

Impact Of Team Building On Organizational Performance

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Abstract:

All organization's goals and purposes revolve around the efficient operation of the organisation, which leads to increased output and superior performance. The effect of team building on organisational performance was investigated in this study. According to the report, team development has a major role in the success and overall performance of an organisation. According to the research, team building improves employee collaboration, trust, and information sharing, all of which give an organisation a competitive edge over competitors and boost overall performance. The report recognised the main obstacles to an organization's team building process as being a lack of trust, resistance to change, an inability to share a shared objective or purposes, and a lack of managerial support. Teams in an organisation can improve organisational learning because they allow people to try new things and develop tactics that work best for them. The study came to the conclusion that team building is essential for business survival and improved performance because it fosters the kind of teamwork that organizations require to complete tasks and increase firm development, both of which are critical in the fiercely competitive business world of today.

Keywords: Team Building, Organizational Performance, teamwork, Competitive advantage.

Introduction

Employees continue to be essential tools for achieving planned organisational goals and for gaining a significant competitive advantage over competitors in the corporate world in all areas of economic development. Every organization's primary goal is to increase overall performance, which may be accomplished by having personnel perform well (Obiekwe, Omah & Ibibhunun, 2020; Akanji, 2015). This is due to the fact that performance has historically seen as the final goal for employees and organisations. Consequently, increased performance is now a widely desired organisational goal.

According to (Obiekwe 2018), performance is the accomplishment of a task or the efficient and successful operation of a system. According to research, performance can be clearly assessed in two areas: employee and organisational performance. In a nutshell, organisational performance is the extent to which an organisation has fulfilled its aims and objectives. Contrarily Employee performance is a more subjective term that refers to an

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individual's physical, behavioural in nature and cultural performance; for an individual to be evaluated and accepted, all of these factors must align with the goals of the company. According to (Mwita 2000), employee performance must be efficient and effective for an organisation to achieve its goals and improve organisational performance. It has long been the goal of every corporate organisation to employ human resources efficiently, which leads to an overall improvement in organisational performance and productivity (Nwaeke and Obiekwe, 2017). An organisation is considered to be unsuccessful if its goals are not being met. Therefore, in order to move their company from where it is to where it wants to be, management looks to hire the best people who can afford to do so (Nwaeke and Obiekwe, 2017). They do this by assembling workers who have the necessary abilities and competencies to improve the performance of the entire company. However, (Obiekwe, Mobolade, and Akinade 2021) point out that, rather than just workers' possession of skills and competencies, what accounts for an organization's enhanced performance is management's ability to assemble these workers in work teams and how those teams are managed. This is true regardless of the individual skills of employees. This is because members of well-structured teams know how their work fits into the larger picture of their organization's success goals and strategic plan, and they actively work to support their organisations in achieving these objectives.

Team members understand why team culture will help their companies achieve their goals, as well as how each member can achieve their own goals through effective teamwork and participation in team activities, as this will put their organisation in a better position to achieve improved performance, as (Obiekwe and Zeb-Opibi 2018) have succinctly pointed out. The adage "two good heads are better than one" aptly illustrates the value of teamwork. The significance of the quick attachment of organisational objectives is what defines the establishment of a team inside an organisation (Wayne 2006). Several authors have examined and clarified teamwork. It is stated by (Scofield 2002). A team consists of two or more people who cooperate and communicate in order to accomplish a common objective (Adetoye 1998) those who work together to produce a performance that is higher than the sum of their individual contributions are referred to as a team.

In the face of intensifying rivalry, numerous organisations are depending on efficient team building and collaboration as a crucial tactic to get a competitive edge over their rivals. While many managers still emphasise the advantages of teamwork, many others tend to believe that it is a waste of time, money, and resources for organisations. Thus, the purpose of this study is to apply a theoretical method to investigate how team building affects organisational performance and to formulate pertinent suggestions that managers can implement going forward to maximise the use of teams inside their organisations.

Idea of Teams and Team building

- Regardless of the composition of the team or the work at hand, a team is a living, breathing creature that can evolve from an early to a mature phase. According to (Salas et al. 1992), any distinguishable group of two or more people who work together, adaptably, and dynamically towards a common purpose, goal, or esteemed target is referred to as a team. Each team member has a designated position or function, and there is a cap on the number of members.
- According to (Gibson et al. 2009), a team is a particular kind of work group made up of two or more people who are in charge of accomplishing goals and objectives. As a result, a team is defined as two or more individuals who perform certain work-related duties, engage in dynamic interaction, have a shared past, present, and future, and are bound by a common destiny. It may also be described as a team of workers led by a manager or team leader who is responsible for providing coaching to all team members in order to maximise productivity by providing direction,

inspiration, and guidance in order to ensure that all assigned tasks are completed successfully (Sinambela, 2016).

