AN ANALYTICAL STUDY ON EMPLOYEE TEAM BUILDING PROCESS IN A TEXTILE FIRM – TIRUPPUR, INDIA

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Abstract— Team building is defined as interaction among members of a work team to learn how each member thinks and works. Teambuilding is an important tool for helping the workforce to come together as a functional team, which is in the best interests of the organization at every level. The primary purpose of teambuilding activities and training within an organization is to develop cohesive work groups made up of individuals who treat each other with respect, understand their roles in the workplace, and pull together for the overall good of the company. The present study has brought many interesting results and helps to identify factors which are important to influence positively the team building. These results will help the present and future managers and industry leaders to make more appropriate HR policies to improve the performance of their firms.

Key word: Team bulding Process- Factors Influencing-experience-effectiveness-clear goal setting- employee coordination-communication.

I. PURPOSE AND OBJECTIVES

Team building programs around the world are a growing phenomenon. It is a common practice for most organizations today to hold team building events at least once a year. One of the major reasons is that most managers today believe that teambuilding is able to bind all members of organization together both horizontally (between subordinates) and vertically (between managers and subordinates). Team building aims to overcome any mental or physical blocks, problems or barriers that are not always evident in the normal working environment and creates a unified team that communicates works and succeeds together.

The comfortable and stress free atmosphere lends itself well to interpersonal interactions and shared bonhomie. By spending quality time together away from the office hierarchy, employees relax and bond on personal level. These team building processes when gradually integrated into the flow of everyday work will help employees across all strata accept it without much resistance. The team building helps to develop team "personality" that enhance leadership skills, initiative, enthusiasm for work, accountability for products and smooth resolution of conflicts.

Team building events therefore should go beyond the idea of a "trip to the park". They have to allow that team thinks and works in relation to the workplace. On the contrary, however, most team building practitioners today are commonly using so called team building events to simply encourage people to work together not learn about how each team member actually thinks and behaves.

Therefore the purpose and objective of this article is to analyze the motivating factors leading to team building processes adopted in textile firms, in Tirupur, a textile town in Tamil Nadu, various factors affecting team building and examine the problems in building and plan for an effective team building.

II. REVIEW OF CONCEPTS

Team is a distinguishable set of two or more people: interacting dynamically, interdependently and adaptively towards a common and valued goal; and assigning among themselves specific roles or functions to perform. Team is also defined as a group of people who shares a common name, mission, history, set of goals or objectives and expectations (Solomon et al,1993). It is a collection of people who rely on group collaboration such that each of its members experiences an optimum of success level reaching both personal and team based goal (Dyer, 1977).

Team building is a process that brings together a diverse group of individuals and seeks to resolve differences, removes roadblocks and proactively builds and develops the group into an aligned, focused and motivated work team that strives for a common mission and for shared goals, objectives and priorities. It is also defined as interaction among members of work team to learn how each member thinks and works (Robbins and Coulter, 1999).

Presently in the field of performance management, there seems to be an increasing movement from the "I" culture toward the "We" culture. Several reasons exist to explain this shift (reduction of middle management, global competition, mergers and acquisitions, changing work realities), but the bottom line is, more and more people are working and learning together in teams because teams leverage organizational strengths to offset new challenges

(Gordon, 2002). Current business trends of globalization, accelerated growth, and re-engineering are requiring more cross-functional collaboration and integrated strategies across organizations (Rawlings 2000).

Group efficacy is a team's shared belief in its capacity to undertake a given task successfully. This belief captures team members' perceptions of their joint ability to coordinate and communicate (Gibson, 2003). Being confident in their team ability level, they are willing to devote extra cognitive and behavioral efforts in collaborative activities aimed at achieving team goals (Langan *et al*. 2000). These activities may include exchanging key task or team-related information, defining task requirements and strategies, negotiating members' roles, interpreting performance feedback and so forth.

