

ASSESSING THE IMPACT OF TEAM-ORIENTED CULTURE ON EMPLOYEE PERFORMANCE IN HR DEPARTMENT: A STUDY ON APEX FOOTWEAR LIMITED

Apex Footwear Limited

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Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



13th December 2023



Internship/Project Report Approval Form

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INTERNSHIP/PROJECT INFORMATION

Internship

Organization: **Apex Footwear Limited**

Internship /Project Report Topic: **Assessing the impact of Team Oriented culture on employee performance in HR department**

Term (Tick one): ☐ Spring 2023 ☐ Summer 2023 ☒ Fall 2023

SUPERVISOR APPROVAL

(Tick One)

☐ Approved ☐ Not Approved ☐ Partial Re-write ☐ Full Re-write

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Part A

Chapter 1: Internship Preparation

This chapter contains background information about my internship and my internship organization.

Internship Motivation

The internship acts as a catalyst for professional and personal growth and optimizes the benefits of the experience. Exercising according to a well-thought-out training program not only adds benefits, but also stimulates inspiration. Motives for applying for an internship can vary greatly depending on the personal goals and objectives of the individual applicant. An internship is a valuable opportunity for students to gain knowledge and experience in working life. Motivation plays a key role in driving people towards their goals. There are a few compelling reasons which work as motivators to pursue internships:

Internship give students the amazing chance to acquire reasonable, active involvement with their selected field of study. This experience is priceless for applying the theoretical information that was gathered during the study period and understanding how the things learned in the study hall are tried in a work setting. This can assist students with fostering their abilities further and to recognize any regions where they need extra preparation or experience.

Internships permit students to create and refine explicit abilities pertinent to their profession objectives. Whether it's functional abilities, technical abilities, soft skills like communication, ability to do team work or industry related information, Internship is the stage for developing these skills as these abilities are fundamental to be successful in any profession, and an internship program furnish students with the chance to foster them by getting a hands-on experience.

A crucial factor that limits the students to secure a job is an unattractive resume and the main reason is lack of experience. Therefore, having an internship on one's resume separates a student from peers who might need useful experience. Employers encourage or prioritize candidates who can exhibit their capacity to apply what they've learned in the relevant field.

Furthermore, if we focus on the current employment situation in Bangladesh with labor surplus and limited job vacancies. One thing that can work as a catalyst is Networking and to enhance networking students can establish connections with their supervisors or colleagues during the internship period within

the organization which can increase opportunities to secure a job in the desired field by the help of these connections.

Through the internship program, students will be able to explore and discover their own skills, abilities and interests which will help them to avoid any regrets for choosing a profession not suitable for them. Having internship on one's resume shows responsibility, down to earth insight, and a longing to learn. By exhibiting their ability to involve information and capacities in practical circumstances, it can extensively expand an individual's chances of getting work in the future.

Therefore, as an intern I am driven to achieve all these learnings that are possible to attain through my internship program. The program will provide me opportunities to prosper in the corporate sector through applying knowledge and practical skills. Furthermore, internship offer a true viewpoint on what a student's picked field involves, which can be a critical stage in going with making career choices.

Internship search process

Although it was not mandatory to select an internship program in Human Resource Management field. However, Since I majored in Human Resource Management and acquired managerial skills through participating in various extracurricular activities on campus, my objective was to build my potential stronger so that it can help me build a career in HRM department. Therefore, I started researching about organizations with diverse culture which represents good Human Resource Management and reflects better learning opportunity. I started looking for internship opportunities at the beginning of my last semester which was on August 2023. For researching about organizations, I used various sources like social media and websites like Facebook, LinkedIn and Bdjobs.com.

Once I had recognized my desired Internship offers, I started structuring my resume according to the criteria of the organizations. I featured my skills and abilities on my resume and tried to show my keenness for why I want to do internship in their organization. I did not restrict my research on a single industry as I wanted to secure internship opportunity at a well reputed company. After listing down the organizations offering internships with Dhaka city, I started dropping my resume via Email and Bdjobs.

Gradually, within 1 month period after applying, on the first week of September I was called for an interview from 2 organizations. One was a Human Resource consultant company and the other was from Apex Footwear Limited. Due to different interview dates, I was fortunate to attend interview at both the organizations. The ambience at the HR consultancy firm was mostly informal while the interview at Apex Footwear Limited was professional. Fortunately, within a few hours after the interviews I was offered the

internship position by both the organizations. However, I had to select one organization and I came up to a conclusion to accept the internship offer of Apex Footwear Limited.

The reason for selecting this organization is their work culture. Apex is the leading company in the footwear industry while the HR consultancy firm is a small startup company. The company's duties and responsibilities were confined to Talent Acquisition with a pool of 4 employees, working for companies by providing candidates to them. Whereas, Apex consists of a well-structured HR team and has 4 divisions which are Talent Management, Learning & Organizational development, operations and Compensation & benefits. Apex HR team works for the organization. By realizing the level of learning opportunities at Apex, I decided to join this company from 10th September 2023.

Internship Interview Experience

My interview for the internship position was held at Apex Footwear Limited's Head office. I was invited by a member of the HR department who was coordinating the interview subsequent to checking in at the front desk area. All along, the HR employee was cooperative and friendly. Initially, an excel assessment was taken prior to facing the interview. There was a set of 5 questions on an excel sheet and I was given 10 minutes to solve them. After that, I was called for an interview after an hour where I was interviewed by the Manager and Assistant manager of learning and Organizational development of HR department. The managers asked a couple of standard questions concerning my personal and educational background and other related involvements at the beginning of the interview. They were keen on my qualifications and the purposes for my interest for the internship program. I utilized this opportunity to grandstand my related coursework, projects, and any earlier or seasonal activities that showed my capacities and excitement in the area. Later, they gave a brief idea about the responsibilities I will have as an intern if I get selected which primarily involved working on Performance Management System (PMS) and a few questions related to PMS were asked for that.

