feedback from superiors and colleagues, evaluations of the results of training and training programs, as well as assessment of individual and collective success and growth. It is important to analyze how the team develops and grows over time and to identify opportunities for improvement and development.

Well-developed team members are essential for the successful functioning of the organization. They are more productive, more motivated, and better prepared to deal with the challenges and opportunities that the organization faces. Well-developed teams are also more flexible and adaptable to changes in the external environment and are better able to achieve their goals and objectives. To improve the development of team members, it is necessary to invest in training and development, as well as to create opportunities for growth and advancement. This can include conducting training programs and seminars, providing individual mentoring and coaching, and creating internal opportunities for career advancement and development. An example of an application of this metric is measuring the number of training programs and seminars completed by team members, as well as assessing their individual and collective growth and success. Other indicators can also be measured, such as levels of participation in development and learning projects and initiatives.

Team Innovation and Creativity - Team innovation and creativity are crucial for the long-term success and competitiveness of any organization. This metric reflects the team's ability to generate new ideas, develop innovative solutions, and adapt to changing market conditions. It is able to offer new products and services, facilitate processes, and attract new customers, which contributes to achieving the organization's strategic goals (Colluci et al., 2023; Walter et al., 2024). Team innovation and creativity can be measured through various assessment methods and tools, including assessments of creative processes and results, analysis of the number

and quality of proposed ideas and innovations, and assessment of the team's ability to adapt to change (Leblanc et al., 2022; Dong & Jie, 2019). It is important to analyze how the team responds to challenges and opportunities for innovation and creativity and what are the results of their activities. Both innovation and team creativity are key to the success and competitiveness of the organization, as they allow the organization to adapt to changes in the external environment, meet the needs and expectations of customers, and offer new and innovative products and services. Innovative teams are also more motivated, more productive, and more flexible, making them key to the successful functioning of the organization (Stalder et al., 2023).

To improve the innovation index, it is necessary to create an appropriate work environment that encourages and supports creative processes and ideas. This can include organizing brainstorming sessions, providing time and resources for experimentation and development of new concepts, as well as supporting and recognizing creative and innovative ideas and results (Zaman et al., 2024). Here, an example can be given by measuring the number of ideas and innovations proposed by team members and assessing their implementation and impact on the organization. Of course, other indicators can also be measured, such as the number of new products and services launched by the team and their contributions to the business (Wang et al., 2020).

3. METHODOLOGY

Team performance assessment methods are the tools and procedures used to collect, analyze, and interpret data related to team performance. These methods may include surveys, interviews, observations, and performance analyses that are used to measure and evaluate the effectiveness of teams in various aspects of their activities. Choosing the right assessment methods is key to successfully carrying out the process and obtaining accurate and useful results to guide improvement efforts.

The study was conducted in 75 industrial enterprises, with 123 managers from different levels of management participating. The survey was sent online, and interviews were held with the managers of the enterprises beforehand. With the help of some of them, some of the questions were "smoothed out" so as to achieve the set goal of the study more precisely. The survey used the Likert scale, which ranks the answers from strongly disagree (1) to strongly agree (5). For the reliability of the study, it is used Cronbach's alpha. A higher Cronbach's alpha value usually indicates that the questions in the test are well correlated and that the test is reliable. In this case, the alpha values are as follows: Team Productivity (0.691), Quality of work (0.715), Team member satisfaction (0.895), Team member development (0.826), Team innovation and creativity (0.735).

4. RESULTS

Table 1 shows the profile of the survey participants, taking into account the managers' job position. As can be seen, 29.3% are at the top management level and 70.7% are at the middle level.

Table 1: Profile of the surveyed managers.

No.	Profile	Frequency (n)	Percentage (%)
1.	Middle Management	87	70.7
2.	Top Management	36	29.3

Table 2 shows the respondents' answers regarding team productivity. The most weight is given to the question related to the number of completed tasks (93.5%) and their relationship to team productivity. It is noteworthy that the lowest percentage refers to the quality assessment (45.6%).

Table 2: Frequency and percentage score for the Team Productivity.

