# TEAM BUILDING AND PERFORMANCE IN ORGANIZATIONS: AN EXPLORATION OF ISSUES

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**Abstract**

*This paper explored Team Building and Performance in Organizations: An Exploration of Issues. It describes team building: nature and characteristics, types of teams, stages of team development, team building objectives, building effective teams, effects of team building on performance, challenges to team building; and thus offered a number of positive results/benefits as well as the challenges which team building bequeaths/poses to organizations.*
**Keywords***: Team Building, Performance, Organization, Exploration and Challenges*

**Introduction**

Team building is an important topic in the current business climate as organizations are looking to team-based structures to stimulate further improvements to their productivity, profitability and service quality (Fapohunda, 2013). Thus, many view team-based, horizontal structures as the best design for involving all employees in creating business success. Team-based improvement efforts strives to improve results for firms.

In view to this, in this era of increased competition, managers recognize the importance of team work more than ever before. Teams can expand the outputs of individuals through collaboration. Employees who are working in teams become the standard for the organization (Alie, Beam and Carey, 1998). It is the means of improving man-power utilization and potentially raising performance of individuals. With a support from upper level management an employee works confidently in team and increases productivity of the organization. Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills (Hartenian, 2003). Recent study shows that employee working within the team can produce more output as compared to individual (Jones, Richard, Paul, Sloane and Peter, 2007).

A team is a group of people working towards a common goal. Team building involves the process of enabling the group of people to reach their goals. It consists of steps like goal achievement; facing the identified challenges and enabling the achievement of the goals.

To Katzenbach and Smith (1993), a team is a small number of people with complementary skills who are committed to a common purpose, a set of performance goals and an approach for which they hold themselves mutually accountable. Team members interact with each other on a regular basis. A team can be as small as two people, such as a telephone company's sales team, composed of a customer service representative and a customer service

engineer. Larger teams may be responsibly for taking charge of core business processes such as order fulfillment, customer service, or procurement of raw materials and supplies. When the size of a team exceeds 25 members, the individuals have difficulty interacting intensively.

In view of this, teams must be of a manageable size and that all team members must be committed to reach team goals. In addition, the team members must be jointly accountable for their actions and the outcomes of these actions. Teams share performance goals. Individuals on a team are mutually responsible for end results. The team blends complementary skills and talents to produce a product that is more valuable than the sum of the individual contributions. This can energize and motivate individuals to perform at consistently high levels. Thus, a team contributes to the success of the team project, and hence the organization because of the outstanding teamwork and unselfish cooperation of its members.

To Cohen and Bailey (1999) an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Team's enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones, Richard, Paul, Sloane and Peter, 2007). Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non-profit organizations (Pfaff and Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Froebel and Marchington, 2005). Organizations which emphasize more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen and Bailey, 1999).

Team building is a significant tool of new type of work organization. Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit (Mulika, 2010). One research study concluded that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to take maximum out-put from employees (Ingram, 2000). Another study concluded that it should be possible to design a system of team building within every organization for employees in order to promote and distribute best practice and maximize output. The main emphasis for designing and implementing such a system is ultimately to improve employee learning (Washer, 2006). To Ingram (2000) teambuilding is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork/teambuilding activities within the organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making. Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment. Organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly, profitable (Manzoor, Ullah, Hussain and Ahmad, 2011).

Greeberg and Baron (2008) have identified many benefits as a result of utilizing team building activities; including interdependence, increased job satisfaction, and improved working relationships, conflict resolution and effective communication. Thus, effectively managing teams makes it possible for companies to achieve important strategic business

objectives, which may result in competitive advantages in the market. In this regard, Gomez-Mejia and Balkin (2002) outlined the benefits of using teams to include; lower costs and higher productivity, quality improvements, speed and innovation.

Nevertheless, one of the reasons for its continuing popularity may be the numerous benefits claimed as a result of engaging in team building activities. According to the literature reviewed for this paper, organizational benefits include; improve decision making processes (Mazany, Francis and Sumich, 1995), improved productivity (Svyantek, Goodman, Benz and Gard, 1997), increased employee satisfaction (Longnecker and Neubert, 2000), improved team functioning (Klein, Salas, Burke, Goodwin, Halpin, Diazgranados and Badum, 2006), enhanced interpersonal relationships (Toofany, 2007), organizational commitment (Benson, 2006).

