

A study on the role of Coordination in Team Building Activities in an Organization

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ABSTRACT

Purpose: The aim of this paper is to analyze the role of coordination in team building activities in an organization.

Methodology: Author has used secondary research methodology by analyzing various research papers, journals, articles and data available from other sources.

Findings: There is a significant relationship between coordination and team building activities in an organization. Various team building activities namely blind drawing, mystery lunch/ dinner, minefield, sneak a peak, human knot and birthday lineup etc needs proper coordination have their own organizational teachings. Through the research author has found that team building activities objectives namely increasing the engagement of employees, retaining the work force, effective communication and interpretation among employees, building trust, strong relationship and increasing productivity etc can be accomplished only if there is a proper coordination while conducting team building activities.

Keywords: Coordination, Team Building Activities, Organizational performance, Organizational productivity, Organizational objectives, Organizational goals, Organization, manager, employees.

I. INTRODUCTION

Coordination is the basic requirement of any organization to function efficiently. It is an invisible link that holds which holds the organization and run through all the activities in a synchronized way at every level of the organization. Coordination can be defined as the integration and synchronization of the individual efforts of all the members of the organization in order to achieve a common or desired objective set by the organization. According to *Mooney and Reelay*, "Co-ordination is orderly arrangement of group efforts to provide unity of action in the pursuit of common goals". According to *Charles Worth*, "Co-ordination is the integration of several parts into an orderly hole to achieve the purpose of understanding". There is an important role of coordination in all the three organizational hierarchy. Various departments in an organization, such as Production, Sales, Purchase, Finance, Human Resource, Marketing, Research and Development etc are interconnected and dependent on each other hence a proper coordination between all the departments facilitates to work in an efficient and organized manner. Integration, balancing and timing are the basic three elements of the coordination. Coordination integrates all the varied interest and function of an individual and balances it with mutual support to various activities so that goals of different units are in line with one another and ultimately adjusts the time schedules of different activities so that they can support one another to deliver the final result in time.

Team Building is an important arena to be critically understood and applied in the organization to achieve the set goals. When an individual's efforts, skills and innovations are threaded in a team it multiplies to fulfill the requirements of their customers by achieving their organizational objectives and goals. In order to achieve a healthy team, organizations should promote team building activities as it helps in enhancing productivity, collaboration, creativity, motivation, reinforcement and communication.

1.1 Research Objectives

The researcher has set following objectives for his research:

- ✓ To highlight the role of coordination in an organization.
- ✓ To study the role of team building activities in an organization.
- ✓ To find out whether there is a significant relation between coordination and team building activities or not in enhancing the organizational productivity.

2.2 Research Hypothesis

Hypothesis 1: Null Hypothesis (H₀): There is no significant relationship between coordination and team building activities in an organization.

Alternative Hypothesis (H_A): There is a significant relationship between coordination and team building activities in an organization.

2.3 Research Problems

The researcher aims to find the answers to following problems through this secondary research paper:

- ✓ What is the role of coordination in an organization?
- ✓ What is the objective of team building activities in an organization?
- ✓ How does team building activities and coordination helps in increasing the productivity of the organization?
- ✓ Is there a significant relationship between coordination and team building activities in an organization?

2.4 Research Methodology

Author has primarily focused on using the secondary available data from various sources. Author has critically reviewed many articles, books, research papers and thesis in order to make his paper more detailed and informative. Further author highlighted the key areas and systematically arranged the collected data in a logical order. Author also conducted a small primary research on his personal level by interviewing few professional people and analyzed their responses to come up with an appropriate conclusion. Finally all the gathered information both primarily and secondarily was written down in easy to understand language and thoroughly revised to check for the errors.

II. REVIEW OF LITERATURE

Michael R. White (1987) in "Team Building: A Management Technology for Improving Productivity" analyzed the importance of team building and states that instead of individual's effort a combined effort of a team is always more

productive and appreciated. He also analyzed the importance of team building in the 1980s when Information & Technology had begun to take place in every organization. He mentions that understanding this new change in system was quite difficult for an individual but learning in teams or groups made it easier and proactive. He states that solving problems in an organization with a team gets easier as every individual has his own opinion and alternative which makes it easier to select a solution from lots of alternative. Managers, industrial technologists, and employees recognize that team building is not a fad or a gimmick used to manipulate people. He says in an organization when "I" change to "WE" and "WE" changes to "US" it makes the organization a healthy and productive organization. Author also says team building activities helps in enhancing people's effectiveness and efficiency by providing them with training, development, and opportunities for them to be all they can be. He concludes by saying that team building activities helps in building a strong bond between the organization and its employees and needs to be encouraged.[1]