Question	Statement	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	∑
Q1	There are enough completed projects	3 (2%)	5 (4%)	5 (4%)	41 (33%)	69 (57%)	123
Q2	The quality rating is high	10 (8%)	5 (4%)	1 (0.8%)	51 (41.5%)	56 (45.6%)	123
Q3	The number of products produced meets production plans	0 (0%)	2 (1.6%)	3 (2.4%)	25 (20.3%)	93 (75.6%)	123
Q4	Number of tasks completed	0 (0%)	0 (0%)	0 (0%)	8 (6.5%)	115 (93.5%)	123
Q5	Return on investment	0 (0%)	0 (0%)	3 (2.4%)	7 (5.6%)	113 (92%)	123

Table 3 shows the results related to the aspect of quality work. Here, all managers unanimously believe that the most important is the assessment of customers (the highest percentage is 88.6%). At the other extreme, their unanimous disagreement is seen that the mentioned questions have no connection with the quality of the team's work. Regarding Analysis of the results of the work performed, only 2.4% of the respondents give a neutral answer, which can be explained by the fact that they give weight to other aspects of quality of work.

Table 3: Frequency and percentage score for the Quality of work.

Question	Statement	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	∑
Q1	Customer ratings	0 (0%)	0 (0%)	5 (4%)	9 (7.4%)	109 (88.6%)	123
Q2	Evaluations from superiors	0 (0%)	0 (0%)	6 (4.9%)	53 (43.1%)	64 (52%)	123
Q3	Analysis of the results of the work performed	0 (0%)	0 (0%)	3 (2.4%)	61 (49.6%)	59 (48%)	123
Q4	Optimizing communications	0 (0%)	0 (0%)	6 (4.9%)	43 (35%)	74 (60.1%)	123
Q5	Implementing effective practices affecting team effectiveness	0 (0%)	0 (0%)	5 (4%)	26 (21%)	92 (75%)	123

The study then continues with the satisfaction of team members. As can be seen in Table 4, support from management is of the greatest importance to the team – 79.7% and very close to this result is the importance of communication – 75%. We should not forget the fact that this is also a self-assessment of the managers regarding their attitude towards the employees in the organization. Only 2% of them are of the opinion that leadership is not of particular importance for the satisfaction of team members, which is at odds with the theory that a successful team needs a leader.

Table 4: Frequency and percentage score for the Team member satisfaction.

Question	Statement	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	∑
Q1	Communication is important	0 (0%)	0 (0%)	10 (8.13%)	21 (17.07%)	92 (75%)	123
Q2	Leadership is important	2 (1.6%)	17 (13.9%)	10 (8%)	13 (10.6%)	81 (66.9%)	123
Q3	Development opportunities	0 (0%)	3 (2.4%)	6 (4.9%)	42 (34.1%)	59 (48%)	123
Q4	Optimizing communications	0 (0%)	0 (0%)	6 (4.9%)	43 (35%)	72 (58.5%)	123
Q5	Support from the management	0 (0%)	0 (0%)	5 (4%)	20 (16.3%)	98 (79.7%)	123

The results in Table 5 show that 91.1% of the respondents strongly agree that team motivation is very important for the development of team members. Interestingly, about 15% of the respondents are neutral in their answers when it comes to evaluating the performance of team members. 2.4% of the respondents strongly disagree with the statement that development initiatives are related to the development of team members and along with this 1.6% are of the opinion that the evaluation of training results is not important for the development of team members.

Table 5: Frequency and percentage score for the Team member development.

Question	Statement	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	∑
Q1	Performance evaluation	0 (0%)	0 (0%)	15 (12.2%)	28 (22.8%)	80 (65%)	123
Q2	Evaluation of training results	2 (1.6%)	10 (8.1%)	10 (8.1%)	20 (16.2%)	81 (65.9%)	123
Q3	Assessment of individual and collective growth	0 (0%)	4 (3.3%)	7 (5.7%)	41 (33.3%)	71 (57.7%)	123
Q4	Development initiatives	3 (2.4%)	3 (2.4%)	6 (4.9%)	38 (31%)	73 (59.3%)	123
Q5	Team motivation	0 (0%)	0 (0%)	5 (4%)	6 (4.9%)	112 (91.1%)	123

Table 6 shows that 82.9% strongly agree with the statement that the assessment of creative processes and outcomes has a strong relationship with team innovation and creativity. At the same time, it is striking that 12.2% of respondents strongly disagree with the statement that the assessment of team creativity has a relationship with team innovation and creativity, contrary to a number of studies that prove the opposite.