Fortunately, after 2 hours of giving the interview, I was called and notified that I have been selected for the internship position and was told to bring a forwarding letter from my university and other documents at the date of my joining.

Information about the organization

Apex Footwear Limited (AFL) is a public corporation. It is one of the biggest footwear organizations in South Asia. It has a critical presence in the business and has been in activity for over 30 years. The organization's size is reflected in its broad manufacturing offices, large distribution scale, and different types of products offers. AFL works in the footwear business. It has some expertise in planning,

fabricating, and conveying a great many footwear items for both homegrown and global business sectors. Apex Footwear Limited's essential spotlight is on the manufacture and selling of footwear. The organization offers different sorts of footwear, including formal shoes, sandals, school shoes, slippers, and sports shoes. AFL is known for its diverse range of brands portfolio; it works in two essential business fragments: Export and Domestic. The export business includes offering its items to about 135 global clients around the world, with a specific spotlight on European and American business sectors. The Domestic business centers around serving the nearby market in Bangladesh.

Chapter 2: About the Internship

This chapter focuses on overall internship roles and responsibilities with the organization. It contains the following three subsections:

2.1 Internship responsibilities and work environment

Apex Footwear Limited has a cutting edge and exceptional office in Dhaka, Bangladesh. The workplace is roomy and brilliant. The workplace is speedy and dynamic, yet in addition steady and cooperative. As a HR intern at Apex Footwear Limited, my working time starts at 9:00 AM and end at 6:30 PM, with a mid-day break in the center. There is a gaming zone which helps us to build relationship with employees of other departments. The office also consists of a pantry which provides unlimited coffee and tea for employees and a cafeteria where employees gather at a certain period of time to do lunch together. This further helps with improving employee engagement. A positive culture at Apex is that employees of any job grade have the freedom to share their opinion or ideas to the higher authorities making them feel connected to the organization.

On the other hand, HR has 5 important divisions at Apex. However, I was mostly assigned to work for Learning & Organizational development team. Here is a more detailed depiction of my work obligations and as a HR Intern:

Learning and Organizational Development-

- Assisting trainers to run the training programs smoothly
- Working on the new launched project regarding Performance Management.
- Updating employees KPI on Performance Management System software which consists of employee objectives, KPI, KRA, weightage, Mid-Year Assessment, Year End Assessment and competencies.

Some other responsibilities that I was assigned from other divisions are:

Talent Acquisition & Management-

- Coordinating interviews
- Calling candidates to schedule interview
- Sending offer emails to selected candidates
- CV sorting for job roles such as sales associate, store manager, wholesale officer etc.
- Head hunting for sales sector

Compensation and Benefits

- Calculating benefits of employees such as provident fund
- Sorting clearance statements such as, Audit, finance and Area for the employees working in the sales team.

HR operations

- Managing employees' personal files
- Arranging important documents of employees in order such as, CV, joining letter, appointment letter, promotion letter and so on.
- Compiling employees sales target in excel sheet.

2.2 Skills and knowledge acquired from the Internship program

As an HR Intern at Apex Footwear Limited, I have had the opportunity to acquire practical skills and get familiar with scope of abilities while making important contributions to the company. Here are some of the aspects of each category:

Skills learned:

- Talent Acquisition and Management- learned the end-to-end process of recruiting from manpower planning to creating job post, CV sorting, conducting interviews and selecting candidates.
- Employee onboarding- learned the process of onboarding new employees, helping them get acquainted with the office culture, policies, work and environment.
- HR personal file management- was able to learn how to update employee data, ensuring data accuracy while arranging personal files in a chronological manner.

- Training and organizational development- was able to learn how to coordinate training sessions, track employee's performance through KPI before and after the training by the help of HR managers. Also learned how to resolve conflicts among employees and others.
- Data entry- learned to update employee performance from excel to performance management system which is a new project launched by the company in order to track employee performance and evaluate them without any biasness or other sorts of error.

Skills employed-

Developed communication skills as an HR intern by having to continuously interact with employees and candidates which require strong communication abilities. Since, my work was not restricted to a single department of HR, I had to maintain organizational skills for multitasking purposes which was crucial for any work to be done effectively. Moreover, time management skills were important to meet the deadlines such as, completing the assignments given by the managers within the designated time frame. Ensuring precision in work was also important to avoid any errors such as, while inserting numerical data of employees.

Contribution to the company-

- As an HR I added to the effectiveness of HR processes by aiding undertakings like enrolment, onboarding, and worker record support.
- supported the development of events and preparation for the training programs in order to upgrade the abilities and knowledge of the human resources in the workplace.
- Assisted with Head hunting and CV sorting for specific job roles by collaborating with HR operations team in order to meet the objective within the deadlines.

2.3 Relation of educational learnings with Internship roles and responsibilities

There is a strong connection between the educational learnings and the internship roles and responsibilities. During my internship I was able to use my theoretical knowledge that I have acquired during my BBA program in several area to fulfil my responsibilities at Apex. One correlation was with my major course, Industrial Psychology. I acquired data about the candidate's analysis and resume screening procedures. I effectively ranked and narrowed down the applications based on their accomplishments, grades, and experience using the information. which then I gave these resumes to my manager, who conducted interviews with the selected candidates at that time. I was able to apply what I have learnt about recruitment and selection process on my course in a practical way. Furthermore, the

course 'Strategic Human Resource Management' covered Performance appraisal system extensively which helped me to be familiar with the concept of KPI, KRA, objectives, competencies and ratings while working with the performance management system software. Moreover, the courses 'Management Information System' and Introduction to Computer' had a great impact on building my technical skills which I was able to utilize in the workplace. These courses have trained me with soft skills such as MS office suite, Email writing that significantly helped me to manage data by using software.

