

Teamwork valorisation in Serbian textile organizations of different lengths and levels of operations

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ABSTRACT – REZUMAT

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The need of various textile organizations operating for different periods and at different levels for studying the values of teamwork as a significant performance of a successful operation expansion grows with the spreading of their business in the international environment and the strengthening of competition. The paper's subject matter is research on the attitudes of the owners and higher-level managers of different Serbian textile organizations whose focus is on the valorisation of the performance of teamwork in an organization. The research intends to assess the defined characteristics interacting with teamwork as a crucial concept of human resource management that has to be consistent and explicit, frequently also being the decisive organizational success factor. The paper starts from the premise that member selection is the most significant for the success of a team striving to rotate the leadership structure to make the members do key organizational tasks. All the more so because those making relevant decisions and the leadership style differ depending on the business operations level, the length of business operations and the special attributes of each organization. The results obtained in this research study show that the business operations level and the length of business operations significantly influence differences in organizational teamwork rates as observed through a collective influence of the defined variables. In the given study, comparative statistics methods, hypothetical-deductive methods, analytical-deductive and comparison methods, historical and statistical-descriptive methods are used.

Keywords: organization, team, teamwork, business operations level, length of business operations

Valorificarea muncii în echipă în organizațiile textile din Serbia având operațiuni cu durate și niveluri diferite

Nevoia diverselor organizații textile care funcționează pe o perioadă diferită și la diferite niveluri de a studia valorile muncii în echipă ca performanță semnificativă a expansiunii operațiunii de succes crește odată cu răspândirea afacerilor lor în mediul internațional și întărirea concurenței. Obiectul lucrării este cercetarea atitudinilor proprietarilor și managerilor de nivel superior din diferite organizații textile sârbe, a căror accent este pe valorificarea performanței muncii în echipă într-o organizație. Cercetarea își propune să evalueze caracteristicile definite care interacționează cu munca în echipă, ca un concept crucial al managementului resurselor umane care trebuie să fie consecvent și explicit, deseori fiind și factorul decisiv de succes organizațional. Lucrarea pleacă de la premisa că selecția membrilor este cea mai importantă pentru succesul unei echipe care se străduiește să rotească structura de conducere, astfel încât membrii să execute sarcini organizaționale cheie. Acest lucru se întâmplă deoarece cei care iau decizii relevante și stilul de conducere diferă în funcție de nivelul operațiunilor afacerii, de durata operațiunilor afacerii și de atributele speciale ale fiecărei organizații individuale. Rezultatele obținute în acest studiu de cercetare arată că nivelul operațiunilor afacerii și durata operațiunilor afacerii au o influență semnificativă asupra diferențelor în vitezele de lucru în echipă organizaționale observate printr-o influență colectivă a variabilelor definite. În studiul dat, se folosesc metodele statisticii comparative, metodele ipotetico-deductive, metodele analitico-deductive și de comparație, metodele istorice și statistico-descriptive.

Cuvinte-cheie: organizație, echipă, lucru în echipă, nivelul operațiunilor afacerii, durata operațiunilor afacerii

INTRODUCTION

Accelerated technical-technological development and energetic competition in the market impose the need for the continuous monitoring of the contemporary conception of labour and its adapting to newly created situations. In that sense, each organization's and simultaneously a textile organization's (i.e. such an organization's management's) task [1] is to give shape to the structure that will be able to adapt itself to the potential challenges coming from its closer and/or more distant environment at some point in time [2]. It is important that management should create an atmosphere in which every individual is

needed and useful to the organization, which is the key motivator [3] for its employees to be loyal to it and be high performing. Numerous research studies have shown that organizations are far more productive and far more efficient in doing business and generate more quality results through teamwork [4, 5]. Although not new, the team concept of the paper represents the necessary element and the necessary precondition for the optimal conducting of organizational business processes independently of the business operations level and length. The teamwork genesis shows that the extensive and complex tasks that require different competencies and knowledge levels

or either consist of a series of operations that must be performed simultaneously or in parallel with each other impose the need for organizing it. Namely, when it was not clear how to solve the problem, then different opinions and knowledge are needed, which after the exchange of information and discussion lead to the highest quality result [6, 7]. The formation of work teams and other innovative and virtual [8, 9] teams has first of all been contributed to by concrete experiences of teamwork [10], where the pyramidal relationship has been replaced by an associative character in the communication and functioning processes [11].

