Effective teams in organizations make all the differences in the achievement of corporate value creation, growth, and attainment of the predetermined and emergent goals and objectives of any organization. This paper examines the impact of teambuilding and teamwork in organizations and their implications to managers and employees. The paper notes that team building stimulates organizational productivity, service quality and general positive performances and enhances organizational development and efficiency. It also note that team building encourages continuous growth, open and positive communication, and development of trust and leadership potentials of organizations members. It however pointed out that team building encounter serious challenges in employee resistance, lack of trust, virtual workplace and globalization. The paper concluded that team building promotes effective collaboration of all team members, and also make organizations better places of work. Additionally, the sustainability of the benefits gained from team building depends on the level of support given by management, team member’s commitment, and quality of the team leader. It is recommended among others that, team member’s selection should be based on individual ability, skills and competencies in order to stimulate team member’s interest to task meant to be accomplished. In addition, team building activities should be planned, designed, executed and monitored in such a way that will
enhance open communication, member’s collaboration and flexibility in order to create effective cohesion and synergy to enhance team effectiveness and performance. Management should also train team members to understand their roles and expectations from them as teams. Moreover, choice of team leaders should be based on the skills and experience, and individual ability to handle complexity of team activities.

Keywords: Team building, Teamwork, Efficiency, Improved Performance, Enhanced Productivity.

Introduction
Across the globe, the rise in information communication technology, fast-paced local and international competitions, rising costs of raw materials, highly changing business environment and economic globalization have become an extremely growing concern and challenges with critical serious implications for managements of business organizations. Hence, organizations are restructuring and repositioning their activities and operations in order to compete and operate in a more efficient and profitable manner in order to survive encompassing chaotic and volatile business challenges. Organizations thus are seriously employing several strategies that aimed at not only operating successfully, but also to achieve their stated and other emergent goals and objectives. The use of team-based structures in organization has therefore been seen as a vital approach to develop employees and utilizing their talents to enhance organizational productivity (Obiekwe and Zeb-Obii, 2019). The need for effective teams has thus brought about extended interest in team-building to improve organizations’ functioning, as well as to achieve better organizational results, just as most managers now considers teams to be more flexible and responsive to changing events than are traditional departments or other forms of permanent grouping in organizations.

Moreover in seeking for effective implementation of organizational objectives and development of resilience capacity, there are now more shifts from working alone to working in teams as it requires employees to cooperate with others, share ideas and information, and pull effort together to confront challenges and differences. Robbins, Judge and Sanghi (2009) asserts that teams have the capability to quickly assemble, deploy, refocus and disband. Organizations worldwide, in developing and instituting various strategies aimed at improving their employee’s performances in a bid to enhance their overall corporate performance and productivity have relied heavily on their human component as they are the life blood and essential tools for accomplishment of any stated or emergent objectives of any organization (Obiekwe, 2018; Nwaeye and Obiekwe, 2017). The collective effort of employees, especially teams, which are pulled in one direction in line with objectives of an organization, results to more enhanced performance and productivity than effort of individual or smart employees that pull in different directions or even in same direction. The importance of effective and well coordinated team building process is vital as performance of well built teams easily translate to overall organizational performance.

As today’s business arena has witnessed growing changes and as traditional company operations are been altered, emphasis are now shifting from individual activity/operations in organizations to team based operations. Organizations are also focusing increasingly on the proactive formation of work teams as a means of improving individual members and
maximize general organizational productivity (Baridam and Nwibere, 2008). Team building thus has emerged as one of the most important group phenomenon use by organizations to harness the energies of all employees to determine their strengths and maximize both group and individual productivity (Omuya, Kungu, Mulongo; Ong’anya, 2011; and Fapohunda, 2013). Broad minded organizations are also adopting team building to gain synergies, cohesive workgroups as well as trust and support for one another and respect for individual differences as managers and organizations explore ways to improve business results, growth and profitability. Dwivedi (2006) and Fapohunda (2013) asserts that managers utilize team approach to link and align the resources available towards the attainment of the organizational goals and also facilitate group harmony. Fapohunda (2013) state that team building involves a wide variety of activities, presented to organizations and aimed at improving team performance. It also specialize in bringing out the best in a team to ensure self development, positive communication, leadership skills and the ability to work closely together as a team to solve problems.