Chapter 3: Self Reflection

This chapter reflects my own observations and experiences of the internship.

3.1 Likes and Dislikes about the Internship program at Apex

Following are the aspects that I liked about the internship at Apex footwear limited-

- Apex Footwear Limited has a group of experienced HR experts who are focused on coaching and creating Interns. As an Intern I had the chance to gain from the HR group pretty much about all the 4 divisions of HR.
- Apex Footwear Limited is an enormous and developing organization, and that really intends that there are consistently a variety of projects and initiatives such as the new project that started this year was the performance management software and an upcoming initiative would be to hire Management Trainee Officer targeted for 2024. Therefore, as an intern i get the potential chance to engage in various projects, which gave me a wide openness to the various sectors of HR.
- Interns at Apex Footwear Limited are not simply office assistants. Rather, they are given genuine work to do and have the chance to make a genuine commitment to the organization. As an intern I was engaged with projects like coordinating training programs and special events like the Founder's Day and supporting the recruitment and selection process.

The disliking factors of the Internship program at Apex are not significant, however a few are:

- Apex Footwear Limited is the leading company in the industry. Its fast-moving environment requires employees and also Interns to work long hours and comply with the deadlines.
- Some of the assignments consisted mostly of repetitive tasks, which made me assume the organization's gloomy atmosphere and eventually made the exercises less enjoyable and bland.

3.2 Self-observation and organizational Review

Considering my experience as a HR understudy at Apex Footwear Limited there were regions where I might have improved through which the organization might have used my abilities more effectively. Moreover, to expand my possibilities, I might have adopted a more proactive strategy in searching out new assignments and obligations rather than waiting for the managers to assign me work. Also, during my free time at office I could have trained myself more proficiently on Excel as it is the basic requirement to complete any task at Apex and requires advance level which might have led me to attract more work from the managers. A reflection from my internship experience made me realize that I need to improve my level of conscientiousness, as it was vital for the numerical data to be accurately updated on the system since many managerial decisions are dependent on it.

However, from the company's point of view they could have utilized my abilities by providing variety of tasks which would have kept me motivated to seek more work and encourage me to seek opinions and guidance for self-development. This opportunity would have provided me openness to proactively bring changes to my work in order to complete my tasks more efficiently. By focusing on these viewpoints, both the organization and I would have boosted the advantages of my internship, bringing about a more useful and commonly beneficial experience.

3.3 Future work prospects and recommendation for Apex Footwear Limited

As internship is a learning opportunity to get a real-life experience of the corporate sector, this allows interns to reflect their current position and encourage to find scopes to improve their gaps. Henceforth, to grab a desired job position in the future and to make myself secure, I will seek opportunities to collaborate with other departments to enhance my cross-functional abilities. I might as well pursue additional trainings externally to develop the skills required for particular tasks.

Besides, I will focus on persevering further development on my verbal communication abilities. Strong communication is vital in any organizational circumstances, and I see the meaning of stepping up this capacity to achieve my goals in the future. By successfully practicing and searching for opportunities to redesign my verbal correspondence, I will end up being more articulate, certain, and prepared to share my perceptions and thoughts clearly and momentarily.

On the other hand, Apex Footwear Limited can further develop their internship program by laying out specific learning objectives for their interns. This ensures interns to appreciate their situation, their responsibilities, and the capacities they ought to procure during their internship position. The interns work progress can be periodically monitored and provide feedback so that interns can be aware of their work

performance and can take initiatives to further develop themselves accordingly. Furthermore, interns can be provided with assignments that are based on real life scenarios and that they find them complimentary to their academic qualifications.

Chapter 4: Personal Development Plan

This chapter summarizes my personal development plan.

4.1 Brief Plan for Personal Development

A personal development plan is essential to leverage new opportunities for future career growth.

Reflecting on what I have learned and the skills I have developed during my internship at Apex Footwear Limited. The internship made me realize how crucial it is to stay updated in regards to the technical skills and soft skills specifically in HR department. Since, I have briefly acquired the work objectives of all HR functions while working as an HR intern at Apex, I ought to further develop skills in order to specialize in certain fields related to HR such as, recruitment and Employee management and others. In order to develop my career in HR field, it is important for me to enhance my skills which include HR software proficiency like HRIS, communication and leadership skills, learning about Employment Laws. Now, in order to achieve these, I will enroll in various courses and workshops that are aligned with my skill gaps. Moreover, I seek to keep in touch with the employees of HR department at Apex Footwear Limited and expand my network with other professional workers so that it can provide me with valuable judgements and new opportunities. Lastly, I will regularly monitor my progress according to my development plan and make changes where it's needed based on my experiences and requirements.

4.2 Develop technical and Interpersonal skills to secure a Job

In a fast-paced world, it is important to continuously upgrade oneself to retain a job and to do so, a mixture of technical and interpersonal development can work as a catalyst. Therefore, my aim is to develop these skills so that I can have a competitive advantage to secure a position in the HR field. I am determined to develop my competencies on HR software and tools as most reputed organizations use these to enhance HR processes. Since, HR has to work with a lot of Data, analyzing data using appropriate tools like MS Excel is a common tool used by many HR personnels. Hence, specializing in MS Excel can be valuable for me. Secondly, I would build strong understanding on labor laws and keep a track on any changes made so that the organization I will work at will conduct its HR processes according to the compliance.