In such a constellation, the organization's goals are set by its management, but it is a team [12] with clearly defined members who decide how to achieve the goals in reality. A team formed to solve diverse specific tasks in order to current organizational challenges [13] necessarily needs a reliable leader [14] who knows how to organize successful teamwork. The leader brings together individual persons on the team with different knowledge levels, competencies and characteristics, who all understand how to solve the key problems faced by the organization in crises. So, the leader [15] creates an advantage of teamwork [16] founded on the corporate culture [17] oriented towards action and challenge, good human resource management and a web of values supportive of successful communication [18]. At the same time, each teamwork combination is significant [19] for the development of the personnel potential and the most advanced modality of organizational functioning.

The transformation of an organization into a team organizational approach [20] dominantly implies forming temporary teams from the different functional organizational areas whose purpose is to solve concrete problems or find possibilities to achieve the evaluated goal. Teams are those who will make a difference between one particular organization and its competition [21] either in a good or in a bad direction. They need not work on a daily basis, but they must work as a team and effectively. That is where the leadership skill and ability [22] to form ad hoc teams [23] are crucial for the success of contemporary textile organizations. Successful teams are flexible and oriented towards the tasks that should be performed by bridging the gap between organizational potential and organizational performance.

Teamwork valorisation is performed based on the revelation of the influence of team culture, work environment [24, 25] and competencies [26], i.e. a set of knowledge, skills and behaviours, whereas business performance is connected with organizational goals and leadership style [27]. That stimulates teamwork that is based more on quality than on quantity and increases the responsibility on the part of both the employees and the owner(s)/manager(s) of the organization who do the best they can to maximally utilize the knowledge of their employees who are becoming team members [28]. Teamwork designed through careful thought improves the overall functioning of

the organization, which ultimately reflects the purpose of its business policy and sustainable performance [29].

Irrespective of the problems that may come to light in teamwork and the cost price of teamwork, the results are far better, and decisions are more adequate. For the aforementioned reasons, teamwork is currently rated as the best modality of organizing work, and it is considered that the same will be a prevailing concept of action in the future.

RESEARCH METHODOLOGY

Numerous research studies carried out so far have, from various perspectives, confirmed the fact that organizations have increasingly more strongly been dedicated to the improvement of teamwork since they see it as the main means of acquiring a competitive advantage [30] and as a tool of an active initiative for a textile organization.

The subject matter of the research done in this study is teamwork valorisation and the valorisation of the other pre-profiled characteristics that are relevant for the expansion of the business done by national textile organizations of the different periods and levels of the business operations carried out in the selected market. While generating the methodological framework of the paper, a bibliographical-speculative algorithm is also used apart from the explorative mechanism, whereas multiple comparisons and statistical test methods are used in the results processing and interpretation.

The research study was performed in the form of an online questionnaire and through the direct collection of the primary data and pieces of information in the field. The sample [31] consisted of 136 organizations of different sizes. The research was done on a representative sample of 26 micro-organizations (19%), 38 small organizations (28%), 39 medium-sized organizations (29%), and 33 big organizations (24%), all having been selected from the database kept with the Business Registers Agency (BRA) of the Republic of Serbia. The sample included textile organizations of different sizes, simultaneously the organizations doing business in the international market accounting for the largest number of the organizations, i.e. 46%, followed by those doing business in the national market, accounting for 25%, then came those operating in the regional market, accounting for 17%, whereas those operating only in the local market were the least numerous, accounted for 12%. The decisive factor for the selection of the sampled organizations was the profitability of their business operations in the national frameworks of their profitable economic activities. A non-random sample was used for the needs of this research study. The questionnaire was essentially intended to collect information and valorise the teamwork of the national organizations in the context of the other selected performances in the function of their business operations efficiency. The survey was conducted anonymously

and pertained to the organizations that were operating both in the national and international markets. The questions were answered by the owners or higher-level top managers.