Despite such positive results being claimed, some academics such as Salas, Rozell, Mullen and Driskell (1999) note that whilst team building may indeed be popular that actual results are often mixed, vague or non-significant. Moreover, a significant disadvantage is seen in the one main criticism of team building; the programmes are more about playing games than they are about changing behaviour (Rosenberg, 2007). Rosenberg (2007) observes that while the activities can be fun and engaging, often they do not have the desired effect when everyone returns to the office. A further disadvantage is perhaps the way team building is perceived. Participation in team building activities appears to generate various opinions, some positive, some negative. Mazany, et al., (1995) also refer to criticism regarding the use of team building as nothing more than an excuse for time off which is paid for by the company.

Moreover, Sundstom, Demeuse and Futrell (1990) and Tannenbaum, Beard and Salas (1992) conducted another review of studies relating to increased performance resulting from team building and found that, despite enthusiastic reports, there was again a lack of compelling evidence to support beneficial effects of team building on performance. Furthermore, Salas, Rozell, Mullen and Driskell (1999) in their study on the Effect of Team Building on Performance: An Integration; stated that the key finding to emerge was the overall insignificant and negligible effect of team building on performance.

Nevertheless, team building is a philosophy of job design that sees employees as members of interdependent teams rather than as individual workers. From the early 1980s team-based structures have been replacing the highly formalized, centralized and departmentalized mechanistic structures that were previously the norm in work organizations. The use of teams has spread rapidly arising from the belief that the development of strong and effective production and managerial teams will lead to the potential for higher performance and increased job satisfaction (Fapohunda, 2013). Thus, compared to organizations that has traditional departments or similar structures in their design, the organizations, which are oriented at team building cum teamwork activities, can experience such benefits as the achievement of flexibility, the acceleration in decision making, task distribution and focusing on organizational goal as well as the increase in the motivation and synergy among team members (Isik, Timuroglu and Aliyev, 2015).

However, teamwork can bring some negative results to organizations too. Teambuilding/teamwork is not effective if the goal and vision of the team is not clear, the responsibility of team members is above their knowledge and competence, the time is not

enough, there is dissatisfaction of the promotion and reward system, there is too much control over the team actions, top management was not give enough support to the team and there is not a climate of participation and trust inside the team. Because of this, teambuilding should be fostered and backed with factors by which it can function successfully and productively. These factors include; the ideal level of independence of team members; the efficient leadership system; high use of knowledge and technology; proper team training and open communication; adequate delegation of power; the shared goals; values and vision among team members. It is therefore against this background that this paper examines Team Building and Performance in Organizations: An Exploration of Issues.

## Conceptual Framework
### Team Building- Nature and Characteristics
A team is a group of people working towards a common goal. Katzenbach and Smith (1993) are of the view that a team is a small number of people with complementary skills who are committed to a common purpose, a set of performance goals, and an approach for which they hold themselves mutually accountable. Teamwork or rather team building involves the process of enabling the group of people to reach their goals. It consists of steps like goal achievements; facing the indentified challenges and enabling the achievement of the goals.

Thus, teams are made up by two or more people who come together to achieve a common goal, who are assigned to complete a special task and who cooperate with each other. Teams can be considered as structures, which are designed with the decisions of persons, who possess special knowledge or skills in order to carry out a job in a given time and where there is too much workload (Dyer, 1985). In other words, team building entails the building up of various work teams within an organization to achieve performance goals.

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### Types of Teams
There is no standard classification system in use for describing different types of teams. Distinctions among teams can be made on the basis of size, composition, organizational level, duration (temporary versus permanent), objectives, and potential contribution to organizational performance, to name only a few possibly distinguishing characteristics. Thus, a number of these distinguishing characteristics will be used to categorize important types of teams in organizations today; problem solving teams, project teams, Self Managed Teams (SMT), Cross Functional Teams, Virtual Teams and Research and Development (R&D) teams.

## Problem Solving Teams

Problem solving teams which are sometimes called special-purpose teams or parallel teams, focus on a problem or issue that requires only part-time commitment from team members. The problem solving team does not alter the structure of the organization. Instead, a team is formed to solve a specific problem and when the problem is solved the team is likely to be disbanded. The team may be of short or long duration.