Employee team building has five key building blocks viz., common goal, leadership, communication, initiating action and improvement. These building blocks will make team efficient, effective and profitable. Teams that lack a strong foundation in team building will fail. Employee teams that pursue these building blocks are likely to emulate companies like Toyota and Honda.

Team members normally engage in a variety of interdependent activities such as working with shared tasks, inputs, processes, goals and reward distributions (Wageman 1995). Team coordination is considered difficult to achieve in the face of the possibility that autonomous team members may not agree on the time stamped team strategy or the mapping from teammates to roles within the team strategy. However, team members may temporarily adopt different strategies to stay coordinated and achieve their goals. Researchers have mostly focused on planning and communication mechanism, that is, explicit coordination (Espinosa *et al*. 2004). This explicit coordination includes deadlines, plans, schedules and programs (Faraj and Sproull 2000). It encompasses the exchange of information between team members through formal or informal transaction in order to integrate their respective contributions (Kraut and Streeter, 1995).

This explicit team coordination reflects one side of the team coordination. The present era requires a shift from input process, output model, task assignment and planned schedule to include implicit coordination behavior. Implicit coordination is the anticipation of the actions and needs of team members and task demands, and dynamic adjustment of their own behavior, without prior plan of activity or communicating with each other (Cannon-Bowers *et al*. 1993; Espinosa *et al*. 2004). Implicit coordination is further dependent upon team knowledge and habitual routines. The teams tend to use habitual routines (Gersick and Hackman 1990).

In making decision, team members do have the prior knowledge of their members' expertise, past behavior and interest and accordingly, they make assumptions how the other members will address the situation.

Some teams fail from the beginning and some deteriorate over time. The most relevant external and internal barriers to team success may help to identify the development and support needs of members that may impact on the success of teams.

Cannon *et al*. (1995) determined that effective team performance requires team members to possess and utilize knowledge, skill and attitude based competencies. The division of labor is quite common and enables teams to tackle tasks too complex for any individual. Interestingly, this feature is also one that has been neglected in measurement practices (Langan *et al*. 2000). Further development in coordination took place when clock based time depicts a continuum as linear—infinitely divisible into objective, quantifiable units in such a manner as the units are homogenous, uniform, regular, precise, deterministic and measurable (Ancona *et al*. 2004). Team members allow potential coalition formation and hidden communication to take place (Bettenhausen, 1991).

Shared accuracy develops from team compositions and team attributes. The two components of team compositions are longevity and knowledge diversity. The former is the length of time, team members have been working together, developing social relationships, mutual learning and repeated practices over time (Langan *et al*. 2004), whereas the latter is the unique perspective of team members resulting in unwillingness to exchange critical task-focused or team focused information with low motivation to accept new ideas or interact with colleagues (Anand *et al*. 2003).

III. METHODOLOGY

The population for this study was employees of Meera textile firm. The case firm composed of 12 Units like administration, merchandising, planning, human resource, finance, costing, lab, knitting unit, fabric processing, cutting division,, printing unit and sewing unit. The firm as a whole, the unit had skilled employees with the strength of 210, of which male constitute 120 and female constitute 90. The sample size of employees selected for the present study was 60 selected using random sampling procedure. The sample units were classified into seven groups representing the departments in the textile firm viz., planning (7), merchandising (4), HR (9), administration (11), costing (9), finance (17) and laboratory (3).

Structured questionnaire was designed to collect information on general characteristics of employees, identification of the team building processes in organization, and problems and difficulties in effective team building activities. After finalizing the questionnaire, the main data collection was carried out by personally contacting the respondents. Apart from the primary data from customers, information from secondary sources like organisation details, employee details, other details and annual reports were also used. The details about the organisational goal, structure, employee salary details and monthly meetings of organisation were collected from the

Meera Firm Head office, Tirupur. The data were also supplemented by different journals, literature, periodicals, books and publications, newspapers, internet etc. related to Meera firm.