Furthermore, for developing interpersonal skills I would work on my verbal and written communication skills which are important to convey any information and run the HR processes effectively. I would also improve my listening skills in order to understand employee concerns, resolve conflicts and will be able to make viable decisions. Another important skill I want to acquire is negotiation skills. Since HR is seen to encounter numerous events where negotiation comes to play such as, during interviews for deciding salaries, resolving conflicts between employees or collective bargaining which involves a negotiation between a group of workers and employers regarding compensation and benefits.

To conclude, by developing both technical and interpersonal skills, I can position myself as a better HR professional at a better organization which will open new career opportunities for me in the future and staying up to date on HR practices will also help me to achieve success in the long run.

Part B

Abstract

This report investigates " Assessing the Impact of Team oriented culture on employee performance in HR Department: A study on Apex Footwear Ltd. (AFL), an unmistakable footwear maker, retailer, and exporter in Bangladesh. AFL, the biggest shoemaker in South Asia, envelops both a homegrown and an export-oriented business. The fundamental examination study digs into fathoming the critical parts of a Team-oriented culture inside an association's HR division. It looks at the degree of Team-oriented culture inside the HR division at Apex Footwear Limited and surveys its effect on HR workers. The review utilizes a descriptive and qualitative approach, joined with a mixed method for collecting information through semi structured interview and questionnaire.

The study's goal incorporates evaluating Group-oriented culture influence on representative execution. The expected results incorporate a better comprehension of working environment group situated culture, distinguishing strengths and weaknesses inside the HR division, and bits of knowledge into the influence of group-oriented culture on worker execution. My justification for this report lies in perceiving that an association's development isn't exclusively estimated by profit, and a favorable culture essentially influences an organization to sustain in the long run.

Primary information is accumulated through interviews, questionnaire and observation of HR division employees. Secondary information is gathered from the organization's website, and annual report of 2021-2022 to grasp Apex Footwear Limited's qualities and representatives' opinions and to survey efficiency patterns. The sampling method contains the HR offices' Assistant Managers and Executive The report utilizes qualitative information investigation procedures to gather experiences into what group-oriented culture means for work efficiency. The outcome of this research won't just offer significant bits of knowledge to Apex Footwear Limited yet will likewise add to the more extensive comprehension of the significance of developing a Team-oriented culture in the HR department for upgrading employee work efficiency.

Chapter 1: Introduction

1.1 Research title: Assessing the Impact of Team oriented culture on employee performance in HR Department: A study on Apex Footwear Ltd.

Research Purpose:

The research objective is to understand what a team-oriented culture means for employee performance and can assist with recognizing whether such a culture is helpful for higher effectiveness. This study can assist Apex Footwear Ltd. decide whether they need to put resources into cultivating such a culture. Assuming the assessment shows that a team-oriented culture has a positive or negative impact, it can likewise be utilized to direct changes in management inside the HR Office or the organization all in all. Carrying out cultural changes successfully frequently requires information to help the process of decision making for which this assessment will be required.

Research context:

In today's ever-changing business environment, organizations are constantly looking for ways to improve their operations and competitive advantage. The effectiveness and efficiency of their HR department is key to this. Human resource (HR) departments are critical to talent acquisition, retention, and development (Dickson, 1998). Organizations striving to optimize their HR functions often prioritize fostering a team-oriented culture (Fareed et al., 2016). This culture can show up in various ways, including participation, open discussion, team navigation and motivate group achievements over individual achievements (Purcell and Hutchinson, 2007). Team culture urges workers to help each other which can prompt expanded productivity and satisfaction (Piwowar Sulej, 2021). Since, productivity is one of the critical keys of group-oriented culture, Proficiency in the HR division implies the limit of the HR ability inside an association to play out its obligations and commitments with minimal wastage of time, assets, and effort while achieving the best outcomes. A capable HR office can streamline its process, decline undesirable regulatory errands, and improve resource dispersion and distribution, finally adding to association's proficiency (David Ulrich, 2005).

There is a strong connection between group situated culture and proficiency. Various investigations have shown the positive impact of group-oriented culture on efficiency. For instance, research by the University of Warwick observed that groups are more useful than individual people in general. The investigation likewise discovered that groups are bound to accomplish their objectives and are more

averse to encounter struggle (Oswald et al., 2015). A group-oriented culture empowers the rearrangements and improvement of HR processes. At the point when HR experts work cooperatively, they can recognize and eliminate repetitive steps, guaranteeing that tasks are finished more effectively. This simplified attempt prompts speedier reaction times and less time negligible activities (L. Dyer, 1998). Team oriented culture promotes knowledge sharing which allows HR challenges to be solved quickly, thus resulting efficiency (Delery & Doty, 1996). Also, this culture allows division of labor which allows HR employees to work on tasks that they are expert in and can enhance communication which will avoid any misunderstandings between employees which usually causes delay and errors (Salas, 2009).