RESULTS AND DISCUSSION

The valorisation of teamwork and the products of teamwork performance is the factor essential for every organization's success. For that reason, the evaluation of the characteristics significant for the profitability of the business operations carried out by the textile organizations of the different lengths and levels of business operations as the projected strategic goal is defined by the analysis of the pre-grouped elements. The emphasis is on the evaluation of teamwork as an important characteristic for the expansion of their business operations in correlation with the level of their qualitative business operations about the comparable competition, the level at which the management in them is consistent and explicit, the probability that the organizations will achieve total business excellence at all the levels, the degree at which the idea of organizational business culture is achieved and the scope of the engagement of the consultants. The variables whose values depend on the independent variables were perceived through descriptive statistics to detect the configuration and compare the singled-out factors.

For that very reason, the managers of the Serbian textile organizations were asked as the respondents to characterize the teamwork also including the other performances within the framework of their business operations using marks from 1 to 5, the mark 1 being the lowest, and the mark 5 being the highest. The results as per the singled-out performances of the concrete indicator in the absolute and relative figures are given in table 1. The obtained outcomes refer to the conclusion that, apart from the elements mentioned in the matrix, teamwork stands out as a very important characteristic of the effective business operations carried out by the Serbian textile organizations, defined by the scope of acquiring and maintaining competitive advantage.

Most respondents participate in teamwork daily and have positive experiences, so they opine that teamwork can help establish human relations inside the organization and increase business performance.

In table 2, the performances are ranked based on the average marks (mean values) for each mentioned performance.

Based on the research results, it can be seen that the best-ranked characteristics in the textile organizations included in the sample are teamwork, their qualitative business operations about the comparable competition, the level at which the organizational management is consistent and clear, and chances for

Table 1

THE MARKS FOR TEAMWORK AND THE OTHER PERFORMANCES IN THE SERBIAN TEXTILE ORGANIZATIONS										
Performances	Marks									
	1		2		3		4		5	
	Af	Rf	Af	Rf	Af	Rf	Af	Rf	Af	Rf
Teamwork in the organization	3	2.2	10	7.4	16	11.8	51	37.5	56	41.2
The level at which the organizational management is consistent and explicit	0	0	9	6.6	24	17.6	60	44.1	43	31.6
The organization's qualitative business operations about the comparable competition	0	0	2	1.5	22	16.2	57	41.9	55	40.4
The degree to which the idea of business culture is achieved in the organization	2	1.5	14	10.3	42	30.9	46	33.8	32	23.5
A chance for the organization to achieve high performances	2	1.5	6	4.4	22	16.2	58	42.6	48	35.3

Note: Af – absolute frequencies; Rf – relative frequencies (percentages); Mean values (MV).

Table 2

THE RANKED PERFORMANCES		
Performances	Mean values	Performance rank
Teamwork in the organization	4.08	2
The level at which the organizational management is consistent and explicit	4.01	4
The organization's qualitative business operations about the comparable competition	4.21	1
A chance for the organization to achieve high performances	4.06	3
The degree to which the idea of business culture is achieved in the organization	3.68	15
The scope of the engagement of the consultants in the organization	3.13	23

the organization to achieve total business excellence at all the levels, which all received the average mark greater than 4. At the bottom of the table, the lower marks (below 3.70) position the level at which the idea of business culture in the organization is achieved and the level of engagement of the consultants in the organization. So, a large majority of the respondents declare that teamwork excellently influences the functioning of the organization. When a broader picture is perceived, it can be concluded that the raising of the level of business culture in individuals can influence teamwork more efficiently. The two-factor analysis of the variance established the fact that the length of business operations and the level of business operations (local, national, regional and international) exert an influence on the differences in the characteristics of the business

operations carried out by the Serbian textile organizations as a precondition for the creation of the organization of expected performances. The value 0.05 (the statistically significant difference being present for all the values $Sig \leq 0.05$) was assigned to the difference significance level.