The structuring of organizations provides that people must work closely together across the organization to get tasks accomplished quickly enough to remain competitive. And since team work is so critical to the success of any business, Newell (1996) asserts that traditional organization with individual orientations that do not utilize the power of a team approach can no longer be competitive in today’s intricate and dynamic business world. Team building activities are vital and every team is bound to become effective in the completion of its task and derived goals. A critical factor in the success of teams accordingly, is the quality and level of performance of the team members and the team as a whole, and this performance depends on team building. Hence, in today’s business scenario where market shifts, product proliferate and technology becomes outdated virtually overnight, the need to embrace team building as a strategy to improve morale and boost positive attitude towards work, as well as fostering organizational commitment that enhance performance and productivity have been upheld (Omuya et al, 2011). Also, research findings on the effectiveness of team building provide a complex mix of results that make drawing conclusions difficult (McIntire, 1996). This paper therefore utilized a theoretical approached to examine the concept of team building and teamwork in organizations. It also looked at the benefits and challenges associated with of team building and teamwork, as well as their implications to managers and employees in organizations.

**Literature Review**

**Meaning of Team, Team Building and Teamwork**

The need to harness individual potentials through working in teams has necessitated the shift from working alone to working in teams which requires that employees co-operate with each other, share information, confront differences and sublimate personal interests for the greater good of the team. A team can be defined as a group of people working toward a common goal. A team is seen as a group of people who work interdependently to solve problems or accomplish tasks for which they were setup for. A team can also be defined as a group of individuals who come together or are brought together with the aim to achieve some stated objective(s) within a given time frame. Spencer and Pruss (1992) portrayed teams as effective work groups whose effectiveness rests on the degree of motivation, co-ordination and purpose and whose synergy produces an energy/creativity which is beyond them as
individuals. Saraswat and Khandelwal (2015) notes that teams have come to be considered as a essential component in the operation of organizations in today’s business scenario. Hence, teams must possess a definable membership, group consciousness, and a sense of shared purpose (Adair, 1988).

Katzenbach and Smith (1993) define a team as, “a small number of people with complementary skills who are committed to a common purpose, productive goals and common approach for which they hold themselves accountable”. A team exists when individual efforts, strengths and skills are combined with teamwork, in the pursuit of a common direction or cause, in order to produce meaningful results for the team members and the organization. Earley (1993) noted that team performance depends on individual member’s effort and collective work products. A team thus refers to people who are interdependent in their work and are committed in pursuing a common goal together in other to achieve set targets or objectives. According to Denison (2000) organizations rely much on teams to improve their effectiveness and performance. There are different types of teams that exist in organizations. Examples include self-managed work teams, project and development teams, parallel teams, management teams, problem-solving teams, transnational teams and visual teams (Bateman and Snell, 2007:462; Robbins, Judge and Sanghi, 2009). Other types of teams are committees, task force, action committee, project teams, quality circles, employee participation group, joint union–management teams, and self-directed work teams, among others (Huszezo, 1999). According to Tuckman (1975), the four stages of team development are forming, storming, norming, and performing. According to Bateman and Snell (2007), a group that deteriorate move to a declining stage, just as temporary groups add an adjourning or termination stage. Importantly, collectively training and guidance of team members and their encouragement to use their initiatives and ideas to approach their work is essential for good team performance and in bringing about much needed innovativeness and highly efficient organizations.