Team building

A group of people examines how they operate together as a team and takes steps to foster an environment that supports and promotes the contributions of all team members. Workers focus their energies on resolving issues, completing tasks efficiently, and making the most use of everyone's resources in order to accomplish the goal of the team. Through a variety of exercises, team building is a management strategy used to raise the productivity and performance of work groups. Building a cohesive and capable team requires extensive skill analysis and observation. In order for an organisation to operate more profitably and efficiently, team building attempts to bring together lower-level employees and top management (Omuya et al. 2011). Additionally, it seeks to maximise productivity on an individual and group level by achieving organisational objectives.

According to (Chukwura 2014), team building is a concept of job design that sees each worker as both an independent contractor and a component of interdependent teams. Companies that approach team development this way foster employee cooperation, transparency, and knowledge exchange.

Creating a Successful Team

(Katzenbach & Smith 2013) enumerate the following requirements for forming effective teams:

The team should have the following qualities:

- (i) a modest enough size;
- (ii) a sufficient number of complimentary abilities;
- (iii) a truly meaningful purpose;
- (iv) a specific goal or goals; and
- (v) a clearly defined and suitable leadership structure.

Time management, member selection, empowerment, training in relevant skills and knowledge, goal development, and facilitation are all essential for ensuring effective teamwork, especially in the prior stages of the team's work. Effective teams are deliberately constructed. When forming a team, the dynamics of the group as a whole need to be considered. According to (La Fasto 2001), a team needs these five dynamics to succeed. The dynamics of team membership are among them.

- Successful teams are made up of several competent individuals who are problem-solvers, eager to take on new challenges, and action-oriented.
- The second component is team dynamics, which has to do with how well members of the team give and take criticism.
- Thirdly, dynamic issue solving in teams implies that a team's effectiveness is based on how well-defined and focused its goals are.
- Group management is the fourth. Effective team leadership requires a set of leadership competencies. A skilled leader stays goal-oriented, creates a cooperative atmosphere, builds team trust, sets priorities, demonstrates sufficient "know-how," and provides feedback to assess performance.
- The organisational environment is one of the fifty dynamics of a successful team; it has to do with the company's climate and culture being supportive of teamwork.

Collaborating to accomplish shared goals is the purpose of teamwork. The team's shared objectives suggest that every member fully understands and shares the team's goals. Put another way, when a person joins a team, he or she "signs on" to the goals of the group and agrees to a set of rules in order to do so. The emphasis on team building activities nearly put an end to the idea of individualism, which lowers employee morale and eventually results in a high turnover rate. According to (Chen, Chen & Tsao, 2009), high achievers who are driven by a strong desire for acceptance and self-worth find it difficult to collaborate with others. In the event that this issue is not managed wisely, organisations will experience low productivity. Therefore, managers need to understand that they are essential to successful team building. According to a multilevel analysis, the degree of cooperation inside the organisation influenced the association between a worker's job satisfaction and their supervisor's perspective (Gryphon, Patterson & West, 2001). For this reason, managers need a framework to direct their team-building exercises.

Advantages of teams to Organizations

Teams benefit both the individual members and the larger organisations in a number of ways. Organisations are placing more attention on teams and team building because of the critical roles and responsibilities that teams play in their daily operations.

- Team building, according to (Dwivedi 2006), fosters harmonious relationships among employees by uniting them and bringing out their creative skills when working in groups. It also helps to increase an organization's productivity and performance. Additionally, it aids in workers' better understanding of their coworkers' views and inclinations, particularly when workers from various cultural backgrounds are grouped together. These workers have distinct backgrounds, goals, and attitudes towards their jobs. As a result, facilitate their mutual understanding, which will foster cooperation, openness, and trust as well as enhance coordinated creativity and productivity.
- Teams also maximise the utilisation of human resources by giving organisations access to the unique expertise and abilities of each team member. Using the expertise and abilities of the workforce is crucial because managers can no longer be experts in every area of an organization's operations due to its rising complexity.
- Teams also facilitate organisational learning because they allow workers to try new things and develop approaches that work best for them. Teams have the ability to produce a synergy that increases individual production and efficiency, according to (Katzenbach and Smith 1993).