The obtained mean values of the marks for teamwork for each level and each length of business operations are given in table 3. The standard deviation (Std. Deviation) is a deviation from the mean value of the mark, and N stands for the number of respondents in the selected sample. It can be concluded that the organizations operating at the regional level, particularly those within them operating for 21 to 30 years, rated teamwork the best.

Apart from the tabular presentation, the mean values of the marks for teamwork in organizations of different lengths and levels of business operations are

Table 3

THE MEAN VALUE OF THE MARKS FOR TEAMWORK IN THE TEXTILE ORGANIZATIONS OF THE DIFFERENT LENGTHS AND LEVELS OF BUSINESS OPERATIONS				
The business operations level	The length of the business operations of the organization	The mean value of the marks	Std. deviation	N
The local market	from 6 to 10 years	4.50	0.577	4
	from 11 to 20 years	5.00	0.000	3
	from 21 to 30 years	4.00	0.000	8
	over 40 years	4.00	0.000	2
	Total	4.29	0.470	17
The national market	up to 5 years	4.71	0.488	7
	from 6 to 10 years	5.00	0.000	2
	from 11 to 20 years	3.89	1.167	9
	from 21 to 30 years	2.90	1.370	10
	from 31 to 40 years	5.00	0.000	2
	over 40 years	3.50	1.732	4
	Total	3.85	1.329	34
The regional market	from 6 to 10 years	4.00	0.000	2
	from 11 to 20 years	4.25	0.886	8
	from 21 to 30 years	4.50	0.577	4
	over 40 years	4.33	1.000	9
	Total	4.30	0.822	23
The international market	from 6 to 10 years	4.53	0.516	15
	from 11 to 20 years	5.00	0.000	12
	from 21 to 30 years	3.76	0.944	21
	from 31 to 40 years	3.00	0.000	3
	over 40 years	3.27	1.009	11
	Total	4.06	0.973	62
Total	up to 5 years	4.71	0.488	7
	from 6 to 10 years	4.52	0.511	23
	from 11 to 20 years	4.50	0.880	32
	from 21 to 30 years	3.67	1.040	43
	from 31 to 40 years	3.80	1.095	5
	over 40 years	3.73	1.151	26
	Total	4.08	1.011	136

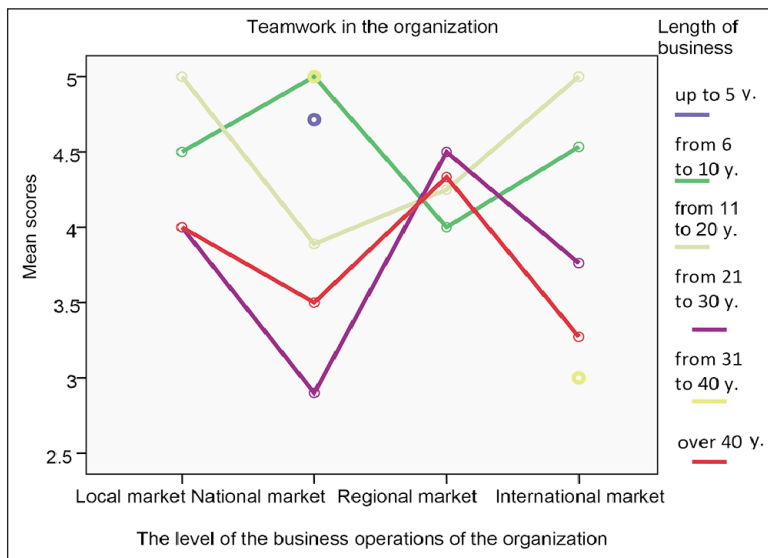


Fig. 1. The mean values of the marks for teamwork in the Serbian textile organizations

also technically presented using figure 1. It is noticeable that teamwork is rated the best by the organizations that do business in the local market in those operating from 11 to 20 years, by those operating in the national market from 31 to 40 years, and by those operating in the international market from 11 to 20 years.