Benefits of Teams in Organizations

Team offers individuals and organizations several benefits that help them in achieving development and performances. Some of these benefits include better solution to work problems, improve co-operations, and better production as team members always hold each other accountable and drive each other to focus on efficient work techniques. Besides, by focusing on team’s goals in workplace, employees create more friendly competition and use the team pressure influence to keep each other motivated to accomplish set targets or objectives. Judge and Sanghi (2009) asserts that a work team creates positive synergy through harmonized effort, making individual effort result in a level of performance greater than the sum of the inputs. Thus teams enables their individual members to improve upon their skills, ability and knowledge by learning from each other as they are working in a team, and due to that it enable them produce effectively and efficiently as compare to employees who work individually in organizations.

According to Baridam and Nwibere (2009), teams make better decision than would the average individual. Because of the tendency to make more risky and calculated decisions than individuals, groups and teams can be more creative and innovative in the task accomplishment. Additionally, teams help in maintenance of standards of conduct, and
facilitate contribution to work accomplishment. Teams thus offer individuals top opportunity to tap into the knowledge, skill, experience, and expertise of others who are members of the group who exhibit them or teach others team members as they carry out job task as a team. The importance of teams in organizations has made scholars like Obiekwe and Zeb-Obipi (2018), Obiekwe, Zeb-Obipi and Oparanma (2019), Obiekwe, Zeb-Obipi and Ejo-Orusa (2019), to advocate for what they refers to as team-based family culture in every organization if an organization desires to tap into employees’ abilities and motivation, competencies and whole-hearted commitment to drive the organization forward even past the level of productivity that it desires.

**Concept of Team building**

Team building refers to an effort in which a team studies its own process of working together and acts to create a climate that encourages and values the contributions of team members (Chive, Chen, Lu and Lee, 2006). Arrey (2014) define team building as the process of helping a work group become more effective in accomplishing the task and in satisfying the needs of the group member. It is one of the most extensively used group development activities use for improving performance of both employees and general organization. Brady (2018) asserts that team building involves helping employees and management alike learn how to work together as a team. Accordingly, organizations across the world constantly utilizes a variety of techniques and approaches to help their employees get to know each other and learn how to solve problems, boost personal and collective creativity and work well towards achieving a common goal.

Kriek (2007) asserts that organizations utilizes a variety of types of teambuilding to facilitate interventions for several purposes which include improving interpersonal relationships, increasing motivation, aligning with change programmes, increasing productivity, finding direction and conflict resolution within the organization. Ikon, Onwuchekwa; and Okolie-Osemene (2018) pointed out that team building can influence the performance of the employees of organizations such as, in the areas of service delivery, competitive advantage, organizational responsiveness, and market value creation for its products and services among others. Thus team building remains vital as a key driving force for improving employees’ performance (Long & Shields 2010; Ajayi & Modupe, 2014).

According to Buller (1986), team building involves creating and facilitating the attitudes and processes to teamwork. Fapohunda (2013) assert that team building involves the process of enabling the group of people to reach their goals. According to Jade (2012), team building is a philosophy of job design in which employees are viewed as members of interdependent teams instead of as individual workers. In team building, the energies of the team or group are directed toward problem solving, effectiveness, and maximizing the use of all members resources to achieve the team’s purpose. Thus, it is a collective term for various types of activities used to enhance social relation and define roles within teams, often involving collaborative tasks.

In organizations, team building seeks to maximize both individual and group productivity through the attainment of organizational goals, and also meant to integrate organizations lower level staff and the top management so that they can work more effectively and produce
more profit. According to Adiar (1986) it acts as an inspiration to boost productivity of employees and also create cohesion and a feeling of social support among employees. One of the major aim of team building is to change the behaviour and attitudes prevalent in the organization, which are almost independent of who actually works there (Fapohunda, 2013), and instill a sense of interdependence and cohesion that generate commitment to the organization. Its focus is to specialize in bringing out the best in a team to ensure self development, positive communication, leadership skills and the ability to work closely together as a team to solve problems. Effective team building must thus, be based on the skills, abilities, and competencies of the individual team members.