Thus, as the name implies, problem-solving teams are formed to deal with problems. The problem may be very specific and known, or the team may be set up to deal with potential future problems that have not yet been identified. In the former case, the team is usually of temporary duration. It is put together to deal with a current problem and then dissolved. The life span of such teams may vary from a few days to many months, occasionally a year or longer.

Quality circles are examples of permanent problem solving teams. A quality circle is a team of employees committed to recommending and implementing work and product improvements and solving quality-related problems. Circles typically comprise 6 to 12 employees who perform related jobs. Circle members are usually trained in group processes (For example, structured techniques for diagnosing problems and brainstorming). Temporary or permanent problem-solving teams are increasingly being used by organizations who realize that teams can significantly outperform individuals in many situations.

## Project Teams

A project team works on a specific project that has a beginning and an end. Team members work full-time until the project is completed, then disband to work on other projects, possibly with different team members. A project team is composed of members from different functions (such as marketing, production and finance) or different technical disciplines (such as biology, chemistry and mathematics). Members collaborate to complete the project. A key criterion for judging project team performance is meeting or exceeding deadlines or important milestones leading to completion.

Project teams have many uses. Mobil, the energy company, used project teams to reengineer key business processes in order to bring employees closer to the customer. At the University of Nigeria Teaching Hospital (UNTH), Enugu, the trauma/emergency center uses a project team composed of doctors, nurses, interns and technicians to treat accident victims. The speed at which the trauma center team can respond to the patient's medical condition can make the difference in saving a life.

## Self-Managed Teams (SMT)

A self-managed team (SMT), which is sometimes called a process team, is responsible for producing an entire product, component, or service. It is formalized as part of the organization structure, employees are assigned to it on a full-time basis, and its duration is long. SMTs utilize employees whose jobs are similar but who may have different levels of skill. Team members combine their skills to produce an important organizational outcome such as an automobile engine (production process) or the installation of a computer system for a customer (customer service process).

Self-managed teams have authority to make many decisions that traditionally have been made by supervisors or managers. For example, team members at General Motor's facility, Tennessee, schedule work, hire new team members, select appropriate work methods, manage budgets, schedule delivery of raw materials and maintain quality standards for the work output. There are no supervisors and each team literally manages itself. Other SMTs utilize a supervisor or manager to direct the work, but this supervisor is a coach rather than a traditional boss who tells subordinates what to do.SMT members need to be trained in a variety of skills to become fully functional. These include; technical skills, management skills and interpersonal skills.

## Cross-Functional Teams

A cross-functional team is one consisting of members from different functional departments (e.g, engineering, accounting, human resources, marketing). This type of team forms to address a specific problem. In most cases team members come from different departments and different levels (Managers and non-managers). Organizations have used cross-functional, boundary-spanning teams for years. For example, at caterpillar's tractor division, cross-functional teams working on product design and testing include a product designer, engineers, purchasing and marketing members, assembly workers and even suppliers.

Using the skills, competencies and experience of individuals from diverse areas within a firm can increase camaraderie, trust, and performance. A word of caution, however, is that cross-functional teams may take time to become effective. Building trust and commitment in cross-functional teams is challenging because of previous impression, attitudes and relationships that are formed before the team is assembled.

## Virtual Teams

A popular response to increasing competition, the need for faster decisions, and technological advancements has been the creation of virtual teams. Virtual teams take advantage of interactive computer technologies such as the internet, e-mail, desktop and real-time conferencing, electronic bulletin boards, computer-based video conferencing, group ware (Software that permits people at different computer workstations to collaborate on a project simultaneously), and other technologies to enable distant people to work together. A virtual team is defined as a number of people geographically separated that are assembled by using various technologies to accomplish specific goals. It is thus a geographically distributed, functionally and/or culturally diverse group of individuals that rely on interactive technology such as e-mail, webcasts, and videoconferencing to work together.

Virtual teams are similar to problem-solving teams in that they require only a part-time commitment from team members. Working across distances, virtual team members interact electronically (via computer and telecommunications technology), rather than engaging in face-to-face interaction typical of problem solving teams.