With five points scale was used. The collected data were processed,classified and tabulated for statistical analysis. Likert Scaling Techniques, Karl-Pearson's Correlation, Regression, Garrett's Ranking Techniques, ChiSquareTest and Factor Analysis were the tools used for analyses of the data.

IV. DATA ANALYSIS AND INTERPRETATION

Among 60 sample respondents, nearly 76.7 percent belonged to age group of 20-35 years. Research findings showed that the team building was found to be significantly high among people who belonged to the age group of 20-35 years.

Most of the respondents had undergraduate education (51.7 per cent) followed by the diplomas (30.00 per cent) and post graduates (18.3 per cent). Since majority of the respondents were educated, team building process gained adequate momentum as the group shown maturity and emotional balance to deal with people to align team selves to achieve the goal. 36.67 per cent of the sample employees gained 2 to 5 years of experience; 18.33 percent belonged to category of 11 to 20 years of experience; 15 percent fell under 6 to 10 years of experience and 8.33 percent of employees belonged to more than 20 years of experience; and 21.67 percent less than one year of service. Hence it could be concluded that a sizable proportion of the employees had 2 to 5 years of experience.28.33 percent sample respondents were holding positions in finance department, followed by one fifth (18.33 per cent) in manning and administration and 15 percent in human resource and costing department.

A. Motivating Factors For Building a Good Team

Motivation is essential for the employees to build a Motivation is essential for the employees to build a good team. Understanding the factors that influence team building was attempted. The respondents were asked to rank the factors influencing motivation for team building. The details were analyzed by using Garrett Ranking Technique and the results are presented in the Table I.

TABLE I. FACTORS INFLUENCING THE MOTIVATION OF EMPLOYEES

Factors	Garrett score	Rank
Good employer relations	85.5	III
Working environment	85.7	II
Recognition to work	81.8	IV
Satisfying remuneration	87.1	I
Incentives and bonus given based on the performance	78.1	V

The results from the Table I suggest that adequate and satisfying remuneration (87.08) was the most important factor influencing the motivation of employees followed by work environment with a score of 85.70. Good employer- employee relationship, recognition for the work done and incentives (and bonus) based on the performance are the other factors emerged important for effective team building as all of them were given high scores by the respondents.

B. Relationship Between the Team Building and the Various Factors:

Karl-Pearson Correlation Co-efficient had been used to find out the nature and strength relationship between and among the various factors like (i) Goal (ii) Communication (iii)Trust (iv)Accountability (v)Co-ordination (vi)Productivity (vii)Morale (viii)Leadership and (ix)Motivation. The results are presented in Table II.

TABLE II. RELATIONSHIP BETWEEN THE TEAM BUILDING AND THE VARIOUS FACTORS

Correlation matrix	Xi	Xii	Xiii	Xiv	Xv	Xvi	Xvii	Xviii	XIx
Goal	1	0.44**	0.13	0.25	-0.06	0.39**	-0.09	0.15	0.11
Communication	0.44**	1	0.36**	-0.06	-0.06	-0.04	-0.09	-0.15	0.26*
Trust	0.13	0.36**	1	-0.05	-0.05	-0.04	0.20	-0.12	-0.09
Accountability	0.25	-0.06	-0.05	1	-0.03	0.70**	-0.05	0.17	-0.06
Coordination	-0.06	-0.06	-0.05	-0.03	1	-0.02	-0.05	0.17	-0.06
Productivity	0.39**	-0.04	-0.04	0.70**	-0.02	1	-0.04	0.29*	-0.04
Morale	-0.09	-0.08	0.20	-0.05	-0.05	-0.04	1	0.06	-0.09
Leadership	0.15	-0.15	-0.12	0.17	0.17	0.29*	0.06	1	0.00
Motivation	-0.11	0.26*	-0.09	-0.06	-0.06	-0.04	-0.09	0.00	1

