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The Chronicles of Holism Connectedness Unlocking the Secrets to Agile Teamwork Excellence

Kenan Fernando[1], Lieli Suharti[2*]

Management Study Program, Faculty of Economics and Business, Satya Wacana Christian University, Indonesia

Email: lieli.suharti@uksw.edu

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A B S T R A C T

In today's dynamic organizational landscape, fostering agility within teams is critical for maintaining competitive advantage. This study explores the impact of Holism Connectedness on Agile Teamwork Quality, with a focus on the mediating roles of Alignment of Goals and Objectives and Dynamics of Shared Appreciation. Drawing on systems theory, the research posits that holistic connectedness enhances team agility by aligning individual efforts with collective goals and promoting a culture of mutual recognition. Data from 272 faculty members at private universities reveal that Holism Connectedness positively affects Agile Teamwork Quality, with significant partial mediation through goal alignment and shared appreciation. Teams with well-aligned goals demonstrate stronger coordination and adaptability, while those with robust shared appreciation dynamics foster trust and psychological safety, driving better collaboration and innovation. These findings suggest that organizations seeking to enhance agility should focus on cultivating both holistic connectedness and supportive team cultures. By ensuring goal alignment and fostering shared appreciation, leaders can create teams that are more responsive, collaborative, and high performing. This study contributes to the literature on team dynamics and offers practical insights for building agile, cohesive teams in rapidly evolving environments.

1. Introduction

In the fast-evolving landscape of global business, marked by continuous technological disruptions and heightened competition, organizations are under constant pressure to remain agile and responsive to rapidly changing environments. Agile teamwork, characterized by quick adaptability, resilience, and collaborative efficiency, has emerged as a critical factor in ensuring that organizations stay competitive (Piwowar-Sulej, 2021). The ability to quickly adapt to challenges, streamline decision-making, and foster continuous innovation within teams has become paramount in this new era (Renault & Tarakci, 2023). Despite the increasing focus on agility, the underlying factors that drive agile teamwork quality remain underexplored, particularly the role of Holism Connectedness in creating and sustaining high-performing teams. This research seeks to fill this gap, examining the role of holism connectedness in fostering goal alignment, shared appreciation dynamics, and ultimately, agile teamwork quality.

Agile teamwork is grounded in principles of flexibility, collective problem-solving, and rapid response to environmental changes (Moh'd et al., 2024; Salmen & Festing, 2022). The body of literature on agile methodologies has grown considerably in the last decade, with researchers emphasizing the importance of trust, communication, and shared goals (Paskewitz & Beck, 2018; Tjosvold et al., 2022). While these factors are crucial, little attention has been given to the concept of Holism Connectedness as a systemic approach that views teams as interconnected entities whose success relies on the harmony between individual contributions and collective objectives (Groulx et al., 2023). Holism Connectedness transcends traditional teamwork by integrating personal values, strategic thinking, and a collective pursuit of sustainability within organizations. It is this connectedness that allows teams to not only perform effectively but also achieve long-term adaptability and resilience.

However, the existing literature on agile teamwork, while robust, lacks a comprehensive examination of how Holism Connectedness influences the performance and agility of teams. Most research has focused on specific factors such as leadership, communication, and trust (Abson et al., 2024; Brown et al., 2017), but has not fully explored the broader, systemic influences that holism might have on agile practices. This is where a key research gap emerges: the impact of holism in promoting agile teamwork quality has not been sufficiently studied, particularly in terms of how it interacts with goal alignment and shared appreciation dynamics as mediating factors. This study seeks to address this gap, offering new insights into the mechanisms that enable holism to drive superior agile outcomes.

A key element in agile teamwork is the alignment of goals and objectives. Research shows that teams with aligned goals outperform those without, as goal alignment ensures coherence in decision-making, reduces intra-team conflict, and facilitates faster responses to challenges (Hindiyeh & Cross, 2022; Ochoa et al., 2021). However, the current literature lacks a deep examination of how goal alignment is influenced by holistic principles, leaving a significant gap in our understanding of how teams can synchronize individual and collective efforts in complex environments. This study aims to fill this gap by exploring how Holism Connectedness fosters goal alignment, allowing teams to harmonize individual ambitions with shared objectives, ultimately driving agile success. Another underexplored factor is the role of shared appreciation dynamics. Shared appreciation refers to the collective recognition of individual and team achievements, which strengthens the emotional and psychological bonds within teams (Barnett & Weidenfeller, 2016). When appreciation is embedded within team culture, it not only boosts morale but also enhances collaboration and innovation. Research on team dynamics has consistently highlighted the importance of mutual recognition in high-performing teams (Li et al., 2022), yet few studies have investigated how appreciation functions within a holistic, agile framework. This study fills this research gap by examining how shared appreciation, when influenced by holistic connectedness, contributes to agile teamwork quality by enhancing cohesion and mutual support within teams.