Table 6: Frequency and percentage score for the Team innovation and creativity.

Question	Statement	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	∑
Q1	Evaluation of creative processes and results	2 (1.6%)	3 (2.4%)	5 (4%)	11 (8.9%)	102 (82.9%)	123
Q2	Analysis of the number and quality of proposed ideas and innovations	3 (2.4%)	4 (3.3%)	13 (10.6%)	17 (13.8%)	86 (69.9%)	123
Q3	Assessing the team's ability to adapt to change	6 (4.9%)	5 (4%)	17 (13.9%)	41 (33.3%)	54 (43.9%)	123
Q4	Team creativity assessment	15 (12.2%)	13 (10.6%)	10 (8%)	50 (40.7%)	35 (28.5%)	123
Q5	Assessment of a supportive creative environment	5 (4%)	3 (2.4%)	7 (5.7%)	58 (47.2%)	50 (40.7%)	123

As previously stated, Pearson correlation was used for the purpose of this study. The results in Table 7 show the positive correlation between the variables under study.

Table 7: Pearson correlation results.

Variables	1	2	3	4	5
1. Team Productivity	1				
2. Quality of work	0.642	1			
3. Team member satisfaction	0.525	0.574	1		
4. Team member development	0.563	0.585	0.525	1	
5. Team innovation and creativity	0.645	0.655	0.625	0.565	1

5. DISCUSSION

It can be summarized that the five main metrics for assessing team effectiveness discussed are correlated with each other and play a key role in understanding and improving its work and success. However, there are a number of other metrics that would also provide a valuable resource in the analysis of team evaluation. Although they can be considered less used metrics, they can by no means be called secondary. Some examples of such metrics that can complement the main categories:

- Communication effectiveness This metric assesses the quality of communication within the team and organization. It can include an analysis of the frequency and quality of communication, as well as an assessment of the levels of clarity, openness and comprehensibility of messages.
- Customer satisfaction Assesses the extent to which customers are satisfied with the products, services and care provided by the organization. Satisfied customers are often an indicator of a successfully functioning team and organization.
- Problem-solving ability Examines the team's ability to identify, analyze and solve problems. This may include assessing the time taken to solve problems, the quality of proposed solutions, and the degree of innovation in finding solutions.
- Employee Engagement This metric assesses the extent to which employees are committed to their work, the organization's goals, and objectives. High levels of dedication and commitment typically lead to better productivity and results.
- Time Management Ability Assesses the team's effectiveness in managing time and meeting deadlines for tasks and projects. This may include analyzing the time spent on different types of activities and assessing the degree to which plans are being met.
- Flexibility and Adaptability This category assesses the team's ability to adapt to changing market conditions and demands. Flexible and adaptable teams are better able to cope with and benefit from change. These additional metrics are just some of the possible tools for assessing team effectiveness. Combined with the core categories, they can be used to build a comprehensive picture of the team's and the organization's success. As a separate system of metrics, the metrics for assessing leadership should also be mentioned. It is of utmost importance for team effectiveness and can be measured through various approaches. Here are some of them:
- Management style assessment This approach assesses the extent to which a leader demonstrates various aspects of leadership, such as an autocratic, democratic or transformational style. It may include an assessment of the leader's ability to inspire, motivate and encourage team members.
- Management results the results achieved by the team under the leadership of a specific leader are assessed. It may include an analysis of key success indicators, such as team productivity, achievement of goals and objectives, customer satisfaction, etc.
- Feedback from team members the aim here is to obtain feedback from team members on their manager's leadership. It may include anonymous surveys or interviews in which employees evaluate the leadership qualities and effectiveness of their superiors.

- Employee development the impact of leadership on the development and growth of team members is assessed. This includes opportunities for learning and development, career advancement, and support from management.
- Trust and Respect Measures the level of trust and respect that team members feel for their immediate supervisor. May include an analysis of communication, relationships, and displays of mutual respect within the team.

6. CONCLUSIONS

Regardless of the approaches to assessing the effectiveness of teamwork, however, it should be emphasized that this is a necessary and valuable tool for any organization, which provides an opportunity to analyze, understand and improve the work of teams. Criteria, methods and metrics for assessment play a key role in this process, providing the basis for assessing and analyzing teams and for making decisions about their improvement and development. With the proper application and use of these tools, organizations can achieve higher levels of efficiency and success in their activities.

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