** Indicates that significance at 0.01 level
* Indicates that significance at 0.05 level

It is observed from the table that the factor, goal, was highly correlated with communication and productivity. Similarly, variable communication is significantly associated with trust and motivation. Further, accountability and productivity were found to be significantly related. It may be noted that communication and motivation, productivity and leadership and motivation and communication were correlated at a lower level of significance. Thus these variables, correlated as explained above, move together and it is critical for management to make HR policies by properly understanding these relationships among variables. Some of the variables showed negative correlations but not statistically significant. Besides these factors, interdepartmental coordination is at the work place is vital for all organizations in this modern era of intense competition and to meet profit maximization objectives. Thus team work is becoming a surviving element for all firms in achieving organizational goals. (Koda, 2003)

C. *Participation in Team Building*

Team building seeks to draw out the individual strengths of employees and brings them together into a coherent intact so that business objectives can be realized. At a basic level, team building is about getting to know and understand co-workers. By building relationships, communication improves, the workplace becomes more enjoyable and motivation is higher. Those participating in team building learn more about their own strengths and weaknesses and of their co-workers as well. As a result, individual strengths can be utilized in the workplace, leading to increased productivity (Michiel , 2006)

In order to assess the extent of participation and their attitude in team building, a multiple regression equation was estimated to assess the extent of influence by the variables viz.,Age, Gender, Education, Experience, Income,Goal, Communication, Trust, Accountability and Coordination on level of team building. The dependent variable was defined as the degree of satisfaction by the individual expressing scores in a five point scale. The sample respondents were asked to indicate on a five point scale whether they were highly satisfied, satisfied, neutral, dissatisfied, highly dissatisfied with their participation and contribution to team building. The scores were shown in Table III. The views of the sample respondents were recorded and the score was used as a dependent variable.

TABLE III.   SCORES FOR PARTICIPATION IN TEAM BUILDING

S.No	Response	Score
1.	Highly satisfied	5
2.	Satisfied	4
3.	Neutral	3
4.	Dissatisfied	2
5.	Highly dissatisfied	1

Scores were also given to measure the variables viz., degree of goal orientation, communication capability, trust level, extent of accountability and degree of coordination. Gender was treated as dummy variable with male as one and female as zero. The age and experience in the work were measured as number of years and income in rupees. The scores were added to obtain the total score of their effectiveness of team building.

The results of multiple regression can be seen in Table IV. It could be inferred that four variables *viz.,* age, educational status and experience had shown positive and significant relationship with team building at one per cent probability level.

The variables goal, communication, trust and coordination had shown positive and significant relationship at five per cent probability whereas gender, income, and accountability had shown negative and not statistically significant indicating their poor influence on team building in the employees' perception.

TABLE IV.   RESULTS OF MULTIPLE REGRESSION ANALYSIS

S. N o	Variables	'r' value	Partial Regression Coefficient (b)	SE	't' value
1	Age	0.09[*]	0.0037	0.041	2.93[*]
2	Gender	-1.61[NS]	-0.1123	0.069	-0.11[NS]
3	Education	2.17[*]	0.2115	0.097	2.03[*]
4	Experience	0.11[*]	0.0113	0.099	1.97[*]
5	Income	-1.08[NS]	-0.1050	0.098	-0.29[NS]
6	Goal	0.80[**]	0.0797	0.100	3.43[**]
7	Communication	0.20[**]	0.0164	0.084	2.85[**]
8	Trust	0.29[**]	0.0336	0.118	2.78[**]
9	Accountability	-0.62[NS]	-0.1004	0.163	-0.54[NS]
10	Coordination	0.95[**]	0.0872	0.092	2.35[**]

R^2=0.568   ** - Significant at 0.01 level
F=1.39   * -Significant at 0.05 level
 a=15.486   NS- Non significant

It is observed that the R^2 value revealed that 56.80 per cent variation in the team building process of textile firm employees was explained by ten variables selected for the study. The 'F' value was significant at one per cent level of probability. Since the 'F' value was significant, for the prediction, equation was fitted for the team building process of the employees and the same is given here under.