While the body of literature on teamwork agility continues to grow, it remains fragmented, often focusing on isolated variables without considering the broader context in which teams operate (Chong & Zainal, 2024; Renault & Tarakci, 2023). By integrating holism into the study of agile teamwork, this research aims to provide a more comprehensive understanding of the factors that contribute to team success in fast-paced environments. Specifically, this study investigates how Holism Connectedness acts as a foundational driver for goal alignment and shared appreciation dynamics, and how these mediating variables influence agile teamwork quality. Through this integrative approach, the research seeks to offer actionable insights for practitioners and leaders aiming to cultivate high-performing, agile teams capable of thriving in complex, dynamic environments. The research gap lies at the intersection of holism, cooperative goal interdependence, and agile teamwork quality. While previous studies have identified various elements critical to team performance, they have not sufficiently explored the systemic role that holism plays in fostering goal alignment

and shared appreciation, both of which are essential for achieving agile excellence. This study contributes to closing this gap by presenting a theoretical framework that positions Holism Connectedness as a central enabler of agile teamwork, mediated by alignment of goals and shared appreciation. It also offers empirical evidence from a comprehensive analysis of faculty members at private universities, who represent teams in environments requiring both agility and alignment in their decision-making processes.

This research not only builds on the existing body of knowledge but also extends it by offering new perspectives on the interplay between holistic principles and team agility. Prior studies have examined elements such as team cohesion, leadership, and innovation (Emich et al., 2020; Poth et al., 2021; Silva et al., 2022), yet none have explored the intricate dynamics of how holistic connectedness can drive agile excellence through mediating variables. This study, therefore, represents a significant contribution to both academic literature and practical applications in organizational behavior, teamwork, and agile methodologies.

2. Methodology

This research adopts a quantitative explanatory approach to explore and analyze the complex relationships between multiple variables. This approach is selected due to its ability to handle complex models with numerous constructs and indicators, making it suitable for the objective of testing and validating a theoretical model that examines the impact of spiritual intelligence on agile teamwork quality. The inverse square root method was employed to determine the necessary sample size for detecting a path coefficient of 0.2 at a 5% significance level, with an estimated required sample size of 139 respondents. We used a questionnaire in hardcopy form which was then distributed and collected from faculty members., with the main requirement being that respondents work as a lecturer at a private university with excellent accreditation (akreditasi unggul) in Central Java, and had prior experience working in a team, as well as having been employed for more than five years. After data processing and validation, 272 responses were confirmed as valid for the final analysis.

The questionnaire instrument was designed based on objective considerations derived from extensive literature reviews to ensure a comprehensive perspective. Ethical standards were upheld in the distribution of hardcopy questionnaires, including: (i) informed consent regarding research dynamics, (ii) maintaining the confidentiality of participant information, (iii) ensuring the integrity and transparency of the research process, and (iv) appropriately managing any potential conflicts of interest. The research findings were reported accurately and objectively without misrepresentation or selective reporting. The data analysis was conducted in three main phases: (i) evaluating the measurement model (outer model) for convergent and discriminant validity with internal reliability, (ii) evaluating the structural model (inner model) by testing multicollinearity and hypotheses, and (iii) assessing the overall model fit using SRMR and GoF index values.

3. Results and Discussion

Convergent validity was evaluated by examining the factor loadings, average variance extracted (AVE), and outer loading for each indicator in the measurement model. The results in table 1 indicate that all factor loadings exceeded the recommended threshold of 0.70, ranging from 0.712 – 0.957. Additionally, the AVE values in table 3 for each construct exceeded the acceptable threshold of 0.50, ranging from 0.629 – 0.877. Furthermore, all constructs in table 3 demonstrated satisfactory composite reliability values above 0.70, ranging from 0.924 – 0.956. These findings provide strong support for the convergent validity of the measurement model, indicating that each latent construct adequately captures the variance shared by its respective indicators.

