PROSPECTS AND CHALLENGES OF TEAM BUILDING IN MEDIUM AND LARGE SCALE BUSINESSES IN IMO STATE

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ABSTRACT

This paper investigated prospects and challenges of team building in medium and large-scale businesses in Imo State. Descriptive survey research design was used in this study. One research question and one hypothesis guided this study. Population of this study is 8,000 which comprised 3,700 males and 4,300 females in medium and large scale businesses in Imo State. Stratified random sampling technique was used to select 100 male staff of Everyday Supermarket Owerri, Imo State. In the same vein, 50 females of Ebere Links Filling Station Owerri, Imo State were selected which gave a total sample size of 150. Researcher developed questionnaire titled "prospects and challenges of team building in medium and large-scale businesses in Imo State" was used, with four rating scale of strongly agree, agree, dis agree and strongly disagree. The instrument was validated by two specialists in Business Education, Madonna University Nigeria, Okija Campus, Anambra State. Cronbach alpha statistics was used to determine the reliability coefficient of the instrument at 0.78 and 0.97, which shows that the instrument was reliable for use in this study. The instrument was administered to the respondents with the help of two research assistants who were briefed before distributing the questionnaire. A total of 150 questionnaires were administered and collected after respondents have given their individual opinions on the questionnaire. Data collected were analyzed using mean and standard deviation. Chi square test of independent was used to test the hypothesis at 0.05 alpha level. The findings of this study revealed challenges of staff inadequate team building in Everyday Supermarket and Ebere links Filling Station Owerri, which include: lateness to duty, taking order from two different leaders, conflicts, insecurity of lives and property, misinformation, infighting among others. It was recommended from this study that more staff reorientation should be organized among staff of Everyday Supermarket and Ebere Links in Owerri, Imo State. This would re-enforce teamwork on both staff of Everyday Spermarket and Ebere Links Filling Station Owerri in Imo State. It was recommended from

this study that medium and large-scale businesses in Nigeria should eschew personal decisions and embrace teamwork established by the leaders of their organizations. These would enkindle increased productivity and effective service delivery in their organizations.

Keywords: Origin of Team Building, Meaning of Team Building, Team building Myths or Reality in Organizations, Objectives of Team building, Steps of Team Building in Organizations, Formal and Informal Team Building.

1.0 INTRODUCTION

Team building is a strategy for effective staff management. It is inevitable as far as set objectives of organizations are concerned. In this era of modern management, team building is inculcated in the lives of employees in organizations to achieve set goals of organizations. The aims of team building include but not limited to jobs togetherness, reorientation, communication, united efforts to goals realization in organizations. Team building is imperative for effective communication, peace, harmony and productivity. It is the process of whereby team spirit is established among staff for effective production and good returns on investment. It is the process of establishing peace by settling disagreement and providing adequate resources and power for smooth management of organizations. In team building relationship, effective staff training, supervision and motivation are ensured for increased productivity and adequate service delivery in organizations. It is the process of marshaling out responsibilities to staff and providing directives, coordination's and supetvisions to staff. Manufacturing organizations adopt team building for effective interaction to supplier and customers in their organizations.

1.1 Origin of Team Building

Team building came into existence in this world, when God said; come let us make man in our own image or likeness. According to the bible, team building started when the sacrament of baptism was called by John the Baptists at River Jordan. Organizations without strong team building are band to crumble or fall. In politics, team building is panacea for getting to the pogroms of power. In football game, team building is sacrosant for winning football game. It is the road map for organizational success. Policies and programmes of organizations are made effective with strong team building. Both public and private organizations make use of team building to actualize their goals. Wherever human beings cohabit, team building relationship is necessary to provide security, social amenities. Team building is the antidotes to staff complacency and dissatisfaction in medium and large scale businesses and other organizations.

1.2 Meaning of Team building

Team building is the process of grouping work groups together to ensure effective flow of communication, responsibility and bonds of cohesive unity. It is the process whereby staffs exchange information regarding the operations of their organizations. Team building is the exchange of ideas, facts, principles, coventions by staff to form a formidable productive and service delivery groups. In this new business age, team building is used to create mutual trust between all staff including managers and supervisors. Team building is imperative for reducing mistakes, minimizing conflicts, encouraging togetherness. Team members create team relationship among themselves to achieve expected and attractive feats in their organizations.