In view of this, virtual teams can meet without concern for space, time, or physical presence. Team members use communications links to perform their work, individual and team tasks and roles.

Thus, virtual teams permit organizations to link individuals who would otherwise be unable to work together. The most talented technical staff can work on problems that require their special skills. This can be a strategic advantage. Companies such as Hewlett-Packard, IBM, Compaq and Procter and Gamble have partially or fully eliminated traditional offices for

providing customer services. Virtual teams work together to service customer requests, complaints and suggestions (Davenport and Pearlson, 1998).

**Research and Development (R & D) Teams**
Research and Development (R & D) teams are used to develop new products. Their use is most extensive in high-tech industries such as aviation, electronics and computers. R & D teams are usually composed of representatives of many different departments or functions in the organization, making them cross-functional in nature. For example, a computer company may form a cross-functional R &D team made up of representatives from marketing, accounting, engineering, purchasing and finance to develope plans for a new product. Such a team representing expertise from all the relevant areas of the company can significantly reduce the amount of time required to bring a new product to the market place.

**Stages of Team Development**
Behavioural Scientists recognize five distinct stages of team development: forming, storming, norming, performing and adjourning/transforming (Banker, Field, Schroeder and Sinha, 1996; Tuckman, 1975). These stages occur in sequence, although they may occur rapidly if the team is under strong time pressures.

**Forming**
The forming stage brings the team members together for the first time so they can get acquainted and discuss their expectations. Basic ground rules are established: what is the purpose of the team? How often will it meet? Should everyone expect to participate?
It is important for team members to meet each other and begin to develop social bonds during the forming stage. Team leaders may organize a social activity that encourages members to interact and build relationships.

**Storming**
In the storming stage, team members voice their differences about team goals and procedures. Differences may involve goal priorities, the allocation of team resources, fair work procedures, role expectations, or the selection of a team leader. These are important issues and all team members must be comfortable with the decisions before the team can perform its task.

Conflict is considered to be normal part of this stage of team development that should be dealt with out in the open, rather than suppressed. Coalitions often form during the storming stage, and these subgroups may compete for dominance in setting the team agenda. Such conflict must be managed so that the team can move forward. If it is not properly managed, conflict can halt team development, leading to failure. Team leaders can play an important role by defusing the negative aspects of conflict and tapping its creative energies so that harmony and cohesion are achieved.

**Norming**
The Norming Stage is characterized by resolution of conflict and agreement over team goals and values. Team members understand their roles and establish closer relationships, intensifying the cohesion and interdependence of members. At this point, the members begin to develop and identity as a team rather than as a group of individuals. The team is in agreement about how to deal with and sanction members who violate important team rules and procedures.

## Performing

The performing stage is characterized by a focus on the performance of the tasks delegated to the team. Team members collaborate to capture synergies between individuals with complementary skills. When situations change and new tasks and priorities emerge, the team adjusts its tactics. When the team receives critical feedback, it has the flexibility to learn from its mistakes and make improvements.

The performing stage of team development can be viewed as the payoff of the investment of time and effort by team members. Forcing a team to perform before it has its house in order (by skipping some stages or spending too little time on the earlier stages) is likely to result in a malfunctioning team that is unable to achieve performance expectations.

## Adjourning/Transforming Stage

Teams that are designed to disband reach the adjourning stage when the team has completed its work. Team members feel satisfaction about the completion of the team's goals, but they are also anxious about possible new assignments and about separating from friends they made on the team.

It is a good idea to have a ceremony that celebrates the end of the project or mission when the adjourning stage is reached, especially if the team's work was successful. Team members benefit from feedback on lessons learned that they can apply to future assignments.

## Team Building Objectives

Beer (1976), Dyer (1977), Buller (1986), Sundstom, De Meuse and Futrell (1990), Robbins, et al (2008) discuss team building as comprising four fundamental elements: goal setting, interpersonal relations, problem solving, and role clarification. However, Wheelan (2005) is of the view that team building activities include; goal setting, interpersonal relationship and feedback relating to participant's performance and group development. Nevertheless, it should be understood that goal setting, problem-solving and interpersonal relations were invariably the most common drivers for businesses selecting team building as an organizational development tool. Thus, the omission or inclusion of any of the four objectives is in line with Robbins, et al., (2008) observation that team building activities may incorporate any or all of these objectives in varying degrees, and that the selection of the objectives is solely dependent on the needs of the organization at the time.

