

PARTICIPATION OF TEAM BUILDING AMONG EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY IN CHINA

Lu Yu Ying¹ and Jane Teng Yan Fang, PhD²

¹Faculty of Management and Economics, Sultan Idris Education University (UPSI), Malaysia,
(Email: 422343253@qq.com)

²Faculty of Management and Economics, Sultan Idris Education University (UPSI), Malaysia,
(Email: jane.tyf@fpe.upsi.edu.my)

Article history

Received date : 19-12-2019
Revised date : 20-12-2020
Accepted date : 3-2-2020
Published date : 14-3-2020

To cite this document:

Ying, L., & Yan Fang, PhD, J. T. (2020). Participation Of Team Building Among Employees In Information Technology Industry In China. *International Journal of Accounting, Finance and Business (IJAFB)*, 5(26), 14 - 21.

Abstract: *The present study examined the factors affecting the participation of team building among employees in information technology university industry in China. This study focuses on investigating the participation of team building. Three main constructs that are personal characteristics, team characteristics and types of rewards are the independent variables. Moreover, type of activities has been adopted as moderating factor to show how it affects the relationship of independent variables and participation of team building. The quantitative approach is adopted for the present research. A number of 384 employees among information technology industry will be chosen as sample. The Statistical Package for the Social Sciences (SPSS) version 20.0 will be used to analyze the data. In addition, the relationship between dependent variable and independent variables will be examined by Pearson Correlation; the moderation effect on the relationship will be examined by Multiple Regression. Finally, a model on the factors influencing the participation of team building in specific context will be proposed. Hence, the conceptual paper aims to highlights the framework for this investigation. Consequently, the results yielded provide valuable information for participation of team building among employees in information technology industry in China.*

Keywords: *Participation; Team building; Information and technology industry*

Introduction

Team building is revealing its importance in commercial world due to the significant benefits it can bring to the organization, such as improvement of productivity, cohesion, effectiveness and profitability (Fapohunda,2013). Through team building, the members of the team can work together to achieve the organization goals. The team building also contributes on decreasing the turn-over rate of the organization and creating a collaborative and cooperation working environment.

Even though the benefits of team building are various, some organizations cannot get expected results. One of the main reasons is that the participation of employees during the team building

is low which made negative influences on the effectiveness of team building (McEwan et al., 2016). The Information and technology industry in China plays important role for the development of China in both Finance and technology aspects. The Information and technology industry in China invest a lot in team building in order to improve the productivity, competitiveness and effectiveness of the organization. But, through the feedback of team building, most of the companies in information and technology industry in China did not get the satisfied results due to the low participation of team building. The inappropriate team building will not only waste the resources of the organization but also reduce the productivity of it. As result the organization will be fail in the industry due to the inappropriate team building. So, what are the determinations that contribute to the high participation of team is urgent issue to be solved. The Objective of this study is to find out the factors that influence the participation of team building in information and technology industry in China.

Literature Review

Participation of team building

Team building is a specific intervention to address issues relating to the development of the team or improve the productivity and skills of the participants. The participation of team building is main factor that decides the success of team building, it measures in which level the team building participants are willing to join the team building project. The participant participation is also foundational element in creating a positive team culture. However, the participation of team building is complex result that is affected by various factors. According to Richardson, Vandenberg and Richardson (2005), there are four interconnected principles for a high-participation work Self-motivation and adaptability system, that is power, information, knowledge and rewards. the high level of employee participation requires all the four elements that the organization should provide.

On the other hand, Bowen and Ostroff (2004) mentioned that the participation of activity not only require the organization's effort but also the participant's efforts. Employee participation with other human resource management practices cannot be viewed in a vacuum (Kim, 2002). To ensure the successful implementation of high-participation systems, management needs to ensure that virtually every major feature of the organization is designed differently and the activity is designed in the proper way considering the characteristics of participant.

Self-motivation and adaptability

Together with adaptability, self-motivation is viewed in the literatures as key elements for participation of group activity (Schlechty, 2001). Self-motivation in the work place is defined as the power that enforce the employees to take action and move forward.

The self-motivation will drive the participants to perform positively and accomplish the group objective (Ryan & Deci, 2009). If the self-motivation is in the higher level, the employee will be very ambition and want to improve himself/herself, in contrast, if the self-motivation is in lower level, employee will lack of ambition to take part in the activity positively. According to Ryan and Deci (2000), self-motivation is the indispensable part for the participant of group activity.