Team members create route or channels for information sharing, brothers keeper relationship for realizing objectives of their organizations (Hartenian, 2003 & Washer 2006). It is the process whereby team members exhibit transparency, support of one another. Team relationship enhances effective planning, forecasting and innovation (Jones, Richard, Sloane& Peter 2007). A team is formed by smaller group of people and gradually grows favourably when the purposes of forming the team are maintained (Katzenibach & Smith 1993). Organizations establish team relation for effective supervision and resources allocation.

Team building is defined as the process whereby members of staff come together to establish effective job performance tactics and ethics. Indecencies that underate organizations are abhored among team members. Team relationship among team members have created share of ideas, expertize knowledge togetherness for general growth in skills and knowledge of team members. It is the process whereby staffs come together in one accord, sharing talents and perceive themselves as a team (Ptaff & Huddleston 2003). An already established team is made up of collection of staff with different talents and ideas that form cohesive manageable unit, exhibiting team consciousness among themselves (Ingram, 2003). Team building is essential for realization of avalanche of goals organizations have set. Mutual reciprocity at work, effective checks and balances are exhibited by staff that are concious of their responsiblities in an organization. A well condoned team relationship raises the tone of an organization to greater heights. Members in a team relationship respects orders and adhere to rules and regulations that keep members together. Members are expected to contribute their quota towards providing lasting work module that provide focused attention to members of staff. Any member their actions contradicts with the established rules or regulations is against the progress of their organization. Team supervisors or managers are expected to think out better plans, ideas, conventions or standards practices that would enrich staff with more knowledge. Importance of team building relationship in an organization cannot be over emphasized. In medium and large scale organizations, a well planned team attract investors to those organization. A situation where team members respect their leaders carry out their responsibilities according to how they are directed enables an organization to achieve their numerous goals without hitches. Team relationship is inevitable in medium and large scale businesses. Staff training on new breeds of technogy and new job guidlines and methods leads to greater productivity in medium and large scale organizations. Good job ethics and standards practised in Diasporas countries of the world. New business practices and standards practised in Diaspras countries of the are exhibitted in the third world countries where medium and large scale businesses reigns supreme. Tem builders in Nigeria increases more customers satisfaction, measuring standards and improve production and effective service delivery in medium and large scale businesses and other sister organizations (Manzor, Ullah, Hussain & Ahmad 2011).

1.3 Team Building Myths or Reality on Organization

Team building started in the medieval ages when owners of farms and estate gave their farms and estates in care of stewards. It is of no doubt that those stewards learned about the trisks, risk and benefits that accrue from the farms and estates. However, conflicts, lack of trust may arise when manors start suspecting their stewards. In this modern business times, conflicts, lack of trust exist when directors are not of the same page with their managers. Team buildings subordinate distrations, confusion and distrust in business. Coming together of staff to form

productive union or ideation groups brings inn suggestive opinions that builts an organization (Mejia & Balkin, 2002). It is very important for an organization to correct deviations and promote standards through effective team relationship. Strategic managers establish team building to reduce conflicts, provide effective communication channels by which staff can be reached and controlled administratively. Heads of organizations approves team building relationship to encourage team work and reduce job stress on their heads (Dyer, 1985). It behooves on other organizational heads who have not i inculcated team building in their business to embrace team building to achieve high standards on their set goals. Greater productivity, robust staff relationship and development are exhibitted in effective team building relationship in an organization (Fapohunda, 2013). Team building is an antidote to staff lousy and complaisance. New and old business ideas are shared among staff in an organization with effective team management (Toofany, 2007). Moral suasions at jobs are made manifest with effective team relationship in organizations that embrace team building. Organizations become more functional when their policies and programs are achieved with effective staff control or mechanism. A well harnessed team building relationship rejigs organizations (Froebel & Marchington, 2005).

1.4 Objectives of Team Building

Team building is imperative for fostering adequate technology, methods, ideas, expertize knowledge and eradication of shortfalls that yields to low productivity. Team building is sacrosant for conflict management in an organization (Isik, Timuroglu & Aliyev, 2015). Some economic difficulties of staff in medium and large scale business are solved by their members in team building relationship. Some roles or reponsibilities that are very tidious to some staff are made fair by some staff to their members in team relationship. Staff conflicts, disputes are brokered by team members. Team relationship does not end when staff have retired or resigned from their businesses, it also exist even when the staff has died, the goodwill is enjoyed by the children of the diseased staff.

1.5 Steps for Initiating Team Building in Business Organizations

Team building is chronicled for organizational success or perpetuity. Team building relationship enables organizations to establish trust and loyalty among team members. In team building managemeny, robust employee ideas should be valued and refined. Employee grievances or unspoken feelings are spotted and addressed. Minor / major conflicts among team members are settled. Spirit of cooperation are sensed among staff. Rules and regulations are imbibed among team members with clear parameters (Kazenbach & Smith 1993).