The influence of the relations between the length of the business operations of the textile organization and the level of their business operations on teamwork is presented in table 4. In the column: The level of business operations/the length of business operations, Sig=0.002, which is less than 0.05, so it can be assumed that there are considerable differences in the marks for teamwork in the organization. The influence of the relation between the level of business operations and the length of business operations is statistically significant.

After the analysis of the joint influence, separate influences were analysed. In column Sig, the value of the level of business operations reads Sig=0.258 > 0.05, so a conclusion can be made that the level of business operations has no significant influence on the marks for teamwork in the organizations. In column Sig, the value of the length of business operations reads 0.003, which is less than 0.05, so a conclusion can be drawn that the length of business operations significantly influences the differences in the marks.

Based on this, it can be concluded that the level of business operations and the length of business operations play a significant role regarding the differences in the marks for teamwork in the organizations, perceived through the joint influence of the variables, whereas the individual influence is only significant for the length of business operations.

In a subsequent overview, the Tukey Test helped to establish which textile organizations particularly differ in the marks depending on the length of business operations. All the more so since it was noticed that the individual influence of the length of business operations differed.

Table 5 shows that a special difference is seen in the textile organizations that have been doing business for up to 5 years and from 21 to 30 years, from 6 to 10 years and from 21 to 30 years, from 6 to 10 years and over 40 years, from 11 to 20 years, and from 21 to 30 years, from 11 to 20 years, and over 40 years.

to 10 years and over 40 years, from 11 to 20 years, and from 21 to 30 years, from 11 to 20 years, and over 40 years.

In parallel with the discovery of the key influences of the interaction of the variables in the subject-matter research study, the evaluation was conducted to learn between which Serbian textile organizations with different decision-makers there was a noticeable difference in teamwork which determines their outgoing performances independently of the level and period of their business operations. The results shown in table 6 reveal that the difference appears in the organizations in which decisions are made by the top management and the organizations in which decisions are made by the top management and the employees. The difference is also present in the organizations in which decisions are made by the top management and the employees and in those organizations in which the respondents expressed uncertainty concerning decision-makers.

Table 7 also shows the differences in the marks for teamwork in organizations in which there is a different leadership style. Based upon the outcomes, it can be noticed that teamwork differs in the organizations in which the leadership style is autocratic and participative, and in the organizations in which the leadership style is autocratic and democratic as well.

Table 4

THE INFLUENCE OF THE INTERACTION OF THE VARIABLES "THE LEVEL OF BUSINESS OPERATIONS" AND "THE LENGTH OF BUSINESS OPERATIONS" ON THE MARKS FOR TEAMWORK IN THE TEXTILE ORGANIZATIONS				
The variables	Df	Mean Square	F	Sig.
The level of business operations	3	0.995	1.362	0.258
The length of business operations	5	2.816	3.856	0.003
The level of business operations/The length of business operations	10	2.187	2.995	0.002