Table 1. Items, means (M), standard deviations (SD), Cronbach's alphas (α), and factor loadings.

Items	M	SD	Min	Max	α	Factor Loadings	
						1	2
Holism Connectedness					0.876		
(1) I integrate spiritual practices and rituals into my daily business routines to create balance.	4.062	0.712	2	5		0.894	0.894

Items	M	SD	Min	Max	α	Factor Loadings	
						1	2
(2) I consider the long-term and broader impacts of every decision I make in the organization.	4.136	0.507	3	5		0.904	0.904
(3) I adopt a holistic approach to business strategy and operations to achieve sustainability.	4.070	0.527	3	5		0.887	0.887
Alignment Goal and Objectives					0.891		
(1) In teamwork, our team members have a deep and comprehensive understanding of the shared strategic goals that have been formulated collectively.	4.018	0.503	2	5		0.910	0.910
(2) In teamwork, there is a strong synergy between individual goals and the team's collective goals, creating harmony in efforts to achieve targets.	4.074	0.509	2	5		0.957	0.957
(3) I demonstrate high commitment and dedication to achieving strategic goals that have been agreed upon by the team.	4.114	0.505	3	5		0.850	0.850
Dynamic Shared Appreciation					0.930		
(4) Our team reward system is designed to recognize collective achievements in a fair, transparent and equitable manner.	3.871	0.682	1	5		0.939	0.938
(5) Team-based bonuses and recognition programs are implemented with the aim of encouraging optimal team collaboration and synergy.	3.890	0.709	1	5		0.938	0.935
(6) The criteria for recognizing and rewarding team members are clearly defined, objective and transparent.	3.926	0.637	1	5		0.934	0.934
Agile Teamwork Quality					0.926		
(1) There is a culture of active listening and providing high levels of constructive feedback within the team.	4.088	0.624	1	5		0.843	0.847
(2) Issues and challenges are reported transparently to find effective joint solutions.	4.022	0.612	1	5		0.795	0.802
(3) Daily meetings are held to discuss progress, obstacles, and next steps with high efficiency.	3.735	0.885	1	5		0.479	Dropped
(4) I am responsive to change and able to adapt plans and strategies quickly and efficiently.	3.996	0.597	3	5		0.714	0.729
(5) Our team members have the ability to take on various roles as needed by the project, demonstrating high flexibility.	3.934	0.597	1	5		0.812	0.855
(6) A proactive attitude towards adaptation and minimizing resistance to change characterize our team.	3.875	0.675	1	5		0.849	0.872
(7) I regularly reflect on the process and results of my work to identify areas for improvement.	4.000	0.529	3	5		0.828	0.818

Items	M	SD	Min	Max	α	Factor Loadings	
						1	2
(8) I emphasize the importance of continuous learning and skill development within the team, encouraging innovation.	4.092	0.524	3	5		0.778	0.769
(9) Decentralized decision-making allows team members to make quick and informed decisions without always having to wait for higher-level approvals.	3.912	0.771	1	5		0.615	Dropped
(10) I encourage team members to take full ownership of their tasks and results, with a high sense of responsibility.	4.000	0.500	3	5		0.667	Dropped
(11) I am committed to continuous skill development and knowledge sharing within the team, ensuring high quality.	4.062	0.562	2	5		0.716	0.715
(12) I maintain high standards for the quality of code, testing, and documentation of projects the team is working on.	3.982	0.511	3	5		0.715	0.712
(13) I regularly review and optimize workflow processes to achieve maximum efficiency and optimal results.	3.978	0.507	2	5		0.594	Dropped
(14) I set realistic deadlines and maintain a consistent work pace within the team.	3.985	0.420	3	5		0.619	Dropped

Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT), which compares the average correlation between constructs (heterotrait correlations) to the average correlation between indicators of the same construct (monotrait correlations). The results of the HTMT analysis in table 2 indicate that all HTMT ratios were below the recommended threshold of 0.90, ranging from 0.588 – 0.790, providing strong evidence of discriminant validity. These findings suggest that the constructs in the measurement model are distinct from one another, as they exhibit stronger correlations with their own indicators than with indicators of other constructs. Reliability was assessed through the examination of Cronbach's alpha coefficients and composite reliability values for each latent construct. The results in table 3 indicate that all constructs achieved satisfactory levels of internal consistency, with Cronbach's alpha coefficients exceeding the recommended threshold of 0.70, ranging from 0.876 – 0.930. Moreover, composite reliability values for each construct surpassed the threshold of 0.70, ranging from 0.924 – 0.956. These findings indicate that the measurement model exhibits high levels of reliability, suggesting that the latent constructs are reliably measured by their respective indicators. In summary, the results of the confirmatory factor analysis provide strong evidence of convergent validity, discriminant validity, and reliability within the measurement model. These findings support the robustness and validity of the measurement model, affirming its suitability for subsequent structural equation modelling analyses and hypothesis testing.

Table 2. Heterotrait-monotrait ratio output.

	Agile Teamwork Quality	Alignment Goals and Objectives	Dynamics of Shared Appreciation	Holism Connectedness
Agile Teamwork Quality				
Alignment Goals and Objectives	0.730			
Dynamics of Shared Appreciation	0.641	0.778		
Holism Connectedness	0.588	0.790	0.599	

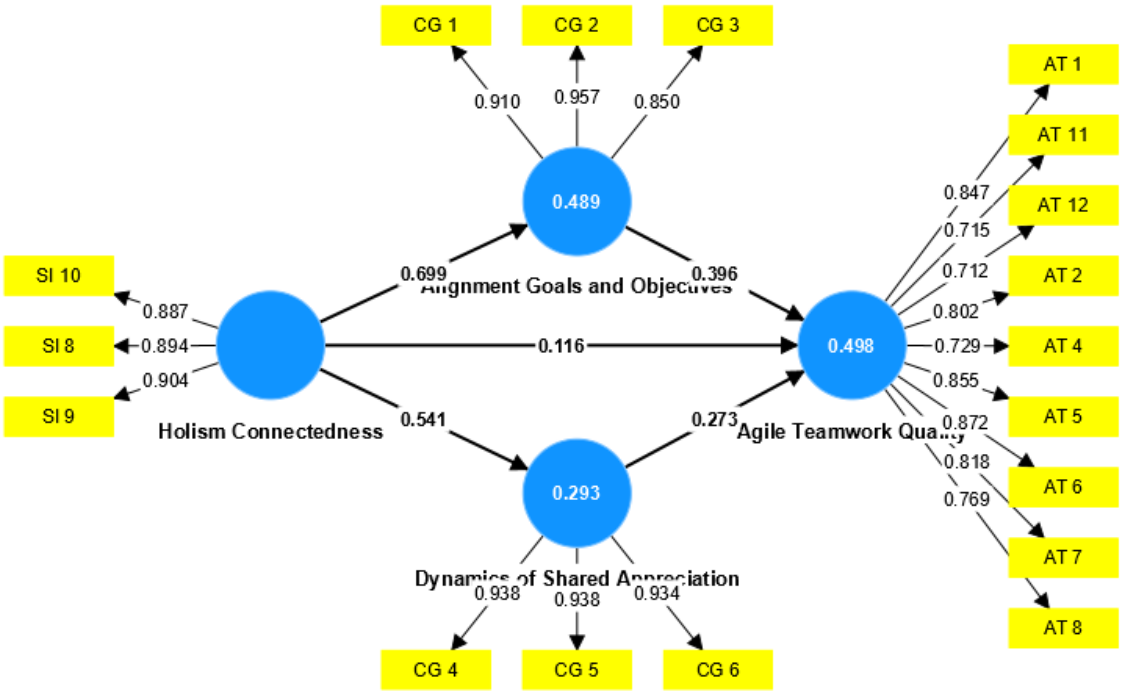

Figure 1. Partial least squares outputs.

Table 3. validity and reliability test output.