A robust team building relationship results to high level of creativity and productivity in organizations (Fapohunda, 2013). Other steps of team building include:

 i.   Atmosphere of cooperation and collective problem solving among staff.
 ii. Increase in employee job satisfaction and commitments.
 iii. Effective mapping out of organizational operating policies and procedures.
 iv. Clear job responsibilities to staff.
 v.   Enabling climate for staff cooperation.

1.6 Types Team Building

Teams are built or formed based on mission and philosophy of organizations. Team building is the fulcrum for effective staff development or motivation.

1.7 Formal Team Building

Team building is formal when it follows the approved formal organizational structure. In formal organizations, team building is formed by permanent staff of organizations. Staffs in formal team building relationship do not break the policies initiated by management rather, they form quorum to synthesize and divide the policies of formal organizations into concrete achievable goals. Everybody in team building relationship is informed about the progresses and failures that happened in formal organizations. Staff in formal team building share common aspirations which   help them to resolve conflicts among team staff members. Team members establish new production policies; ensure effective service delivery which results to adequate profit maximization in their organizations (Goldthordpe, 1986). However, temporary team building is composed of adhoc or temporary staff commissioned to achieve certain projects. People in temporary team building seize to exist or form quorum after the projects they are commissioned for are completed. Temporary team builders are projects teams in matrix organization. They also, exist as committee or temporary team members.

1.8 Informal Team Building

Informal team builders exist as cliques, rival groups in organizations. These teams exist alongside with the formal structure in organizations. Informal team building is informal when it does not follow the approved organizational channel. Informal team builders are not set for realizing set organizational goals rather, they are responsible for peddling rumours, gossips from one person to another against formal team builders (Likert 1967). Though, managements do not overlook their usefulness in their organizations. Members of Informal team building relationship do not have strong structures. Anybody can be a leader based on personal strength and support of selected majority. There are no protocols for doing things in informal team building. There are no defined responsibilities in informal team building. .

Organizations establish team building platform for training staff to in different business ideals, expertize. Team building help in the training of future industrialists. Vast majority of industries in Nigeria and in Diasporas countries of the world have achieved high returns on investment by incorporating team building on their staff. Effective production and profitability proceed from effective team building.

2.0 STATEMENT OF THE PROBLEM

Many organizations have used team relationship to actualize their goals. When staffs are not effectively controlled in organizations, it dovetailed to inefficiency among staff. Poorly managed team building retards effective communication in organizations. Loop holes are created when managers drag power among themselves. When different orders are given by different managers, it generates conflicts, confusion, boredom or tardiness in organizations. Poorly managed team relationship causes goal incongruence (Allcorns 1989 Argyle 1989 & Mullins 2000). Personal selfish reasons retard effective management of organizations. In fighting, rumours, lack of clear definition of roles and demotivation constitutes hindrance on

effective team building relationship. In some organization's ideas, suggestions, methods are given wrong interpretations thus, retarding productions in organizations (Rosenberg, 2007).

3.0 METHODS

This paper investigated prospects and challenges of team building in medium and large-scale businesses in Imo State. Descriptive survey research design was used in this study. One research question and one hypothesis guided this study. Population of this study is 8,000 which comprised 3,700 males and 4,300 females in medium and large scale businesses in Imo State. Stratified random sampling technique was used to select 100 male staff of Everyday Supermarket Owerri, Imo State. In the same vein, 50 females of Ebere Links Filling Station Owerri, Imo State were selected which gave a total sample size of 150. Researcher developed questionnaire titled "prospects and challenges of team building in medium and large-scale businesses in Imo State" was used, with four rating scale of strongly agree, agree, dis agree and strongly disagree. The instrument was validated by two specialists in Business Education, Madonna University Nigeria, Okija Campus, Anambra State. Cronbach alpha statistics was used to determine the reliability coefficient of the instrument at 0.78 and 0.97, which shows that the instrument was reliable for use in this study. The instrument was administered to the respondents with the help of two research assistants who were briefed before distributing the questionnaire. A total of 150 questionnaires were administered and collected after respondents have given their individual opinions on the questionnaires. Data collected were analyzed using mean and standard deviation. Chi square test of independent was used to test the hypothesis at 0.05 alpha level.

4.0 RESULTS

What are the challenges of team building on staff of medium and large scale businesses in Imo state?

Table 1: Shows the challenges of team building on staff of medium and large scale businesses in Imo state.