The Impact of Team oriented culture on employee performance in HR Department- A study on Apex Footwear Ltd. aims to examine the impact of a team-oriented culture on employee performance, focusing on efficiency within the HR department of Apex Footwear Limited. With over 50,000 employees, Apex Footwear Limited is one of Bangladesh's top shoe makers. The organization's HR division is essential in helping the business by attracting, developing, and retaining Human Resource. Apex Footwear has focused on fostering a more cooperative culture inside the HR division lately. This is because of the business' conviction that a culture that values team effort can help boost efficiency in their work (About us: Apex Footwear Limited, n.d.). Apex HR department has 5 major operating sectors which are Learning and organizational development team, Talent Management team, HR Operations team, Administration and Compensation and benefits team. This study will contribute to a better understanding about the impact Team oriented culture has on employee efficiency of these sectors. This study will explain how each department of HR is influenced by Team culture. Also, how it impacts the Human Resource Management of Apex Footwear as whole. The study will reflect how each department of HR meets their goals through Team oriented culture, its benefits and drawbacks and what can be recommended to further improve efficiency through team building. The analysis will be done by taking unstructured interviews of the employees from each department of HR and self-observation which will give a proper understanding of the company's strengths and weaknesses in regards to team oriented culture implementation in the workplace. Through this analysis Apex Footwear Limited can use the information to further apply strategies to improve the workflow of HR department as HR is considered as the root of an organization.

Problem Statement

In today's powerful business field, organizations including Apex Footwear Ltd. sees the urgent task of the HR department in shaping the effectiveness, ability and overall achievement. The development of a team-oriented culture within the HR department is gradually seen as a likely driver for developing employee fulfillment and hierarchical vitality (Wilson, n.d.). Despite the expected benefits, there is a lack of understanding of the nuanced impact of Team-culture on HR capabilities at Apex. The writing proposes a

positive relationship between Team-oriented culture and employee efficiency, with studies showing that coordinated effort and information sharing add to smoothed out processes and upgraded results. In any case, there is a shortage of experimental proof well defined for the HR setting, especially inside the exceptional hierarchical design of Zenith Footwear Ltd., which flaunts more than 50,000 representatives.

The research on “Assessing the Impact of Team oriented culture on employee performance in HR Department: A study on Apex Footwear Ltd.” mirrors the need to dig further into the elements of Team oriented culture inside the HR department and its effect on employee efficiency. The overall objective is to connect the current knowledge deficiency in understanding by leading an extensive examination of the five significant working areas inside the Apex Human Resource department.

Chapter 2: Methodology

2.1 Type of research

The goal of this study is to evaluate the impact of team-oriented culture on employees’ work efficiency in HR department. It is to find out the relation between team culture and efficiency that affects an employees’ ability to reach their goals. Hence, a descriptive study will help the reader obtain a comprehensive understanding on the characteristics that are included to measure efficiency such as KPI (Key Performance Indicators) of the employees working in 5 divisions of the HR department which are:

- I. Compensation & benefits
- II. Talent Management
- III. Learning & Organizational development
- IV. HR operations
- V. Administration

The employees of each division consist of different KRAs (Key Responsibility Area) which are certain goals and objectives assigned for each job role and KPIs (Key Performance Indicator) which measures the employees’ efforts. The research will determine the impact of team-oriented culture on achieving certain KPIs.

2.2 Research design

In my research, a qualitative design has been considered as a valuable tool to assess the impact of team-oriented culture on employee work efficiency of HR department at Apex Footwear Limited, as team-oriented culture is a diverse and complex concept, qualitative research design consists of semi structured interview to allow employees to share their own point of view in a comfortable manner which gives a more profound idea about the subject being studied.

2.3 Methods for sampling, data collection, and analysis

Sampling-

Apex Footwear Limited has 2 business units. Since, my research is limited to the domestic business unit, the HR department of this unit is comprised of 14 employees. Therefore, my sample size was 2 employees from each division where the information from Assistant Managers and officers from each division of HR department was collected.

Data Collection-

To gather an insight of the HR department at Apex, a qualitative approach was applied to collect data that consisted of a combination of structured survey questionnaire and semi-structured Interview. An online questionnaire form was provided to the chosen participants which consisted of questions regarding their point of view on group focused culture, what KPIs are affected by the culture, the benefits and challenges they encounter while executing the culture and recommend any further improvements if they identify the need for it. The survey questionnaire consisted of 8 open-ended questions which will be accessed to the chosen HR members through mail. There is no single settled meaning of Team-oriented culture, and different employees might decipher it in various ways. For this research quantitative data collection was not reliable because Team-oriented culture is an intricate idea that can be hard to quantify. There is no single settled meaning of Team-oriented culture, and different employees might decipher it in various ways. This makes it hard to foster quantitative measures that precisely catch the concept of Team-oriented culture.

Secondly, a semi structured Interview was held to acquire deeper insights of their experiences collaborating with other team members, challenges the employees face for executing team culture in their work and benefits it brings in terms of efficiency. This approach has helped to obtain nuanced information as the questions were molded based on the responses of the participants during the interview. It also allowed to follow up questions to clarify any responses that required elaboration. Therefore, to obtain a comprehensive understanding of Team oriented culture on HR employees' work efficiency, employees of

2 job grades were included which are Assistant Managers and officers. Thematic Data analysis will be utilized to interpret and look at the information accumulated from the interview. This technique includes finding and ordering the information's significant patterns. To recognize repeating subjects, sub-subjects, and varieties in participants' points of view, the information was arranged, and assessed. The results were refined and changed drearily to guarantee an exact portrayal of the information.

Chapter 3: Findings and Discussion

A survey and a semi structured interview of the HR team at Apex footwear limited led to some enlightening conclusions. Participants from all the 5 divisions of HR were involved which led to some interesting results.

3.1 General efficiency of HR department

The responses derived from the survey questionnaire revealed that there is a positive correlation between Team oriented culture and work efficiency inside the HR department. During the interview, the employees have also expressed that sharing data, proper distribution of work among the team and team effort in completion of work adds to the smoothness of the process.