THE COMPARATIVE ANALYSIS OF THE TEXTILE ORGANIZATIONS OF THE DIFFERENT PERIODS OF BUSINESS OPERATIONS IN THE MARKS FOR TEAMWORK						
(I) The length of the business operations of the organization	(J) The length of the business operations of the organization	The mean value of the difference (I-J)	Standard error	The significance of the error (Sig)	The 95% trust interval	
					The lower limit	The upper limit
up to 5 years	from 6 to 10 years	0.19	0.369	0.995	-0.88	1.26
	from 11 to 20 years	0.21	0.357	0.991	-0.82	1.25
	from 21 to 30 years	1.04(*)	0.348	0.039	0.03	2.05
	from 31 to 40 years	0.91	0.500	0.453	-0.54	2.36
	over 40 years	0.98	0.364	0.082	-0.07	2.04
from 6 to 10 years	up to 5 years	-0.19	0.369	0.995	-1.26	0.88
	from 11 to 20 years	0.02	0.234	1.000	-0.66	0.70
	from 21 to 30 years	0.85(*)	0.221	0.003	0.21	1.49
	from 31 to 40 years	0.72	0.422	0.527	-0.50	1.94
	over 40 years	0.79(*)	0.245	0.019	0.08	1.50
from 11 to 20 years	up to 5 years	-0.21	0.357	0.991	-1.25	0.82
	from 6 to 10 years	-0.02	0.234	1.000	-0.70	0.66
	from 21 to 30 years	0.83(*)	0.200	0.001	0.25	1.40
	from 31 to 40 years	0.70	0.411	0.532	-0.49	1.89
	over 40 years	0.77(*)	0.226	0.011	0.12	1.42
from 21 to 30 years	up to 5 years	-1.04(*)	0.348	0.039	-2.05	-0.03
	from 6 to 10 years	-0.85(*)	0.221	0.003	-1.49	-0.21
	from 11 to 20 years	-0.83(*)	0.200	0.001	-1.40	-0.25
	from 31 to 40 years	-0.13	0.404	1.000	-1.30	1.04
	over 40 years	-0.06	0.212	1.000	-0.67	0.56
from 31 to 40 years	up to 5 years	-0.91	0.500	0.453	-2.36	0.54
	from 6 to 10 years	-0.72	0.422	0.527	-1.94	0.50
	from 11 to 20 years	-0.70	0.411	0.532	-1.89	0.49
	from 21 to 30 years	0.13	0.404	1.000	-1.04	1.30
	over 40 years	0.07	0.417	1.000	-1.14	1.28
over 40 years	up to 5 years	-0.98	0.364	0.082	-2.04	0.07
	from 6 to 10 years	-0.79(*)	0.245	0.019	-1.50	-0.08
	from 11 to 20 years	-0.77(*)	0.226	0.011	-1.42	-0.12
	from 21 to 30 years	0.06	0.212	1.000	-0.56	0.67
	from 31 to 40 years	-0.07	0.417	1.000	-1.28	1.14

CONCLUSIONS

In the finalized research study, all the textile organizations included in the sample are privately owned. The largest number of them has been doing business in the period between 11 and 30 years, the number of the organizations according to the size being simultaneously proportional. A large percentage of the sampled organizations do business in the international market and in the largest percentage of the organizations, decisions are made by the owners and the top management. The participative management style is dominant in organizations, with the prevailing functional centralized organizational structure that repeatedly determines the differences in the marks for teamwork.

The answers given by the respondents coming from organizations of different business operations levels considerably differed from each other concerning the marks for some considered characteristics. So, the performance is "the qualitative business operations of the organization about equivalent rivals", "teamwork in the organization", "the probability that the organization will achieve total business excellence at all the levels of business operations" and "the level at which the organization's management is consistent and explicit" rank with the average mark greater than 4. The organizational performances ranked somewhat lower with an average mark below 3.70 are "the level at which the idea of business culture in the organization is achieved" and "the scope of the engagement of the consultants". The obtained results point