Y= 15.486 + 0.0037 (X_1) - 0.1123 (X_2) + 0.2115 (X_3) + 0.0113 (X_4) – 0.1050 (X_5) + 0.0797 (X_6) + 0.0164 (X_7) + 0.0336 (X_8) - 0.1004 (X_9) + 0.0872 (X_{10})

Y is dependant variable and Xs represent the explanatory variables respectively in the serial order given in Table IV.

D. *Effectiveness of team Building*

Effective work teams magnify the accomplishments of individuals and enable organization to increase the productivity. Employee involvement, team building, and employee empowerment enable employees to make decisions about their work. Several factors determine the effectiveness of team building. Covering various factors, 13 statements related effectiveness of team building were prepared and have been rated by the respondents by using Likert five point scale analysis based on strongly agree, agree, neutral, disagree, and strongly disagree. The mean score was calculated for each statement and inferences were drawn about the effectiveness. The statements along with scores are given in Table V. The statements were also ranked.

TABLE V.   EFFECTIVENESS OF TEAM BUILDING

S. No	Particulars	Mean score	Standard deviation	Rank
1	I offer information and opinions	3.2	0.47	VI
2	I summarize what is happening in the group	2.9	0.43	XII
3	I help in identifying what is the problem solution	3.1	0.48	IX
4	I initiate the group working	3.0	0.47	XI
5	I suggest directions for the group to proceed with	3.3	0.50	IV
6	I listen actively	3.4	0.62	II
7	I offer positive feedback to other members of the group	3.4	0.48	I
8	I compromise for things going as expected	3.2	0.44	V
9	I help relieve tension	2.8	0.36	XII
10	I ensure that the time and venue of meeting are properly arranged	3.1	0.53	X
11	I try to observe what is happening in the group	3.2	0.42	VI
12	I try to help solve problems	3.2	0.45	VIII
13	I take responsibility for ensuring that tasks are completed in true	3.4	0.50	III

The Table V suggests that giving positive feedback to other employees and followed by active listening by employees had highest mean score. Taking responsibility for ensuring the tasks are completed on time by to employee is viewed as better by the respondents which got the third rank among the team building activities. Responsibility to complete the task and suggesting directions for the group appeared to be important as well. It is inferred that effective team building activity of the employees is good compared to other attributes. Regarding active team building process, the respondents felt that help to relieve tension by employees is less.

Figure I Indicates significant factors contributed for participation and effectiveness of team building.

Figure 1.   Factors Influencing Participation and Effectiveness of Team Building

E. Problems and difficulties in effective team building activities.

There were 20 statements related to constraints faced by the respondents in effective team building activities and have been rated by the respondents by using five point scale analysis to find out which statement are similar and form a factor. The statements are given in Table VI.