Mary Anne Amos, Jie Hu, Charlotte A. Herrick (2005) in "*The impact of team building on communication and job*

satisfaction of a nursing staff" highlighted the role of team building and team building activities in the medical sector. Authors conducted a series of primary team building activities research on a medical surgical unit and noted its impact on staff's job satisfaction and communication. Forty four employees were selected and their staff communication and job satisfaction were measured before and after this team building activity research. Authors found that team building activities resulted in improved staff communication and job satisfaction and it assisted the workers to build an effective work team by strengthening communication and interpersonal relationships so that the staff could function as a more cohesive group. Authors came to a conclusion that retaining a stable work force will enable hospitals to provide quality care, resulting in positive outcomes for patients and economic viability for healthcare organizations and hence team building activities is also one of the important managerial function as it helps in retaining good employees, building conducive and cohesive work environment, better communication and overall increased productivity of the organization.[2]

Cameron Klein, Deborah DiazGranados, Eduardo Salas, Huy Le, C. Shawn, Burke, Rebecca Lyons and Gerald F. Goodwin (2009) in "*Does Team Building Work?*" defines team building to be a complex, multifaceted intervention that may affect the performance of the organization in various ways. Author states that when there is no clear objective then the best team building activity can turn into a worst team building activity. Author suggests that first managers needs to figure out what goal or objective needs to be fulfilled and choose a team building activity according to it instead of selecting any random team building activity. Team building activities improves team outcomes; that these team-development interventions are beneficial to team functioning. Author suggests competition to be one of the most important team building activities as it helps in gaining equal involvement of every team members and also provides an opportunity to learn more which ultimately benefits the organization.[4]

Ezequiel Fernandez Castelao, Sebastian G. Russo, Martin Riethmüller, Margarete Boos (2013) in "*Effects of team coordination during cardiopulmonary resuscitation: A systematic review of the literature*" identified and evaluated the importance of team coordination during Cardiopulmonary Resuscitation (CPR) process after analyzing various medical research journals. Authors state that planning, leadership and communication are the three essential elements for an effective coordination in a team. Authors found that a team who is in proper synchronization with each other during cardiopulmonary resuscitation increases the chances of survival of the patient. Authors further identify planning to be an important leadership attitude and mostly taken by a team leader, effective communication within the team to be another important arena that affects the medical

performance. Authors state that while providing CPR aid team should clearly layout their coordination plan in order to effectively structure the allocated subtask and increase success rate.[5]

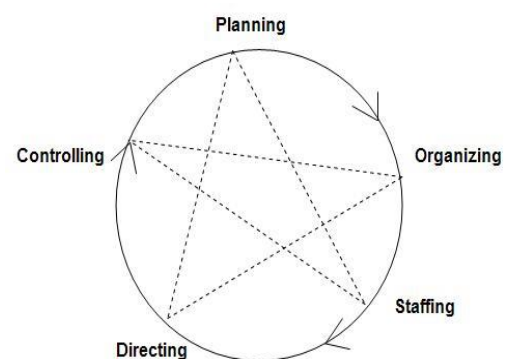
Emily M. Hastings, Farnaz Jahanbakhsh, Karrie Karahalios, Darko Marinov, and Brian P. Bailey (2018) in “*Structure or Nurture? The Effects of Team-Building Activities and Team Composition on Team Outcomes*” did a primary comparative research in order to find the effects of team formation strategies and team building activities on the grounds of performance, satisfaction and physiological safety. Authors in two university courses instructed students to form groups randomly and another one using criteria based team formation tool. Authors asked them to do various team building activities and constantly monitored their actions and calculated the data collected to measure team satisfaction, productivity, performance and psychological safety. After conducting this primary research authors came to a conclusion that both the team formed (randomly and criteria based team) showed almost equal level of productivity. As it was assumed that criteria based formed team would show more productivity was nullified by this research, however researchers believe that this one research is not enough to generalize the theory and appeals for further study. However author concludes that instructor or the organizational manager should be more concerned about the productivity, effective communication, psychological safety and satisfaction of its employees or subordinates and should keep on conducting team building activities in order to check and motivate its employees.[6]