Benefits of Team Building in Organizations

Team building is essential to any organization that desire to get the best from her workforce. Despite the challenges faced by teams in organizations, several benefits accruing from team building abound. Some of the very many benefits which team building offers include:

- Development of trust among employees: Team building helps to develop trust among co-workers. Trust is most essential when teamwork is needed to achieve set goals and objectives. Any organization where the employees do not trust each other is sitting on keg of gun powder, as trust among employees is critically vital if any organization must survive. Mutual trust fostered by team building activities can allow employees to depend more on one another and be more productive and efficient (http://smallbusiness.chron.com/importance-teambuilding-activities-40587.html). In other words, team building helps to build trust which is critical in business development and organizational commitment.

- Improvement of collaboration/effective communication among employees: since employees work together to achieve some specified goals, a strong bond usually develop among them creating interdependence and a sense of team spirit, making them to accept each other and willingly collaborate with each other. And as employees work as a team, it helps them learn how to communicate with one another, as well as in sharing of quality ideas and suggestion that help them develop as individuals and as a team.

- Team building helps in increasing organizational productivity and also helps in motivating employees to improve their overall performance in their work. It helps employees to socialize with one another and to be psychologically prepared to work together to achieve the set goals of the organization (Omuya et al, 2011). Jade (2012) summarize the benefits of team building as follows: (i) improvement of the employees morale and leadership skills, (ii) helps target all barriers that hinder creativity (iii) helps analyze goals and objectives, (iv) enhancement of organizational productivity, (v) identification of team strengths and the weakness, and (vi) Helps improve members ability to solve problem. Additionally, team building helps to ease conflicts by allowing employees to bond with one another and become more accustomed to each other’s personalities and in development of effective open communication by employees. It also increase collaboration among employees, and improve productivity Ivancerich et al (1997).

Team building thus is considered very essential in every existing team in order to bring out the best in every member for a team’s continuous growth, effective adaptation to
environment, open communication among members and cohesiveness among the members. The need for effective teams in organization cannot be over emphasized. Teams contribute to better outcomes for business organizations due to improved performances of employees (Applebaum and Batt, 1994) and responsiveness and flexibility (Friedman and Casner-lotto, 2002), increase levels of job satisfaction (Kirkman and Shapiro, 1997), team cohesion, (Adiar, 1986) as well as enhanced organizational learning (Katzenbach and Smith, 1993), and productivity (Glassop, 2002). Furthermore, team building also enhances team effectiveness (Shuffler et al, 2002), and could also improve team’s suffering from process issues, such as lack of clarification in roles. According to Kriek (2007), organizations utilizes a variety of types of teambuilding to facilitate interventions for a variety of purposes, including improving interpersonal relationships, increasing motivation, aligning with change programmes, increasing productivity, finding direction and resolving conflict. Zaltman and Duncan (2017) notes that team building help organizations in achievement of their objectives such as customer satisfaction, good reputation, competitiveness, market share, profitability, and mission success, he however contend that it can also frustrate the growth and change process of the organization by rejecting and resisting changes that do not conform to the groups’ norms and culture.

Fapohunda (2013) identified five major objectives of team building as; (i) enforcement of good communication among team members and individual, (ii) increased productivity and creativity, (iii) achievement of better operation policies and procedures, (iv) clear work objectives and a climate of cooperation and collaboration, and (v) enhancement of higher levels of trust and support.

**Meaning of Teamwork**

Teamwork refers to work group with a common purpose for the achievement of goals/tasks (Harris and Harris, 1996). This is one of the most important ways of employee involvement, and an effective way of reducing organizational hierarchy and increase the employee involvement. Marchington and Wilkinson (1998) observed that managerial control is at its most subversive and effective when employees take on responsibility for peer surveillance. Major indices of teamwork include; collaboration, information sharing, shared support and collective responsibility (Fapohunda, 2013; Khattak et al, 7013). According to Business Dictionary (2020) teamwork is the process of working collaboratively with a group of people in order to achieve a goal. It is often a vital component of a business, as it is often essential for colleagues to work well together, trying their best in any circumstance. Teamwork therefore means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict that may exist between individuals. Teamwork thus is the willingness of a group of people to work together to achieve some stated common aim (https://the-happy-manager.com/articles/define-teamwork/).