3.2 HR task benefit from Team oriented culture

There were various responses obtained for the HR task benefit from Team oriented culture. According to the responses, three departments Talent Acquisition, Learning and Organizational development and HR operations are benefited the most from team-oriented culture. During interview, the talent acquisition team elaborated that a collaborative decision-making possibility and structed distribution of work among the team elevates the recruitment and selection process through helping the team to choose candidates with diverse skills set and evaluate them thoroughly, leading to quicker recruitment process. Furthermore, another employee from the learning & OD team has expressed during the interview that learning & OD requires cross functional expertise and a team-oriented culture in the HR department allows knowledge sharing, creative ways for designing training materials, share industrial needs, helping them to facilitate the efficiency of this particular HR division. Furthermore, as Apex is a retail business, it has more than 10,000 sales employees all over Bangladesh which can be challenging without team-oriented approach. Therefore, the HR department works as a team to manage retail operations such as, managing disciplinary issues, work safety and employee grievance as shared by the Assistant Manager of HR operations.

3.3 Challenges faced while implementing Team-oriented culture

The third question was about any challenges or adversities the employees of the HR department face due to team-oriented culture in the workplace. Based on the data of the survey, the respondents expressed no serious challenges working as a team even if there conflicts due to diverse opinions, they are considered to be manageable.

3.4 Measuring efficiency through Key performance Indicators (KPI)

The next question was about gauging the level of efficiency and what KPIs help to measure the efficiency of each division of the HR department. Different divisions of the HR department have different objectives and not all KPIs are influenced by Team-oriented approach. Although, all the respondents have reciprocated with a positive answer, not all the KPIs are applicable to measure the level of efficiency. Therefore, during the interview, an employee from each HR division disseminated the KPIs that are connected to efficiency and gets benefited from Team- oriented approach. Upon interviewing the Assistant manager of Talent Management team, the manager responded that the objective to hire Officer to Manager is 35 working days. While from AGM to above the time frame is 50 days and a team-oriented approach aids to meet the target of this KPI. The validity of meeting efficiency was shown in the performance Management system (PMS), where the mid-year achievement for hiring on time was 75%. According to the manager, this was achievable due to the team work that was required in the hiring process- from manpower planning, to job posting, to CV sorting, scheduling interview and selection to complete on time.

Secondly, a participant from the learning and organizational development team inferred that team approach helps to generate creative and innovation ideas than individual endeavors through engaging in creating training materials, initiating organizational developments by gaining insights from Training Need Assessments and learning experiences. Based on the statement of the Assistant manager of learning and OD team, the KPIs that are influenced by the team-oriented approach include providing at least 3 hours of orientation to new joiners, ensure 20% knowledge transfer every year and design and develop level wise Apex Leadership competency framework. Based on the mid-year review of 2023, the objectives were 100% achieved prior the end of the year. The manager has explained that the talent acquisition team has helped to achieve the goal by providing background information about new joiners to determine the kind of orientation required for them. While, the entire HR team contributes in developing the competency framework for leadership roles.

Although, compensation and Benefits of HR department can operate independently, ensuring timely and accurate compensation by maintaining error free data aided by team approach. On the other hand, the assistant manager's view on team approach for administrative division is that it is very important for

maintaining the 11 vital roles of admin. Team approach helps the admin to keep records of employees for the overall logistics management such as transport, cafeteria, event, stationery and others. Lastly, the KPI “Executing all employee engagement programs as per calendar to keep employee satisfaction level up to 85% set for HR operations team varies the most weight (20%) compared to the rest of the KPIs and is achievable solely by team-oriented approach- expressed by the Assistant manager of HR operations of Apex. As per the record in Performance Management system (PMS), 85% of the KPI has already been achieved.

3.5 Accomplishments of Team-oriented approach in HR department

Examples of overcoming adversity show the substantial advantages of Team arranged projects. During the interview, the officer of Talent Acquisition & Management stated *“We gave a great team effort during Performance Management System (PMS) time of the year. Which ensured on time success of PMS”*. By saying this, the officer elaborated that Apex’s successful launching of the automation of PMS within the year 2023 have been possible due to team effort. Additionally, the Assistant manager expressed how team effort contributed to the success of making performance appraisal forms for employee evaluation also stated *“During performance assessment, team approach worked best and ensured on time delivery of service. The complete HR department worked together to complete the process”*. Last but not the least, the Deputy Manager of Learning and OD development revealed some of the vital events that were successful due to teamwork by stating in the survey questionnaire *“Successful Annual Sales Conferences and Strategic Business Conferences”*. During the interview, the manager elaborated that team effort in HR department significantly aids the success of organization sales conference which involves aggregating the entire sales team from across the country in one venue to maintain employee satisfaction. Moreover, the HR department assist in decision making for strategic business conference, involving cost, differentiation and leadership discussions.

3.6 Training for Team collaboration

Based on the interview and survey questionnaire, due to the respondents finding no obstacles to execute team-oriented culture in HR department, there are no report of specific training provided to HR employees for team effort and improved collaboration. However, the learning & OD team of HR provided behavioral training such as “Business communication skills and “Conflict management” to the managerial employees based on the Training Needs Assessment which implicitly helped to alleviate collaboration by reducing conflict.

Chapter 4: Recommendation

The comprehensive research on “Assessing the Impact of Team oriented culture on employee performance in HR Department: A study on Apex Footwear Ltd.” shed light on the connection between team HR department efficiency and a team-oriented culture. Based on the findings, there is a positive correlation between efficiency and Team-oriented culture in the HR department. To continue to cultivate and enhance a culture that values working in teams, team building workshops and open communication can be encouraged to accomplish this. In addition, during the interview of HR experts, an officer from the learning and OD team suggested that team building activities and leadership development segments can further contribute to improve collaboration and communication among the department. The members of the Talent Acquisition and Learning team also suggested for weekly brainstorming sessions which can help to enhance team performance.