Katie Greene (2016) in “*Collaboration, Texts, and Team-Building: Creating Opportunities for Conversation and Understanding*” analyzed the importance of team building activities in an educational organization. Author states that it is very important to organize team building activities in a classroom as it helps in weaving together various points of view, experiences, contents in order to enhance communication, respect and collaboration. Author states that teaching is a two way and hence both the teacher and the students’ needs to coordinate with each other in order to achieve the goals set for the class. Teachers should make their class engaging and amicable by organizing various team building activities like competitions, acting, and games as it makes the environment conducive for the students to learn and grow. Author suggests various other ways of team building activities that can be incorporated in a class. Author concludes by suggesting that there should be a proper coordination between students and teachers to promote effective communication which can be easily attained through team building activities.[7]

Bradley L. Kirkman, Benson Rosen, Cristina B. Gibson, Paul E. Tesluk and Simon O. McPherson (2002) in “*Five Challenges to Virtual Team Success: Lessons from Sabre, Inc.*” studied the importance and challenges of a virtual team taking into the example of Sabre Inc. Authors states

the fact that in this age of digitalization where Information technology is touching the skies it creates new opportunities for organizations to build and manage virtual teams comprising to extremely brilliant members with unique skills and innovation sitting miles away. However, it is very difficult to handle such e-teams as there is a lack of team building activities. Face to face teams are easy to manage and easy to build a good relationship by team building activities such as sharing stories, pictures, going out for lunch, rope courses, bowling nights and celebrating birthdays etc. However such activities are not possible in virtual teams which may affect the productivity of such teams. Authors point out that there are five basic problems are faced by virtual teams’ namely building trust, cohesion, coordination, team identity and overcoming isolation among virtual members. Sabre Inc. encouraged such team members to intermingle with other members and also with other employees of the organization and physically appear for various functions organized yearly by the organization to over this issue.[8]

R Vanagas, J Stankevici (2014) in “*Impact of Coordination for Organization Process*” author describes that work organization comprises of four basic things namely division of work, hierarchical setting, organizational management structure and coordination. Author further states that division of labor helps in simplifying the task and assigning to all the members of the organization in order to achieve the organization objectives. Division of labor helps in creation of individual’s job. Coordination helps in better integrating the general managerial functions of planning, organizing, staffing, directing and controlling. Authors’ further divide coordination method into four parts namely co-ordination, standardization of qualifications, work procedures and norms, coordination of individual orders. Author concludes by stating coordination as the process of integration and synchronization of an individual’s efforts in the organization to accomplish the objective set by the organization.[9]



Kevin Crowston (1990) in “*Modeling Coordination in Organizations*” defines coordination as efforts of all the organizational members to accomplish things that no individual can solely accomplish. Author states that coordination is primarily an information sharing task.

Author draws a similarity analysis between the functioning of organization and working of a computer system. Author says that computer is a mini but macro organization where its each part are its departments likewise in an organization. CPU is the top level manager who instructs other members of the organization. Author says as there is a effective coordination in a computer in the same way there should be an effective communication system in the organization. Even if one part of the computer gets detached it becomes difficult to give the desired output in the same way every member of the organization needs to work in harmony in order to accomplish the organizational objective. Below is the given illustrative diagram showing coordination in a computer which is suggested by the author to be followed in other organization as well.[10]

2.1 Research Gap

After analyzing various research papers above, journals, articles and other sources the author has identified that the researchers have limited their studies to organizations only. However coordination and team building activities in an organization also has a significant impact on an individual's personal life which has not been discussed by any of the researcher whose work has been analyzed by the author. Author believes that if there is a proper coordination and effective team building activity in the organization it keeps the employees in a positive mental state and vice versa which ultimately reflects in his/her attitude at home, in society or in general public. Author identifies this as a research gap for further research.

III. SIGNIFICANCE OF THE STUDY

Understanding the role of coordination and team building activities in an organization is very significant. The main objective of any organization is to achieve its goals effectively. A blooming organization benefits its members. However without

coordination it is next to impossible to achieve the desired goal. Coordination integrates an individual's work into the organizational objectives. There should be an effective coordination in all the departments namely Production, Sales, Purchase, Finance, Human Resource, Marketing, Research and Development etc for desired outcome.

Employees being a part of human resources an important part of the organization tends to get bored by the daily monotonous work of the organization which lowers their productivity affecting the organizational performance. Hence team building activities needs to be promoted by the managers which not only increases the involvement of the employees in their work but also builds a strong relationship and effective communication in the organization. It is very important in retaining workers. It also helps employees in learning new things and enjoying their work. Overall periodically organizing team building activities like going out for lunch or movie, or a picnic, or playing any game, or conducting competitions increases the

productivity of employees and organization. Coordination and team building activities are the two significant part of the organization hence it important to understand the relation between both of them.