## Goal Setting

Team building that includes goal setting as an objective encourages individuals to develop individual and /or team goals by providing various tools that enable the participants to clarify and then work through ways to achieve those goals (Salas, et al., 1999). To Robbins, Millet, Cacioppe and Waters – Marsh (2001) the team building activities should focus on developing a shared understanding of the team mission and goals. In support of the benefits of goal setting to an organization, Greenberg and Baron (2008) have noted successful performance within an organization can be enhanced by goal setting.

## Interpersonal Relations

Interpersonal relationships are concerned with team skills; such as communication, enhancing support, trust and confidence amongst team members. Team building activities can contribute to increasing and /or enhancing these skills via interactive activities which help participants overcome barriers to effective communication whilst providing opportunities for members to acknowledge their colleagues' various styles. The underlying idea, according to Greenberg and Baron (2008) is that the participants are able to form positive relationships with one

another, and as a result, the participants are in a better position to influence each other's potential back on the job.

Acquiring such skills, according to Rosenberg (2007), will also enable participants to create a more productive workplace. Finally, Greenberg and Baron (2008) note that the development and/or enhancement of important skills such as communication are key to organizational effectiveness, which is as previously noted one of the main objectives of organizational development initiatives.

## Problem Solving

Problem solving according to Priest and Gass (1997), is closely related to decision making and judgment. The ability to identify problems and subsequently resolve them by ensuring that decisions made are based on sound judgement is a valuable skill in or outside of the workplace. Team building activities incorporating activities that are intentionally designed to reflect real-world challenges can often spark discussions about the many parallels found within the workplace (Rosenberg, 2007); such as the need for effecting planning, or the importance of identifying problems and evaluation of subsequent solutions.

## Building Effective Teams

Several authors; for example, Brower, 1995; Carr, 1992, La Fasto, 2001 and Fajana, 2002, have come up with ways of developing effective teams. While there is no best way to design, develope and support highly effective teams, this paper summarizes the factors influencing the effectiveness or rather the major components of effecting team building as:

## Clarity of Expectations and Objectives

For team building to be effective, the objectives must be specific, measurable, achievable, relevant and have a timeframe. As much as possible, input from all members must be included in the design and wording of the goals. All expectations must be clearly stated and this must be clearly understood by team members who must also understand the reason for the creation of the team. Carr (1992) affirms that team goals should be specific enough to give the team direction while at the same time stating the ends, rather than the means. This gives teams the freedom to work out how best to achieve the goal. Added to the provision of clear goals is the development of meaningful and acceptable performance measures/expectations so that the team members can feel confident in their own achievements. Clear performance expectations affect happiness or unhappiness at work. Consequently, management must clearly communicate its expectations for the team's performance and expected outcomes to align each area of the organization with the overall mission and vision

## Training (Capabilities)

Effective teams don't just happen. In addition to their individual task-related skills and abilities, team members must also know how to function effectively as team members. This almost always suggests training. Depending on the type and purpose of the team, training may be needed in problem-solving skills, creative thinking or interpersonal skills. Certainly, at the very least, team members must be well-versed in the company's philosophy regarding teams, the team mission, and new roles and responsibilities individuals will have as a consequence of being part of the team. It has been suggested that without proper training the only thing management gets from creating teams is a guarantee that more time will be spent making worse decisions (Ivancevjch, Konopaske and Matteson, 2005).

Nevertheless, research indicates that the following seven skills or rather capabilities are highly desirable for team members to be effective (Cook and Goff, 2002): Open mindedness, emotional stability, accountability, problem solving skills/abilities, communication skills, conflict resolution skills and trust

## Empowerment

For effectiveness teams need authority to take decisions. Consequently, a certain level of empowerment is necessary for them in order to carry out their work efficiently. Without this authority they would need to get approval for their ideas and these ideas may be rejected before they are either proven or not proven. For innovation to occur, teams must be allowed to experiment. Brower (1995) suggests however that to avoid costly mistakes, it is appropriate to give teams this authority within certain boundaries.