S/N	Statements	X	S.D		X	S.D	Mean
1.	Internal conflict disorganizes staff of medium and large Scale businesses in Nigeria.	2.60	0.20	Agree	2.40	0.30	Agree
2.	Rumour peddling among staff causes confusion to staff of medium and large scale business in Imo State.	3.10	0.10	Agree	2.50	0.20	Agree
3.	Lack of defined chains of communication.	2.80	0.00	Agree	2.60	0.10	Agree
4.	Lack of staff motivation hinders productivity.	2.70	0.30	Agree	3.10	0.20	Agree
5.	Inadequate staff training causes staff to rely on old	3.30	0.10	Agree	3.00	0.30	Agree

	method.						
6.	Staff misinterprets of information delivered to them due to existing jeans of disagreement.	3.50	0.40	Agree	3.10	0.20	Agree
7.	Infighting among staff lowers productivity.	3.10	0.50	Agree	3.20	0.10	Agree
8.	Inadequate employer and Employee relationship causes dampul moral to staff.	3.40	0.10	Agree	3.10	0.30	Agree
9.	Insecurity of lives and Property causes infiltration of hoodlums to medium and large scale businesses.	3.20	0.40	Agree	2.60	0.60	Agree
10.	High tax charges discourages medium and large scale businesses due to weak union.	3.90	0.50	Agree	4.10	0.30	Agree
	Total	**27.10**	**2.60**	**Agree**	**27.00**	**2.60**	**Agree**

Test of Hypothesis

Table 2: Shows hypothesis test on challenges of inadequate team building among staff of medium and large scale businesses.

Respondents	N	X	S.D	D.f	X0- cal	Xe-tab	Decision
Male staff	80	27.10	2.60	0.05	40.6	3.84	Rejected
Female Staff	90	27.00	2.60				

In table 3: Calculated Xo value is 40.6 which is greater than the table value of Xe of 3.84. Since the calculated Xo-cal is greater than the Xe- table value, the null hypothesis is rejected. This shows varied challenges of Three Star lager Beer and Tony Max filling Station Owerri, Imo State. These challenges constrain smooth operation of medium and large scale industries in Nigeria.

5.0 DISCUSSION OF FINDINGS

Team members create route or channels for information sharing, team spirits for realization of the objectives of organizations (Hartenian, 2003 & Washer 2006). Team members exhibit transparency, support of one another. Robust team relationship in organization leads to mapping out of directives and achievement of higher productivity for the growth of organizations (Jones, Richard, Sloane & Peter, 2007).

The findings of this study revealed that lack of togetherness, tem spirit causes cogs in management of organizations. (Allcorn 1989 Argyle 1989 & Mullins 2000) identified that ineffective team building is caused by taking different orders from different managers. Allcorn 1989 Argyle 1989 & Mullins 2000) further identified that these unwholesome and incandescence attitudes generates conflicts, confusion, boredom or tardiness to staff in organizations. Poorly managed team relationship causes goal incongruence.

In the same vein, Rosenberg 2007 encapsulated that some ideas, suggestions brought by management and other members of staff are given wrong interpretations thus, retarding high of spirit of productivity and delivery of service in organizations

5.1 Recommendations

1. Team building is a means of achieving goals of medium and large scale businesses. Medium and large scale businesses should use team building to manage conflicts in their organizations.
2. Medium and large scale businesses should use team building to educate staff on new means of achieving maximum productivity in their organizations.
3. Team building has both positive and negative effects on medium and large scale businesses. Staff members in low ranks should not use loop holes of medium and large scale businesses to plunder position of power from general managers.
4. Team building should not be used to foment rumours, gossip and all manner of suspicions against the management.

6.0 CONCLUSION

From the medieval times to this new age, man has used several means to probe into the unknown and achieve his feats. Significant rates of return on investment proceeds from the level of team building organizations have used to coordinate snd achieve their set objectives. A dependable instrument involving staff in the scheme of things is team building. Organizations have used team building to explore and divest. So many staff problems and inadequate productivity are addressed through the instrumentality of team building. Good ideas used in medium and large scale businesses are tapt from effective team management. Both management staff and subordinate staff use team building to form relationship thus, paving way for staff exploration. Team building rejigs organizational structure. Team building defines responsibilities of managers and subordinate staff. Rules and regulations are established from robust team building. Both future and immediate problems that possess threats to organizations are solved through effective team building. Support from colleagues, generally accepted behaviours, protections and other benefits sprouts from effective team building in organizations Robust team building in some organizations set the pace for other organizations to emulate.

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