IV. COORDINATION IN TEAM BUILDING ACTIVITIES & ITS IMPACT ON ORGANIZATION

As discussed above coordination and team building activities are the two important parts of an organization. Coordination is required in every action hence team building activities also has a significant relation with coordination. All the team building

activities needs to be properly coordinated so that the objective to engage employees and increase their productivity is fulfilled.[3] Every team building activity has a hidden objective to fulfill. Following are the few team building activities along with their organizational importance that be performed in an organization:

- ✓ Blind drawing where one person describes a picture to another without saying and the other one draws it. It helps in building the leadership quality of directing other efficiently. There is a high requirement of proper coordination in both of the players to understand and draw correctly.
- ✓ Mystery Dinner/ Lunch where either the board of directors or any subordinate takes the entire organization for a dinner or lunch to a restaurant or invites to his/her home. This helps in knowing each other much better and builds a strong bond within the organization. However organizing such event needs proper coordination of communication of invitation, selection of venue, specifying the date and time.
- ✓ Minefield where a pair is formed and one of them is blindfolded and the other one guides him verbally to reach the destination without stepping on any obstruction placed on the way. This activity helps in building trust among employees which is an essential part of coordination. This activity also needs a proper coordination in the pair.
- ✓ Sneak a Peek is another team building activity where a sculpture is built using blocks and kept it hidden. Further one of the member is showed that sculpture for few seconds and then he narrates the details of that sculpture to other member of the team and asks him to build the same using blocks. This activity helps in understanding how every team member's involvement is essential in team's overall performance in achieving the goals.
- ✓ Human Knot is one of the important team building activity to understand the importance of coordination and cooperation. In this activity a group of not less than six people is formed and stand in a circle facing each other. Then they raise their hand up in the air and hold any random hand of any group member and form a knot. Further they are asked to untangle their hands

within a specified time. The group who does it first wins the game.

- ✓ Birthday Line Up is another team building activity where a group of not less than ten people line up according to their birth month and day and that too without speaking to anyone. They simply have to communicate using symbols and sign language. This activity needs effective coordination between all the members of the group. It helps employees in understanding the importance of effective communication and interpretation in the organization.

Above discussed are the few examples of team building activities that can be practiced. It is the duty of the managers to organize such activities in the organizations helping them understand the importance of every managerial function. As mentioned above every action needs to be coordinated and hence every team building activities needs to be coordinated making it to be a significant study.

V. LIMITATION

The research conducted by the author above is purely a secondary research work made after analyzing various research papers, journals, articles and other sources which have their limitations as well. The author has conducted only one very small primary research due to time, money and source constrains.

VI. FINDINGS

From the research done above author has found that coordination and team building activities are interrelated to each other. Hence, author's HA hypothesis i.e. "There is a significant relationship between coordination and team building activities in an organization" proves to be correct. Through the above research author has found answers to his research problems.

- ✓ There is a very significant role of coordination in an organization as it helps in binding every individual's work into the organizational objective. In determining the overall performance of the organization coordination plays a significant role and is needed at all the managerial hierarchy. Effective coordination helps in increasing the productivity and a lack of it can result in partial achievement of goals, loss of reputation and bankruptcy of the organization.
- ✓ There are various objectives of team building activities namely increasing the engagement of employees, retaining the work force, effective communication and interpretation among employees, building trust, strong relationship and increasing productivity etc. All these team building activities overall helps the organization in increasing its performance.
- ✓ Coordination and team building activities helps in increasing the productivity of an individual person which ultimately gets reflected in the overall productivity of the organization.

role for efficient functioning and increased productivity of an organization. Coordination is the core element of every organizational task. Various team building activities namely blind drawing, mystery lunch/ dinner, minefield, sneak a peak, human knot and birthday lineup etc needs proper coordination have their own organizational teachings like building trust, effective communication, interpretation, understanding the importance of every member and cooperation.

VII. SUGGESTION

Author suggests organizational managers to conduct team building activities periodically in their organization to boost the performance of their organization. Beside team building activities and coordination author also suggests managers to provide a safe and conducive working environment for the employees which have a direct consequence when it comes to productivity. As the research is concerned author suggests the above identified research gap for further research work as it is an important arena to be discussed.

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