Fajana (2002) sees teamwork as the combination of resources and inputs working in agreement to achieve organizational goals, where roles are prescribe for every organizational member, challenges are equally faced and incremental improvements are sought continually. In all, working in teams is likely to empower individuals to the extent that teams enable members to participate in decision making in a work unit that is productive, supportive and collaborative. According to Alan (2003), teamwork refers to a grouping of professionals whose
members work intensely on a specific, common goal using their positive synergy, individual mutual accountability and complementary skills. Thus, teams work together in a group to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service (productivity). Becker and Huselid (1998) contend that teamwork has a direct impact on employee skills and motivation, which are subsequently translated into improved employee/organizational performance. The HRM-performance linkage model is based on the resource-based view (RBV) which states that increasing employees’ abilities and motivation, through teamwork will ultimately improve employee/organizational performance (Lopez et al., 2005).

Benefits of Teamwork
Teamwork is essential in an organization in that it is only when the skills and strengths of individual team members are joined with shared goals, and a focus on collective performance, will the benefits of a team at work begin to manifest (https://the-happy-manager.com/articles/define-teamwork/). Teamwork also generate such benefits such as trust in colleagues to deliver what they promise, willingness to help when needed, cooperation and blending of others’ strength, open communication, effective conflict resolution, and unity of direction (https://the-happy-manager.com/articles/define-teamwork/). According to McQuerrey (2019), teamwork helps organization members to work well together, and improves productivity, morale and the overall quality of the organization’s product or service. It also helps to resolve conflict between staffers, and can make a huge contribution to organizational productivity and effectiveness. It is in this light that Froebel and Marchington (2005) posits that team members enhance their skills, knowledge and abilities while working in teams.

In fact, the enormous benefits accrued to teamwork have made it to stand out as a vital instrument of competitive advantage far above the likes of finance, strategy and technology. In addition, teamwork also improves manpower utilization and potentially raises performance of not just the individual but the organization ultimately, as it can expand the output of individuals through collaboration, as a result, help employees who work in teams to become the standard for the organization (Alie, Bean and Carey, 1998). In this sense, teamwork gives employees a sense of ownership and encourages cooperation among team members.

Factors Influencing Team Performance and Success
Different factors account for successful team performance in organizations. According to Robbins, Judge and Sanghi (2009), the four factors that are most significantly related to team performance are presence of adequate resources, effective leadership, a climate of trust, and a performance evaluation and reward system that reflects team contributions. Mink, Mink and Owen (1987) identifies connectedness and trust as key factors essential in productive and healthy teamwork development. Exforsys (2010) noted that for a successful team building, important considerations to make includes: selection of team members or participants, clear and well-defined team goals, complementary skills set, reliability of team leader, and team training. La Fasto (2001) identifies five dynamics that are fundamental to a team such as: team membership, team relationship and their ability to give and receive feedback, problem solving ability which depends on the level of focus and clarity of the goals of the team, team leadership
and organizational environment which relates to how the climate and culture of the organization is conducive to team behaviour.

Katzenbach and Smith (1993) have identified some requirements for building successful teams as: (i) small number of members, (ii) adequate levels of complementary skills, (iii) truly meaningful purpose, (iv) specific goal(s), (v) established clear approach to the team’s work, (vi) a sense of mutual accountability, (vii) defined appropriate leadership structure. Among these factors, successful and effective teams have members who believe in the team’s capabilities and are committed to a common goal and purpose which the teams want to achieve. In addition, the quality of team leadership, communication and rewards attached to the work contribute to the success of any team. On their own, Robbins et al (2009) identifies adequate resources, climate of trust, performance evaluation and reward system, as well as leadership and structure as factors that determine success of teams.