The study has revealed that certain HR processes such as Talent Acquisition & Management, Learning & organizational development and HR operations have benefited from Team-oriented approach and Apex Footwear Limited believes in collaborative Team Culture by manifesting positive and inclusive work environment that drives success. To foster this culture in HR department, Apex can frequently recognize and appreciate team efforts and contributions which will make people feel valued and respected in a team environment (VLIET, 2023). According to (VLIET, 2023), team spirit spreads from top down in an organization which illustrates that leaders play a crucial role in team building. Hence, leaders of HR can epitomize the qualities and behavior such as integrity and accountability that they expect from their team.

Moreover, the superiors of HR department can lay out a framework for constant observing and criticism in Team-oriented culture activities. Periodic evaluations and constructive meetings with HR employees can give important bits of knowledge into the viability of current practices and assist with distinguishing areas for development. Although, the research shows there were no major problems in building a team-oriented culture at Apex Footwear Ltd. However, they could think about offering specific training programs that aim to enhance teamwork and cooperation abilities. This was also recommended by some of the participants during the survey.

Human Resource department is vital for organizational development. Hence, it is crucial for HR to make the right choices. Apex Footwear Ltd. could put knowledge-sharing platforms or systems such as corporate group into place where employees of all divisions of HR will share insights and practices to take advantage of the positive effects of a team-oriented culture on knowledge sharing. All in all,

implementing these exhortations can support the overall success of the company and continue its efforts to exhibit an HR department that is efficient and collaborative.

Chapter 5: Conclusion

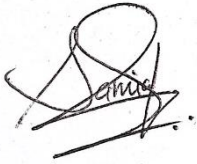
The purpose of the research was to comprehend the effects of fostering Team-oriented culture in HR department at Apex Footwear limited. what's more, its discoveries have critical ramifications for both the HR division and the organization in general. The HR department's five main departments were the focus of the study, which looked at how a team-oriented culture affected efficiency: Talent acquisition and management, compensation & benefits, Learning and organizational development, and HR operations and administration through a qualitative approach consisting of questionnaire and semi-structured interviews, the study assembled experiences from 2 HR representatives per division. The findings demonstrated a positive connection between Team-oriented culture and HR office efficiency. Employees underlined the advantages of cooperation, information sharing, and division of work inside a Team based system. A team-oriented approach was found to be particularly beneficial for Talent Acquisition, Learning & Organizational Development, and HR Operations, which resulted in streamlined procedures and increased productivity. On the contrary, challenges related with carrying out group situated culture were negligible. The study also looked at key performance indicators (KPIs) that were influenced by a team-oriented culture. The tangible advantages of team collaboration in the HR department were demonstrated by success stories. In order to continuously evaluate the efficacy of team-oriented practices, Apex Footwear Ltd. is encouraged to consider ongoing monitoring and feedback mechanisms moving forward.

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Internship Proposal Form

Name:	Samia Hossain
ID:	193011067
Semester (Spring/Summer/Fall)	Fall 2023
Department:	Bachelor of Business Administration (BBA)
Supervisor's Name (Faculty):	Muhammad Hasibul Hasan
Organization Name:	Apex Footwear Limited
Internship Title:	The Impact of Team oriented culture on employee performance in HR Department- A study on Apex Footwear Ltd.



Student's signature & date

Supervisor's signature & date

LETTER OF TRANSMITTAL

16th October 2023

Samia Hossain, Cell: 01644433114
Email: samia.hossain.bba@ulab.edu.bd

Muhammad Hasibul Hasan
Senior Lecture
School of Business
University of Liberal Arts Bangladesh (ULAB)
688, Beribadh Road
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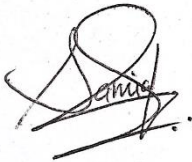
Dear Sir,

Subject: Submission of Internship Proposal.

Please find attached herewith the proposal for an internship in partial fulfillment of the requirement for a Bachelor's of Business Administration (BBA) at Apex Footwear Limited, Head office (Gulshan), from 10th September, 2023

If you have any questions, please call me at 01644433114. you can reach me most easily at the following times: 10:00 am to 05:00 pm, Sunday to Thursday.

Sincerely yours,



Samia Hossain
ID: 193011967
BBA Program
School of Business
University of Liberal Arts Bangladesh

**The Impact of Team oriented culture on employee performance in HR
Department- A study on Apex Footwear Ltd.**

Supervisor: Muhammad Hasibul Hasan

University of Liberal Arts Bangladesh (ULAB)

**An Internship Proposal
Submitted in Partial Fulfillment
Of the Requirements for the Degree
Bachelors of Business Administration**

By

Samia Hossain

ID: 193011067

Fall 2023

16th October 2023

Internship Organization: Apex Footwear Limited

Address: Gulshan 1, Block # SE (D, Head Office, House # 06 Rd 137, Dhaka 1212

Duration: 10 September, 2018 to 10 December, 2023

Organizational Supervisor:

Shahriar Rahman

Manager Learning & Organizational Development

Cell: +8801720013594 Email: shahriar.rahman@apexfootwearltd.com

Description of Internship organization:

An Overview of Apex Footwear Limited: Apex Footwear Limited (AFL) is a main footwear producer, retailer, and exporter in Bangladesh. It is the biggest shoemaker in South Asia, with more than 30 years of industrial ability. AFL was established in 1990 as a unique hardware producer (OEM) plant, yet has since developed into an original design manufacturer. AFL's inclination of business is to make and sell footwear items for everyone. The organization delivers an extensive variety of footwear types, including leather shoes, sports, slippers, and sandals. AFL likewise sells its items through its 5 business channels which are retail, wholesale, franchise, B2B and E-commerce. Apex has 2 types of business forms which are Export and Domestic businesses. Apex Footwear Limited exports its items to more than 135 of its global customers around the world, and has areas of strength in the European and American business sectors. In the fiscal year 2021-2022, its domestic sales grew from TK. 6,680.80 million to TK. 7,687.20 million. Currently, the company has diversified its product line to include more than just shoes such as accessories and apparels

Core Products/Services of Apex Footwear Limited: The core product categories of Apex Footwear Limited are:

- 1- Footwear- Apex offers a wide range of footwear for men and women such as, formal shoes, casual shoes, sandals, slippers, sport shoes under the brand names: Venturini, Moochie, Sprint, Maverick, School Smart, Twinkler, Nino Rossi, Dr. Mauch and Apex.
- 2- Accessories- the organization sells wallets, belts and bags under the Apex Leathergoods Brand.
- 3- Lifestyle products- Apex Footwear Limited has wandered into the way of lifestyle with the APEX4U brand. This category incorporates clothing, fashion embellishments, and other lifestyle items.

Core Management Structure of Apex Footwear Limited: Apex Footwear Limited has two business wings addressed as Unit 1 and Unit 2 where Unit 1 is Export oriented and Unit 2 is national. Hence, there are 17 core members in the management team in combination of both the units. However, the top 3 managers are Syed Nasim Manzur (Managing Director), Abdul Momen Bhuiyan (Chief Executive Officer) and Dilip Kajuri (Chief Financial officer).

Description of the Internship Study:

Description of the study: first the study will be demonstrating the key components of team-oriented culture in HR department of an organization. Then the level of team-oriented culture in HR department of Apex Footwear Limited will be covered. Furthermore, the impact that team-oriented culture has on the employees in the HR department which will be my target population at Apex will be assessed. To conduct the study, I can analyze the methods to develop my finding based on my research objectives through data collection then I will follow up with recommendations.

Nature of the study: The nature of my study for this internship report on 'The Impact of Team oriented culture on employee performance in HR Department' can be a qualitative approach and descriptive type of research. For data collection, mixed method approach can be implemented by using research instruments such as interview and survey. These methods will allow members to share their thoughts, perspectives, and individual encounters about manageability in the working environment. The review plans to offer a careful information of the current practices and potential possibilities of the team-oriented culture for advancing manageability in HRM.

The Objectives of the study: The objective of the study will be as follows:

1. First to determine the components of team-oriented culture in HR department
2. To find out the level of team-oriented culture practiced by the HR department at Apex Footwear Limited.
3. To assess the impact of team-oriented culture in employee performance of HR department at Apex.

Expected Contribution and Gain: the knowledge that can be obtained from this study are: a proper understanding about the components of team-oriented culture in workplace, a clear idea about the areas of the HR department in Apex Footwear Limited where team-oriented culture is applied which will help the organization to identify their strengths and weaknesses and come up with solutions. Last but not the least, the organization can also obtain knowledge regarding the impact of team-oriented culture on its employees in HR department to further come up with strategies for employee performance. A high-performance HR team is very essential for any organization to operate efficiently; hence this study will help Apex to increase employee satisfaction, engagement and retain top talent.

Justification of the Study: an organization's growth can no longer be calculated based on profit. For an organization's sustainability, it is important to evaluate other aspects such as organizational culture. Assessing team-oriented culture in employee performance of HR department can not only benefit the bottom line of the company but the overall organizational performance.

Sources and Methods of Collecting Primary Data: For gathering primary data for my study on the impact of team-oriented culture in employee performance of HR Department at Apex Footwear Limited I will conduct surveys, interview and observations on the employees of the organization's HR department which will allow me to evaluate employee behavior & performance.

Sources and Methods of Collecting Secondary Data: To conduct my study I would collect secondary data from company website and social media to get an idea about Apex Footwear Limited's values and employee's responses and opinions. Moreover, information regarding productivity can be accumulated by

reviewing annual report of the company to determine the trends of the company and reflect the employees' productivity.

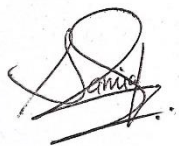
Sampling Technique and Sample Size: to conduct the study the sample size will be all the employees in HR department of Apex Footwear Limited consisting of managers, executives and officers to evaluate the impact of team-oriented culture. Then data will be collected from the employees through interview and survey.

Analysis and Interpretation of Data: It is possible to use qualitative evaluation processes because I will likely gather qualitative data through interviews or open-ended questions. This analysis provides clear depictions and understandings of the members' viewpoints, experiences, and suggestions on how team-oriented culture impacts their performance.

Reporting: A final report will be written at the end of the study with the findings. The academic supervisor and institutional supervisor will be regularly updated on the progress.

Timeline:

Serial	Activity	Weeks											
		1	2	3	4	5	6	7	8	9	10	11	12
1	Consultation with Supervisors	√	√	√	√	√	√	√	√	√	√	√	√
2	Secondary Data Collection		√	√	√								
3	Services Record Collection					√	√	√	√	√	√		
4	Primary Data Collection						√	√					
5	Data Analysis								√	√			
6	Draft Report Writing										√		
7	Final Report Writing											√	
8	Report Submission												√



Samia Hossain

ID: 193011067