TABLE VI.   STATEMENTS AND ROTATED COMPONENT MATRIX

S. No	Statements	Notations	Factor 1	2	3	4	5	Communalities
1	Complaints within the team	CW	-0.02	-0.19	0.17	-0.74	-0.21	0.65
2	Confusion about roles	CR	-0.12	0.19	**0.86**	0.20	-0.09	0.85
3	Unclear assignments	UA	-0.05	0.06	0.21	**0.80**	-0.19	0.73
4	Lack of clear goals	LCG	**0.74**	0.29	0.34	0.26	0.09	0.81
5	Lack of innovation	LI	0.58	0.63	0.07	0.29	0.14	0.85
6	Lack of initiative	LII	0.31	**0.84**	0.053	0.24	-0.18	**0.89**
7	Problems working with the team leader	PTL	-0.33	**0.80**	0.17	-0.18	-0.18	0.86
8	People do not speak up & contribute ideas	PDSC	**0.83**	0.25	0.09	-0.16	-0.06	0.79
9	Lack of trust	LT	**0.73**	-0.29	-0.07	-0.29	0.31	0.82
10	Decisions are made that people do not understand	DNU	0.47	-0.45	0.39	-0.13	0.40	0.78
11	Decisions are made that people do not support.	DNS	0.16	**0.78**	-0.12	0.45	-0.05	0.85
12	People feel that good work is not recognized.	GWNR	-0.12	**0.73**	0.44	0.020	0.05	0.74
13	People feel that team work is not valued	NV	0.82	-0.12	-0.17	0.38	0.08	0.86
14	Different working approaches & styles inhibit collaboration	DWA	0.11	-0.06	**0.93**	-0.16	0.11	**0.91**
15	People not encouraged to work together	NEWT	0.47	0.26	**0.79**	0.08	0.10	**0.93**
16	People do not keep commitments	NKC	0.35	0.64	0.49	0.09	-0.27	0.85
17	Only a few people are involved in decisions.	ID	0.56	0.22	0.41	-0.13	-0.36	0.67
18	Issues between team members remain unresolved	BTR	0.64	-0.02	0.28	-0.06	0.27	0.57
19	Meetings are ineffective	MI	0.20	-0.11	0.09	0.03	**0.91**	**0.89**
20	There is lack of nformation sharing	LIS	0.33	0.45	0.53	-0.16	0.25	0.68

Values in this table are rounded off to two decimals

Factor analysis was carried out to analyze the constraints faced by the respondents. Varimax rotation was used in the factor analysis to determine the number of factors. The criteria used in the analysis were that the Eigen value should be more than 1. There were five factors which had the eigen value of more than 1 and hence the rotated components of these five factors are considered. The component loadings for these five factors are presented in Table VI.

A component loading of 0.7 or more is considered to be a significant loading. In factor 1, the statement 'People do not speak up and contribute ideas'had the highest loading of 0.834 followed by the statements such as 'lack of clear goal' (0.734) and 'lack of trust' (0.729). Except this three, all the other statements had the loading value of less than 0.7. Recognizing and lauding the contribution of employees publicly encourages and motivates them to perform better. Employees should feel free to contribute ideas, take risks as long as the long-term objective is achieved. The overall performance of the organization will receive a facelift when employees are aware of the goals and what they need to do to chip in to reach it. All statements of this factor showed that lack of employee empowerment.

In factor 2, the statement, ' lack of initiative ' had the highest loading of 0.838 followed by the statements such as 'problems working with the team leader' (0.803), 'decisions are made the people do not support' (0.782) and 'people feel that good work is not recognized' (0.726) had the loading value of more than 0.7. This Factor 2 could be named as "Lack of co-operative learning"

In factor 3, the statement ' different working approaches and styles inhibit collaboration' had the highest loading of 0.926 followed by the statements such as ' confusion about roles(0.866)' and 'peoples are not encouraged to work together(0.790)'. This showed that lack of collaboration among workers.

In factor 4 the statement, 'unclear assignment' had the highest loading of 0.802 and except this, all the other statements had the loading value of less than 0.7.

In factor 5 the statement, 'meetings are ineffective' emerged with a loading 0.909'.

The communality values are also presented in the last column of table. Communality value represents the variance explained by a particular statement in all the five factors. The communality values for the statement 'people are not encouraged to work together' was0.910 followed by the statement 'different working approaches and styles inhibit collaboration' (0.931) and the statement 'lack of initiative' (0.891) and 'meetings are ineffective' (0.888). The statement" the people feel that team work is not valued" (0.859) is nearer variance to above statement. The other statements explained lesser variance than the above statements.

Important factors were depicted in figure 1.