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Holism Connectedness	0.876	0.877	0.924	0.801
Alignment Goals and Objectives	0.891	0.896	0.933	0.822
Dynamics of Shared Appreciation	0.930	0.931	0.956	0.877
Agile Teamwork Quality	0.926	0.937	0.938	0.629

The results of the hypothesis testing, as shown in Table 4, provide strong evidence supporting the relationships between **Holism Connectedness**, **Alignment of Goals and Objectives**, **Dynamics of Shared Appreciation**, and **Agile Teamwork Quality**. The relationship between **Holism Connectedness** and **Alignment of Goals and Objectives** was found to be highly significant, with a beta coefficient of **0.699**, a **T-statistic of 16.251**, and a **P-value of 0.000**, indicating that higher levels of holism lead to better alignment of team goals and objectives. Similarly, **Holism Connectedness** positively influenced the **Dynamics of Shared Appreciation**, with a beta of **0.541**, a **T-statistic of 9.208**, and a **P-value of 0.000**, confirming that holistic approaches foster a culture of mutual recognition and appreciation among team members. Moreover, the direct effect of **Holism Connectedness** on **Agile Teamwork Quality** was also significant, though with a smaller beta coefficient of **0.116**, a **T-statistic of 2.124**, and a **P-value of 0.034**, suggesting that holism has a positive but moderate direct impact on agile performance. More notably, the **Alignment of Goals and Objectives** was found to significantly enhance **Agile Teamwork Quality**, with a beta of **0.396**, a **T-statistic of 4.782**, and a **P-value of 0.000**, indicating that teams with well-aligned goals are better equipped to perform effectively in agile settings. Lastly, the **Dynamics of Shared Appreciation** was also a significant predictor of **Agile Teamwork Quality**, with a beta of **0.273**, a **T-statistic of 3.373**, and a **P-value of 0.001**, demonstrating that teams that actively recognize and value each other's contributions perform better in agile environments.

Table 4. Hypothesis testing for direct paths.

Construct	β	T Statistik	P Value	Explanation	Decision
Holism Connectedness → Alignment Goals and Objectives	0.699	16.251	0.000	Significant, positive	Accepted
Holism Connectedness → Dynamics of Shared Appreciation	0.541	9.208	0.000	Significant, positive	Accepted
Holism Connectedness → Agile Teamwork Quality	0.116	2.124	0.034	Significant, positive	Accepted
Alignment Goals and Objectives →Agile Teamwork Quality	0.396	4.782	0.000	Significant, positive	Accepted
Dynamics of Shared Appreciation → Agile Teamwork Quality	0.273	3.373	0.001	Significant, positive	Accepted

The mediation analysis, as displayed in Table 5, reveals that both **Alignment of Goals and Objectives** and **Dynamics of Shared Appreciation** partially mediate the relationship between **Holism Connectedness** and **Agile Teamwork Quality**. The first mediation path, from **Holism Connectedness** through **Alignment of Goals and Objectives** to **Agile Teamwork Quality**, is significant, with a beta coefficient of **0.277**, a **T-statistic of 4.737**, and a **P-value of 0.000**. This indicates that **Alignment of Goals and Objectives** partially mediates the effect of **Holism Connectedness** on **Agile Teamwork Quality**, meaning that part of the influence of **Holism Connectedness** on agility is explained through better goal alignment. Similarly, the second mediation path, from **Holism Connectedness** through **Dynamics of Shared Appreciation** to **Agile Teamwork Quality**, also shows a significant partial mediation effect, with a beta coefficient of **0.148**, a **T-statistic of 2.865**, and a **P-value of 0.004**. This suggests that **Dynamics of Shared Appreciation** partially mediates the relationship between **Holism Connectedness** and **Agile Teamwork Quality**, highlighting the importance of mutual recognition and appreciation in enhancing team agility.

Table 5. Mediation Effects.

Construct	β	T Statistik	P Value	Explanation	Decision
Holism Connectedness → Alignment Goals and Objectives → Agile Teamwork Quality	0.277	4.737	0.000	Significant, positive	Accepted (partial mediation)
Holism Connectedness → Dynamics of Shared Appreciation → Agile Teamwork Quality	0.148	2.865	0.004	Significant, positive	Accepted (partial mediation)

Both mediation paths are significant and positive, but the effect sizes suggest that **Alignment of Goals and Objectives** has a stronger mediating influence than **Dynamics of Shared Appreciation**. In both cases, partial mediation was accepted, indicating that **Holism Connectedness** influences **Agile Teamwork Quality** directly and also indirectly through these mediators.

Table 6. Goodness-of-fit index.

Construct	R- Square	AVE	GoF = $\sqrt{AVE \times R^2}$
Holism Connectedness		0.801	
Alignment Goals and Objectives	0.489	0.822	
Dynamics of Shared Appreciation	0.293	0.877	
Agile Teamwork Quality	0.498	0.629	
Average	**0.426**	**0.782**	**0.577**

Table 7. Value of standardized root mean square residual.