Furthermore, teams result in higher levels of employee commitment, motivation, and job satisfaction since they involve a wider range of responsibilities and a bigger variety of activities (Kirkman and Shapiro). This has several knock-on consequences, such as lower employee attrition and absenteeism, which lowers organisational expenses and enhances organisational memory or knowledge base. By fostering better communication, lessening conflict, and increasing commitment and cohesion among team members, teambuilding aims to enhance group performance.

Impediments and Challenges to Team Building

Essentially, the process of implementing teams involves organisational development and transformation. As a result, teams are vulnerable to every obstacle that may arise throughout an organisational transition process. Teams frequently deal with problems that can reduce their effectiveness, particularly when it comes to decision-making.

The following are a few obstacles to teamwork:

- **Lack of ability to agree on clear objectives and goals:** Establishing clear goals is crucial because the team might not have the same objectives. The trade-offs in timing while making decisions: collaborative decision-making may need time away from work. "Groupthink" issues, pressure to fit in, and the possibility of more disagreement over decisions could all be present. It is doubtful that teams will be able to build and carry out a common vision without sufficient team training and preparation. In addition, there are issues because of poor communication, interpersonal conflict, and an excessive focus on give and take in relationships.
- **Opposition to Change:** When employees are forced to collaborate with co-workers they are not familiar with, resistance to change may arise. Here, the new groups are dismantling long-standing social ties. Creating a stronger team is one method to combat this. Employee resistance may also be caused by other circumstances. When cooperation necessitates work expansion, they may need to either cut down on some of their responsibilities or modify the rewards and compensation structure.
- **Distancing of specific workers:** Usually, managers make the assumption that employees would like to participate in decision-making rather than receive orders. Additionally, empowerment, ownership, and greater responsibility are typically associated with teamwork. Insufficient planning and team-building activities may hinder teams' ability to develop and execute a common goal. Interpersonal conflict, poor communication, and an overemphasis on give and take in relationships can also cause problems.
- **Opposition to Change:** Employees may become resistant to change if they are required to work with peers they are unfamiliar with. Here, established social bonds are being destroyed by the new organisations. One way to counter this is to forge a stronger team. Employee resistance may also be caused by other circumstances. When cooperation necessitates work expansion, they may need to either cut down on some of their responsibilities or modify the rewards and compensation structure.
- **Alienation of specific employees:** Managers usually make the assumption that people prefer to participate in decision-making rather than receive directives. Additionally, empowerment, ownership, and greater responsibility are typically associated with teamwork. While this might be the case in most situations, it might not always be the case because it could alienate certain workers, which would ultimately result in workplace discontent, employee turnover, and/or poor performance. Although there isn't a quick fix for this issue, it is frequently beneficial to train new employees or move to a different role within the company. One significant risk associated with team building is that a team member may grow disenchanted with the company.
- **Lack of Trust:** Useful working practises must be combined with team-building activities. Team members may perceive team building activities as a waste of time if they do not perceive improvements within the organisation as a result of the events. This could lead to a decline in employee morale and productivity, as well as a loss of trust in the organisation. Another issue is when teams aren't given enough trust to take important decisions, which keeps them and the organisation they work for from realising their full potential. Getting consent before acting on ideas decreases ownership and timeliness. Teams are forced to submit ideas that are likely to be accepted, which also reduces innovation, claim (Nahavandi and Aranda 1994).
- **Absence of Management Support:** Teams wind up occupying more space than the system they replaced when management does not trust them to make decisions. Workers' morale will almost certainly suffer if they believe that management is merely lip-serviceing the fundamentals of teamwork. The experience is similar when there is interdependence among different teams and coordination is required. For this kind of work, team members need constant training and development.

The Prospects of Teamwork/Team Building

As they depend on a number of variables, including the organisation, team leadership effectiveness, culture, and climate, the chances for collaboration may differ throughout organisations. More than anything else in organisations, great teams are the catalyst for change. Teams with empowerment perform at their best. People that are empowered have better attitudes and behaviours that lead to the best outcomes. Procedures and equipment are not as crucial in empowering employees as people's attitudes and conduct towards them are. Apart from the competition on a global scale, there's a growing necessity to cater to specific markets and fight on both price and innovation. Because of this, companies who formerly relied on mass production and economies of scale are now unable to compete in the market. Teams have the potential to enhance organisational innovation as they provide employees greater autonomy, involvement, and decision-making authority. Rather than receiving directives, employees are either given goals or collaborate with their team leaders to establish goals, after which they are free to select the most efficient means of achieving the goals. In addition, teams offer additional benefits to the organisations in which they work.