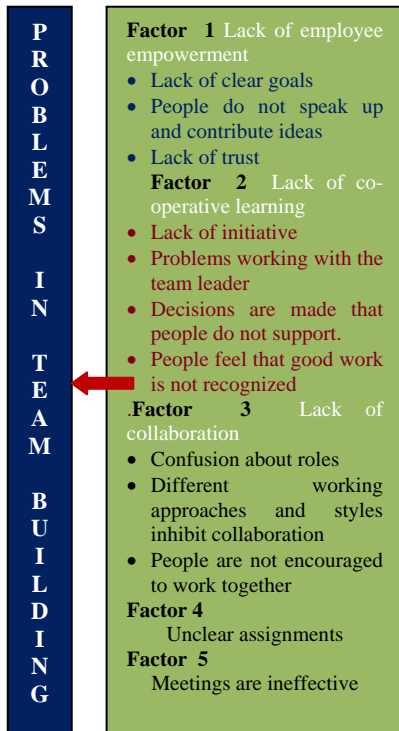The above statement which had a loading of 0.7 or more can also be ranked and it is given in Table VIII.

TABLE VIII.   SUMMARY OF THE FACTORS

Factors	Variables under factors	Ranking
Factor 1	People do not speak up and contribute ideas	I
Factor 2	Lack of initiative	II
Factor 3	Different working approaches and styles inhibit collaboration	III
Factor 4	Unclear assignment	IV
Factor 5	Meetings are ineffective	V

The first rank is given to the statement which had the highest value in factor1, 'people do not speak up and contribute ideas', second rank is to the statement which had the highest value in factor 2, 'lack of initiative' and third rank is given to the statement which had the highest value in factor3, 'different working approaches and styles inhibit collaboration'. The fourth rank is given to the statement which had the highest value in factor 4, 'unclear assignment'. The fifth rank is given to the statement which had the highest value in factor 5,' meetings are ineffective'. Hence the respondents were dissatisfied with different working approaches and styles which inhibit collaboration.

V.CONCLUSION

This paper concluded that remuneration and effective working environment are motivating factors which influence team building. In order to assess the extent of participation and their attitude in the team building, the relationships team building with the age, educational status and experience and also other variables like goal, communication, trust and co ordination have to be assessed. Since majority of the respondents were educated, team building process gained adequate momentum as the group shown maturity and emotional balance to deal with people to align team selves to achieve the goal. It is obtain that the team building activities would be easier for younger employees. The imperative was that young employees required more persuasion, motivation and leadership traits than old employees to accept the team building activities.

While assessing the factors influenced the team building process, Coordination of the sample respondent is found to be insignificant. This factor did not influence the team building. But coordination between departments at the work place is vital for all organizations in this modern era of intense competition and to meet profit maximization objectives.

The effectiveness of team building is based on the giving positive feedback to their employees and active listening of the employees. Responsibility to complete the task and suggesting directions for the group appeared to be important as well. Good employer- employee

Figure 2.   Factors contributed for Problems in team building

1) Variance explained by the factors

The variation explained by each factor for all the statements are given in the Table VII. Factor 1 explained 22.38 percent of the variation followed by factor 2 which explained 20.78 percent. All the 5 factors together explained 79.76 percent of the variation.

TABLE VII.   VARIANCE EXPLAINED BY THE FACTORS

Factors	Initial Eigen values		
	Total	*Per cent of Variance*	*Cumulative percentage*
1	4.477	22.383	22.383
2	4.157	20.783	43.166
3	3.630	18.150	61.315
4	2.029	10.143	71.458
5	1.661	8.305	79.764

relationship, recognition for the work done and incentives (and bonus) based on the performance are the other factors emerged important for effective team building.

Analyzing the problems and difficulties in effective team building activities using factor analysis showed that Lack of employee empowerment, Lack of co-operative learning and Lack of collaboration, unclear assignments and ineffective meetings conducted were the major factors inhibit team building process. Creating problems among the employee discourages working together.

Manager use team building exercises to help employee engagement in open communication. These exercise required initial facilitation by a leader, and communicate openly and honestly on a topic with mutual care and respect on a team and eliminate fear among the employees. Team building should not "come across a this year "gimmick" but as solid, long term approach for building a better organization.

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