SRMR	0.082

Assessment of Goodness of Fit is using 2 components, that is Standardized Root Mean Square Residual (SRMR) and Goodness of Fit (GoF) Index. The SRMR analysis in table 7 yielded a value of 0.082. Based on established guidelines, an SRMR value between 0.08 and 0.1 is indicative of a good model fit (Hair et al., 2021). In this study, the obtained SRMR value of 0.082 is between this threshold, indicating a satisfactory fit between the observed data and the proposed measurement model. Similarly, the GoF index in table 6 value of 0.577 suggests a good overall fit of the model to the data. Overall, the attainment of satisfactory goodness of fit statistics underscores the robustness of the structural equation model and strengthens the validity of the study's conclusions. By providing evidence of a good fit between the hypothesized model and the observed data, the goodness of fit assessment enhances the overall quality and credibility of the research findings, thereby contributing to the advancement of knowledge within the field

Discussion

As organizations continue to navigate increasingly complex and dynamic environments, the ability to maintain agile and responsive teams has never been more crucial. The findings of this study reveal that fostering **Holism Connectedness** within teams plays a pivotal role in enhancing **Agile Teamwork Quality**. Previous research has emphasized the importance of agile teams in responding to rapid change and uncertainty (Magpili & Pazos, 2018; Ozkan et al., 2023; Zolotina et al., 2023), but our study highlights how a holistic approach, which views the team as an interconnected system, contributes directly to agility. This connectedness encourages shared responsibility and collaboration, both of which are essential for thriving in volatile environments (Johnson, 2019).

While **Holism Connectedness** has been widely acknowledged for its positive effects on teamwork (Brown et al., 2017), much of the existing research has focused primarily on the direct influence of holistic thinking on team performance. Our findings extend this understanding by demonstrating that the effects of **Holism Connectedness** are largely mediated by two critical factors: the **Alignment of Goals and Objectives** and the **Dynamics of Shared Appreciation**. These mediators help translate the holistic mindset into practical team agility, offering new insights into how holistic principles can be operationalized to drive team performance.

In particular, **Alignment of Goals and Objectives** emerged as a key mediator in the relationship between **Holism Connectedness** and **Agile Teamwork Quality**. Teams with clearly aligned goals experience better coordination, reduced conflict, and quicker decision-making, all of which are critical in agile contexts (Gede & Huluka, 2023; Manata et al., 2021). Our findings are consistent with prior literature, reinforcing that goal alignment enables teams to focus their efforts and adapt more efficiently to changing conditions. This highlights the need for leaders to ensure that teams are not only connected holistically but also unified in their objectives, as this alignment is a driving force behind effective agile performance.

Furthermore, the **Dynamics of Shared Appreciation** also played a significant mediating role, underscoring the importance of cultivating a culture of mutual recognition within teams. When team members feel appreciated for their contributions, they are more likely to collaborate, share ideas, and take risks behaviours that are central to agility (Albishri et al., 2020). Shared appreciation strengthens psychological safety and fosters open communication, both of which are necessary for teams to perform well under pressure and adapt to new challenges (H van Dun & Wilderom, 2021; Zasa & Buganza, 2023). Our findings align with earlier studies that suggest the presence of mutual recognition and support leads to improved team cohesion and agility (Riisla et al., 2021; Wise, 2014; Zamecnik et al., 2024).

These insights offer important implications for both researchers and practitioners. For organizations seeking to enhance their teams' agility, it is not enough to simply encourage holistic thinking. Leaders must also focus on aligning team goals and fostering a culture of shared appreciation to fully unlock the benefits of **Holism Connectedness**. By creating an environment where team members share a common vision and feel valued for their contributions, organizations can build teams that are more responsive, adaptive, and innovative in the face of uncertainty.

In conclusion, this study contributes to the growing body of literature on agile teamwork by highlighting the complex mechanisms through which **Holism Connectedness** influences team performance. It underscores the importance of

goal alignment and **shared appreciation** as mediators that translate holistic connectedness into tangible improvements in agility. Future research should explore whether these findings hold across different industries and organizational contexts, and whether other factors, such as leadership styles or team trust, further mediate this relationship. Such investigations will deepen our understanding of how to cultivate high-performing, agile teams in today's increasingly unpredictable business environments

4. Conclusion

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