Thus, along with information, teams must have the authority to make decisions and act autonomously. Whether a problem-solving team, an R & D team, or an SMT, teams that lack authority are generally less effective. In addition to hindering taking action, lack of authority suggests to team members that management doesn't really trust them in the first place, further reducing team effectiveness.

Being given insufficient authority is typically the root of team empowerment problems. It should be noted however, that sometimes teams may be given too much authority. This is particularly a danger in the early stages of team involvement. Team members may be unaccustomed to making decisions and be overwhelmed by the degree of authority they suddenly possess. This is another reason why training is such an important factor in team success.

## Communications

One of the more significant effects creating teams has on an organization's management is an increased need for information. Team members need information in order to accomplish their objectives. Much of this is information that has traditionally been management's exclusive domain. If teams are to be effective, however, full disclosure of formerly restricted information may be necessary. Management – particularly middle management is often threatened by this, fearing a loss of their own decision-making power. The failure of many team efforts can be traced directly to management's unwillingness to share information with the team it has created.

## Rewards and Recognition

The reward system in most organizations is individually based. That is, organizational members are rewarded based on evaluation of their individual performance. While the individual's contribution to team success is a legitimate part of the reward system, team success must also be factored in. To the extent that teams perform well, the team should be rewarded. Distribution of that reward to individual team members is an important, but separate issue.

There are a number of ways in which rewards can be allocated to teams. With problem solving teams, for example, an incentive system is frequently used, where in the team receives a percentage of the savings realized by the organization. Many organizations using SMTs have modified their reward structure to include some form of profit-sharing. Regardless, it is important that teams be rewarded for their contribution to organizational objectives.

Thus, rewards and recognition must be given when teams are successful with reasonable risk being expected and encouraged in the organization rather than team members fearing reprisal. In this regard, the reward systems must be designed to recognize both team and individual performance. Moreover, prioritizing employee recognition results in a positive, productive, and innovative organizational climate. People who feel appreciated are more positive about themselves and their ability to contribute. People with positive self-esteem are potential best employees.

**Empirical Review**

Team building is a philosophy of job design that sees employees as members of interdependent teams rather than as individual workers. From the early 1980s team-based structures have been replacing the highly formalized, centralized and departmentalized mechanistic structures that were previously the norm in work organizations. The use of teams has spread rapidly arising from the belief that the development of strong and effective production and managerial teams will lead to the potential for higher performance and increased job satisfaction (Fapohunda, 2013).

Thus, compared to organizations that has traditional departments or similar structures in their design, the organizations, which are oriented at team building/ teamwork activities, can experience such benefits as the achievement of flexibility, the acceleration in decision making, task distribution and focusing on organizational goals as well as the increase in the motivation and synergy among team members (Isik, Timuroglu and Aliyevi, 2015).

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Team building is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. Team members enhance the skills, knowledge and abilities while working in teams (Froebel and Marchington, 2005). Organizations which emphasize more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen and Bailey, 1999). To Wageman (1997) teams enhance organizational learning because employees are able to experiment and create strategies that are best suited to their work. Katzenbach and Smith (1993) notes that teams can create synergy by bringing about gains in individual productivity and efficiency. Kirkman and Shapiro (1997)affirms that teams bring about increased levels of job satisfaction, motivation and employee commitment since they are associated with a greater variety of tasks and added responsibility for team members. The resultant effects of this include; redu ced staff turnover and absenteeism and consequently reduction in organizational costs and improved organization memory or knowledge base.

Nevertheless, Conti and Kleiner (2013) reported that team building offer greater participation, challenges and feelings of accomplishment. Organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly profitable (Manzoor, Ullah, Hussain and Ahmad, 2011). Thus, one of the reasons for its continuing popularity may be the numerous benefits claimed as a result of engaging in team building activities. Organizational benefits include; improved decision making processes (Mazany, Francis and Sumich, 1995), improved productivity (Svyantek, Goodman, Benz and Gard, 1999); increased employee satisfaction (Longnecker and Neubert, 2000); improved team functioning (Klein, Salas, Burke, Goodwin, Halpin, Diazgranados and Badum, 2006); enhanced interpersonal relationships (Toofany, 2007); and organizational commitment (Benson, 2006).