Concept of Performance

Every organisation wants to achieve improved performance (Lebas Michael 1995) asserts that performance is future-focused and tailored to the specifics of each organisation or person. According to him, a successful company is one that will accomplish the objectives set forth by the management coalition, not necessarily one that has already done so. Performance is therefore much contingent on capability and the future (Williams, SweeLin, and Cesar 2005) define performance as the record of results achieved on a certain job function or activity within a given time frame (Hellriegel Jackson & Slocum 1999) defined performance as the degree of an individual's work achievement following exertion of effort. According to (Whetten & Cameron 1998), performance is fundamentally an individual phenomenon, and external factors largely affect ability and motivation, the two individual performance determinants. In significant research on teams in modern businesses.

According to (Thayer 2010), performance challenges are the most effective means of forming teams, and the foundation of a team should contain factors like size, purpose, aim, skills, approach, and accountability. Teams are not the same "meeting." Secondly, membership in a team should be determined by what each member can accomplish and how skilled they are, as every team needs to perform the same amount of work. Lastly, a team can only function if the conventional hierarchical pattern of interaction and communication is disrupted. Ultimately, the top management teams must collaborate just like any other activity, concentrating on their goal and fostering an atmosphere of candor, dedication, and trust.

Factors Influencing Individual Performance

Employee performance is defined as both the volume and quality of work completed effectively as well as the actions of employees while they are at work. Employee performance, as defined by the Business Dictionary, is the sum of a worker's expected job-related actions and the quality of their execution. A lot of business people directors evaluate each employee's performance either annually or periodically to assist them in identifying potential areas for development. Effective employee performance is typically made possible by the combined efforts of all individuals involved in the organisation, and that organisation works to create teams that consistently have employees performing at their best. Employee performance refers to a worker's capacity to meet goals and objectives through providing superior customer service. Work Performance of Employees today's commercial organisations aim to attain high levels of productivity, efficiency and effectiveness, and job satisfaction through optimising the job performance of their human

resources. The improvement and maintenance of organisational performance are directly tied to key human resources activities such as career development, performance appraisal, job selection, orientation, skill training, pay, and human resources planning. The record of results generated by an employee on a certain task or activity within a given time frame is known as employee performance. Employee performance is essentially influenced by a wide range of variables, including job security, organisational structure, training and development opportunities, employee motivation, employee satisfaction, and performance reviews (Baridam 2008) asserts that an employee's ability to perform at work is greatly influenced by their supervisory relationships, managerial assistance, and employee competencies. Therefore, in terms of performance, an employee who lacks the necessary skills or job tasks will "bring nothing to the "table." Therefore, staffs strive confidently to raise organisational productivity with backing from senior management. Managers are giving workers more team tasks in today's workplaces, which gives them the chance to expand their knowledge and hone their talents (Hartenian, 2013). As a result, cooperation may enhance both the organization's and each employee's performance. (Ingram, 2000).

Conclusion

Building a team is essential to a company's ability to survive and perform better since, in a highly competitive market, organisations can only fulfil their obligations through teamwork. It is a cooperative small group that communicates frequently, coordinates actions, and has responsible and enthusiastic members that contribute to the task at hand. Every team member needs to be at least somewhat qualified for their position in order for the group to accomplish its goal and continue to function effectively. Technology can be made relatively easily and affordably by teams; nevertheless, in order to adapt to new working practises and faster response times, organisations must re-engineer their processes. With relation to office automation In order to achieve effect performance, team groups use their creativity, invention, and management dexterity. Since the introduction of teams in most organisations has been linked to staff reductions, team members' effectiveness and motivation help to achieve higher levels of productivity by creating positive synergy. Managers use positive synergy to get the same or greater output from fewer people. Nonetheless, it is determined that the performance of the employees and the independent variables have a substantial positive correlation. It is also true that a leader's dedication, communication and trust, goal-setting, respect, drive, creativity, and sense of teamwork can all jointly and separately predict an employee's performance. Last but not least, for teams to function well, some members must have a certain degree of interpersonal, technical, problem-solving, and decision-making skills.

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