In addition to the factors noted above, other critical factors which could influence team success are, support of top management, individual member’s willingness to support, and succeed with the team, employee perception of team as avenue to goal congruence, clearly defined organizational goals and objectives, and clearly defined expectations from the team. Other factors include; proper planning and understanding and tasks to be perform, level of team-based family culture prevalent in an organization, and the quality of the team leader. However, teambuilding in organizations can face varieties of problems among which includes resistance to change, lack of trust, management poor preparation toward team building, and poor leadership and coordination.

Factors Influencing Team Formation

Different reasons abound why organizations strive to incorporate team building as an organizational development strategy. According to Brown (1992) teams are built so as to set team goals priorities, analyze group work methods and examine interpersonal relationships within groups. Fapohunda (2013) identifies several factors that may be indicative of the need for team building. These include: (i) negative reactions to the manager, (ii) decrease productivity (iii) apathy and lack of involvement (iv) complaints about quality of service (v) lack of initiation, imagination, innovation (vi) conflicts or hostility among staff members (vii) routine actions taken for solving complex problems (viii) ineffective staff meetings, low participation and minimally effective decision (ix) misunderstood decisions (x) complaints of discrimination or favouritism (xi) missed signals and unclear relationships.

A careful examination of the points above can lead to identification of some points as major factors influencing formation of teams in organizations. These are: (i) nature of work to be done (ii) personal skills of would be team member, (iii) management primary goals, (iv) management willingness to accept and make use of team, and (v) prevailing societal and organizational culture. An organization therefore, must conduct team building in order to develop and enhance open and positive communication among members, brings about familiarization due to involvement in team activities, develop team productivity, as well as create room for effective cooperation and collaboration with each other.

Stages of Team Development
Understanding the stages of team development is essential for any manager trying to build an effective team. Recognizing that teams need different things at different phases of their development is vital for sustenance and survival of any team. This is because group development is a dynamic process, and most groups are in a continual state of change Robbins et al, (2009). Groups emerge, exist and die, and therefore could be viewed as living things. The most influential model of group development process has been the five model stages development proposed by Tuckman 1975 in a revision of his earlier four stage model proposed 1965. The first stage of team/group development is the forming stage which is characterized by a great deal of uncertainty about the group purpose, this stage is complete when members begin to think of themselves as part of a group instead of as an individual entity. The second stage is storming which is characterized by intergroup conflicts. Disagreement is usually on matters that concern mission, vision, approach, code of conduct and behavior of members, and who lead or control the group. Existence of the group is accepted by members but there is resistance to the limitations or constraints that the group may impose on individuals.

The third stage is known as the norming. This is a stage in which close relationship and team cohesiveness is developed to enable the group achieve the goals and objectives of the group. This is followed by performing, which is the fourth stage. At this stage, the group structure are fully functional, and the group effectiveness in focusing and working on its goals and objectives are shaped and designed to bring about a successful performing and productive group. The fifth and final of Tuckman’s five stages of group development process is adjourning which occurs when group members are much concerned with wrapping up their activities for which they come together. In this stage, the group has accomplished its mission or objectives, and members are now ready to pursue other goals and projects.

Grinneth (1990) has however criticize the five stage model, by stating that it ignores organizational context in terms of work-related bevaviour. It must also be noted that not every team moves through these stages in the stated order above. Again, various activities such as addition of new team members can send a team back to earlier stages. The experience of the members, the support the team receives and the knowledge and skills of the team members are factors that determine the length of time necessary for progressing through these stages. The team stages model has four main phases: these are creating a team, developing a team, performing and achieving results with a team, and sustaining performance -high performing teams. There is a final stage which involves how to effectively disband a team at the end of its useful life (https://the-happy-manager.com/articles/stages-of-team-development/).