In view of this, many academics have noted that a well facilitated team building intervention can be instrumental in gaining and/or enhancing the employees' level of organizational commitment, and this is supported by academics such as Meyer and Smith (2000), Bartlett (2001), Tansky and Cohen (2001), and Benson (2006), who observe that employee satisfaction with team building development opportunities in general is positively related to organizational commitment. To Benson (2006), this relationship is based on theories of employee development that generally assume that employees who are satisfied with development opportunities are more likely to exhibit positive attitudes towards their organization. Thus, an organization investing in employee development demonstrates a commitment to their employees which in turn is reciprocated by the employee (Benson, 2006).

However, despite such positive results being claimed about team building, some Scholars such as Salas, Rozell, Mullen and Driskell (1999) note that whilst team building may indeed be popular the actual results are often mixed, Vague or non-significant. Thus, participation in team building activities appears to generate various opinions, some positive, some negative.

Moreover, Sundstom, Demeuse and Futrell (1990) and Tannebaum, Beard and Salas (1992) conducted another review of studies relating to increased performance resulting from team building and found that, despite enthusiastic reports, there was again a lack of compelling evidence to support beneficial effects of team building on performance. Furthermore, Salas, Rozell, Mullen and Driskell (1999) in their study on the Effect of Team Building on Performance: An integration; stated that the key finding to emerge was the overall insignificant and negligible effect of team building on performance.

However, team work can bring some negative results to organizations too. Teambuilding/teamwork is not effective if the goal and vision of the team is not clear, the responsibility of team members is above their knowledge and competence, the time is not enough, there is dissatisfaction of the promotion and reward system, there is too much control over team actions, top management does not give enough support to the team and there is not a climate of participation and trust inside the team. Because of this, team building should be fostered and backed with factors by which it can function successfully and productively. These factors include; the ideal level independence of team members; the efficient leadership system; high use of knowledge and technology; proper team training and open communication, adequate delegation of power, the shared goals, values and vision among team members.

## Challenges to Teambuilding/Teamwork

Team building is fundamentally an organizational change and development process. Teams are therefore, susceptible to all the challenges that can occur during any organizational change process. In particular, employee resistance may result where employees are required to work with other employees with whom they are unfamiliar. In this case, the new teams are breaking up established social relationships. Field and Swift (1996) note that teams often face issues that can decrease the effectiveness of the team and specifically its ability to make decisions. The team may not share clear goals or purposes, and therefore as earlier discussed defining specific goals is very important.

There may be problems of "group think" and pressure to conform as well as the potential for increased conflict over decision making. Without adequate team training and preparation, it is unlikely that teams will work effectively to develop and realize a shared vision. There are also the challenges arising from lack of communication, personal conflict, over emphasis on give and take relationship.

Teambuilding attempts to improve group performance by improving communication, reducing conflict and generating greater cohesion and commitment among team members.

## Conclusion

This paper has reviewed Teambuilding and performance in organizations: An Exploration of Issues, and offered a number of positive results/benefits as well as the challenges which teambuilding may bequeath/pose to organizations. Teambuilding in organizations will achieve more than attracting and retaining the best people that will create a high performance organization that is flexible, efficient and most importantly profitable; and improved decision making processes. It also contributes to improved productivity, increased employee satisfaction, enhanced interpersonal relationships, increased levels of job satisfaction, motivation and employee/organizational commitment. Its contributions are also in terms of increased employee performance, greater productivity and better problem solving at work.

Moreover, teambuilding offers a number of challenges to organizations which include; employee resistance, the problems of group think and pressure to conform as well as the potential for increased conflict over decision making.

## Recommendations

Having reviewed Teambuilding and Performance in organizations: An Exploration of Issues, the following recommendations if carefully applied should help improve and enhance the process:

1.  Managements' of organizations should endeavour to make the goal and vision of the team to be clear, and the responsibility of term members not to be above their knowledge and competence in order to make the teambuilding efforts to be effective
2.  Organizations and their managements' should also make sure that the promotion and reward system will not only reward individual efforts, but also team efforts.
3.  Top management in organizations should also endeavour to give enough support to the team in order to make their efforts successful.

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