Table 6

THE DIFFERENCES IN THE MARKS FOR TEAMWORK IN THE TEXTILE ORGANIZATIONS IN WHICH THERE ARE DIFFERENT DECISION-MAKERS						
Teamwork in the organization		The mean value of the difference (I-J)	Standard error	The significance of the error (Sig)	The 95% trust interval	
(I) In the organization, decisions are made by	(J) In the organization, decisions are made by				The lower limit	The upper limit
The owner	The top management	0.320	0.185	0.312	-0.16	0.80
	The top management and the employees	-0.402	0.248	0.372	-1.05	0.24
	I am not sure	1.169	0.579	0.186	-0.34	2.68
The top management	The owner	-0.320	0.185	0.312	-0.80	0.16
	The top management and the employees	-0.722(*)	0.252	0.025	-1.38	-0.07
	I am not sure	0.849	0.580	0.463	-0.66	2.36
The top management and the employees	The owner	0.402	0.248	0.372	-0.24	1.05
	The top management	0.722(*)	0.252	0.025	0.07	1.38
	I am not sure	1.571(*)	0.604	0.050	0.00	3.14
I am not sure	The owner	-1.169	0.579	0.186	-2.68	0.34
	The top management	-0.849	0.580	0.463	-2.36	0.66
	The top management and the employees	-1.571(*)	0.604	0.050	-3.14	0.00

Table 7

THE DIFFERENCES IN THE MARKS FOR TEAMWORK IN THE ORGANIZATIONS IN WHICH THERE IS A DIFFERENT MANAGEMENT STYLE						
Teamwork in the organization		The mean value of the difference (I-J)	The standard error	The significance of the error (Sig)	The 95% trust interval	
(I) The management style in the organization is	(J) The management style in the organization is				The lower limit	The upper limit
Autocratic	Participative	-0.792(*)	0.219	0.002	-1.36	-0.22
	Democratic	-0.962(*)	0.234	0.000	-1.57	-0.35
	I am not sure	-0.321	0.383	0.835	-1.32	0.67
Participative	Autocratic	0.792(*)	0.219	0.002	0.22	1.36
	Democratic	-0.170	0.194	0.818	-0.67	0.34
	I am not sure	0.470	0.360	0.560	-0.47	1.41
Democratic	Autocratic	0.962(*)	0.234	0.000	0.35	1.57
	Participative	0.170	0.194	0.818	-0.34	0.67
	I am not sure	0.640	0.369	0.310	-0.32	1.60
I am not sure	Autocratic	0.321	0.383	0.835	-0.67	1.32
	Participative	-0.470	0.360	0.560	-1.41	0.47
	Democratic	-0.640	0.369	0.310	-1.60	0.32

to the conclusion that teamwork in the structure of the mentioned elements is profiled as an essential feature of the effective business of Serbian textile organizations, which has a decisive influence on the scope of acquisition and maintenance of their competitive advantage.

The results of the research study further show that the length of the business operations of an organization and the level of the business operations of an organization have an important joint influence on all the analysed characteristics that should ensure the business success of the organization. As far as individual influences are concerned, it is noticeable that

the length of business operations appreciably influences the differences in the qualitative business operations of the organization about the comparable competition and teamwork in the organization. The level of the business operations of the organization (the local market, the national market, the regional market, the international market) exerts a perceptible influence on the differences in the expectation that the organization will achieve total business excellence and on the level at which the organization's management is consistent and explicit. It is perceptible that teamwork in the national textile organizations doing business in the local market is rated the best in those from 11 to 20 years, in the national market in those from 31 to 40 years, and those operating in the international market from 11 to 20 years.

Depending on decision-makers in the organization and the disproportion in the management style, significant differences appear in the organizations concerning the level at which the idea of business culture in the organization is achieved and teamwork in the organization. Based upon the results, it is noticeable that teamwork differs in organizations in which there is an autocratic management style and participative management style, as well as in organizations in

which the management style is autocratic and democratic.

Ultimately, the results of the study show that teamwork has a direct and significant influence on a textile organization's human capital and performance. The level and the length of business lay a significant role in the differences in teamwork ratings of teamwork in organizations, observed through the joint influence of the variables, while the individual influence is significant only for the length of business. The obtained results further point to the conclusion that organizations that operate at the regional level, and within them, those that operate from 21 to 30 years old, are the most valued teamwork. Teamwork is one of the foundations of interpersonal relations in the organization, valued through business culture as a business philosophy, and as such has a decisive influence on its work. Most of the respondents positively evaluated the team philosophy of business and are familiar with its importance in everyday business.

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