**Implication of Teambuilding to Managers and Organizations**

Teambuilding presents some critical implications to managers and employees in organizations. Any manager that encourages effective teams and team building is indirectly planning for effective collaboration of all team members, increase in employee’s job satisfaction and setting the stage for exploiting employees talents and improved organizational productivity, as well as making employees feel more positive and confident at work thereby leading to overall organizational performance and improvement. The understanding of the stages of team development is essential for any manager who is anxious and desirous of building an effective team. Recognizing that teams need different things at
different phases of their development is vital for sustenance and survival of any team. This is because group development is a dynamic process, and most groups are in a continual state of change. This knowledge therefore is very vital for managers to know so that they will be able to take the right decision at every point in time so as to enhance team’s sustenance and survival.

Managers should understand that building effective teams requires good knowledge of number of people that will be in a team. This is because, over bloated and under sized teams tends to work counterproductive. Under sized teams may not benefit from wide variety of views and opinions, while over bloated teams may face serious challenge of coordination especial during time pressure, thus paving way for poor cohesiveness and decline mutual accountability of members. Effective team membership should thus be kept between five and nine. This is to encourage and develop diversity of views, skills, and opinion.

Effective teams are such that believe in the team’s capabilities and are highly committed to the goals and purpose of the entire team, and always pull in the same direction instead of trying to accomplish individual goals at the expense of the team. In order to allow such team to flourish in an organization, management should endeavour to select individuals possess high level of interpersonal skills, and provide them with the needed training to develop their teamwork skills, and also reward individuals for cooperative efforts exhibited in the team. In addition, managers should understand that setting up of teams is not a bag of solution to all organization’s challenges. Therefore, efforts should be made to ensure that good organizational culture and climate prevail in the organization in order to make every employee feel valued and needed so that they can willingly commit their efforts, skills and abilities toward the realization of stated and emergent organizational goals and objectives.

Conclusion

Few trends have influenced job as much as the massive movement to introduce teams into the workplace. The shift from working alone to working on team requires high level of cohesion, collaboration, communication, trust and commitment by employees. Team building is essential in organizations to make them a better place of work. An organization that encourages and build up effective teams is indirectly planning for effective collaboration of all team members, increase job satisfaction and lead to them exploiting their talents and improving productivity, as well as make employees feel more positive and confident at work. Essentially, literature indicates that team building can definitely help increase group’s performance. However, the sustainability of the benefits gained from team building depends on the level of support given by management, the commitment of every team members, in addition to the quality of the team leader.

While team building can lead to enhance organizational performance and productivity, it can encounter serious challenges in employee resistance, lack of team work skills, virtual workplace and globalization and virtualization. Organizations should thus ensure that the right climate and essential resources are made available to team if they are to succeed in the achievement of the goals and objectives for which they are instituted in the organization.

Recommendations
Organizations should develop effective approach to high performing teams by allowing open communication structure and empowerment evaluation to increase team effectiveness and performance. The selection of team members should be based on individual ability, technical skills and competencies in order to stimulate team member’s interest to task meant to be accomplished and in the fulfillment of the team’s role. In addition, team building activities should be designed, planned, executed and monitored in such a way that it will enhance open communication, collaboration and flexibility in order to create effective cohesion and synergy to enhance team effectiveness and performance.

Organizations should also train team members to understand their roles in their teams and what is being expected of each team. Choice of team leader for projects/job tasks should be based on capability to handle complexity of the activity and the skills and experience of team members. However, every member must have a chance to lead. Rewards should be given to team after it has accomplished given tasks. The reward can be praise, recognition, monetary or non-monetary. This is to motivate them for other tasks/assignments ahead. In addition, a good performance evaluation strategy should be put in place by organizations to make team members know how well or badly they have performed in their assigned task. A good feedback mechanism should also be put in place.

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