There are various of definition for the adaptability in the workplace (Ployhart & Bliese 2006). In the early years, Cameron (1984) stated that adaptation is the process that people adjust himself to fit the new environment in the organization. Adaptability is crucial for organizational

effectiveness and efficiency in this ever-changing precarious environment. Besides, Cameron noted that the adaptability is the ability that employee could make good action in the adaptability process. The adaptability of employees could be formed in the long and complex process. However the high level of adaptability could not help the individual to perform well but also the organization to accomplish the goal (Heifetz et al. 2009). Organizational adaptation or building adaptive institution is not an easy activity. The team building is often conducted in the new environment, so the adaptability will play positive role to improve the effectiveness of team building such as the participation of the employees during the team building (Savickas & Porfeli, 2012). So, personal characteristics which include Self-motivation and adaptability should be considered as independent variables that will affect the participation of team building.

Size and leadership

Team size is one variable that has been paid surprisingly little attention during the implementation of team building. Most of the organization only consider the financial aspect to decide how many people should be input in the team building. However, the team size actually will make great influences on the result of teambuilding.

The large group size will provide the organization more diversities, such as different skills and problem-solving methods, but it also makes more conflict. On the other side smaller group also has its own advantages and disadvantages. Group size is a factor in participation, awareness of others, technology choice, rapport, commitment and participation. So, when organizations are conducting team building, they should take the group size as a serious consideration.

Leadership

The leadership is essential element for the productive team. A leader in the company will provide the right direction for the members and ensure the activity will be apply in the right direction (Fapohunda, 2013). Often, in one team leader will plays the role in collecting the suggestions of other members and cooperate with them to make the right decision. If there is no leader in a team, the decision-making process will be very complex and time wasted. Leader is also the good example for other members to understand what should do.

The leadership in the team will affect the effectiveness of the team building, as it will influence the participation of participants. As the leadership has the supervision function which will supervise the other members in the team to act positively. Developing high levels of participation of employees provides significant organizational benefit in almost every conceivable organizational metric. Leaders who are engaging their followers are making a measurable difference in their workplace. A preferred leadership providing clear and right direction for the followers. (Turner & Muller, 2005). There is no doubt that team characteristics include size and leadership of the team should be considered as the independent variables of the participation of team building.

Financial and non-financial reward

In the work place the financial rewards could be given in different ways but almost for one purpose that is to encourage the employees to make more contribution to the company. Financial rewards are given in the different kinds approach such as pay, transportation facility, bonuses, pensions and health insurance. Often, employers prefer to give financial payment in the form of commission and salary.

Financial rewards such as remuneration have traditionally been a defining feature of the employment relationship. In order to improve the performance of employee and encourage employees to join the activities of organization, it is necessary for organization to understand how to give financial reward in the proper way. Participant join the team building in different purpose, some of them are not willing to, then the proper financial reward will be attractive for them to involve in the team building actively.

besides the financial reward the non-financial reward is also indispensable for companies to encourage the employees. The non-financial reward could also be given in different approaches such as the opportunity for personal development and workplace flexibility. Some employees are willing to forfeit high wages for non- financial rewards such as workplace flexibility. Therefore, beside financial element, non-financial rewards are also very important attributes to improve the performance of employee.

The performance of employees during the team building could be measured by the participation of employees in the team building. Employee participation is based on the employee attitudes, opinion, and opinions about the activity and these attitudes and opinions are built internally by the firm. So, the organization should take proper action to make intervention on these aspects. All in all, types of rewards including financial and non-financial rewards should be considered as the independent variables of the participation of team building.

Indoor and outdoor activities

The indoor activity applies in the team building means that the activity such as games and tutor that are hold indoors. Typically, it consists of a one (or more) day programme focused on improvement of interpersonal relations, improved productivity or better alignment with organizational goals.

In the team building practices, the indoor activities are often used to accomplish the goal. Due to the different personality of employees, the indoor activity has various level attractions on employees. For the people who like the indoor activities will involved in the team building more. In the contrast, for those who do not like indoor activities will show less interest in the team building, as a result they will perform negatively.

Businesses are spending hundreds of millions of dollars each year on outdoor experiential training (OET). An examination of the typical objectives of OET programs is team building. Outdoor team building activities are often conducted to attract participants attention, increase their participation and in order to accomplish the goal of team building. From the previous study, the outdoor activities are more attractive for the people who like team work and open to cooperate with others. For the people who prefer silence, the outdoor activities seem lost its charm. As all concerned above, the types of activity which includes in door and outdoor activities should be considered as the moderate variable.

Conceptual Framework

Based on the literature review, the conceptual framework of this study is proposed to collect the data. There are mainly five parts of the framework: 1) personal characteristic; 2) team characteristic; 3) types of reward; 4) types of activity; 5) participation of team building among employees in information and technology industry in China. The personal characteristic contains two domains which are self-motivation and adaptability; the team characteristic contains two domains which are size and adaptability; the types of reward contains two domains

which are financial reward and non-financial reward; the types of activities contains two domains which are indoor activities and outdoor activities. All the domains are assumed significant, the research investigated the factors affecting the participation of team building among employees in information and technology industry in China. The personal characteristics, team characteristics and types of the reward are independent variables; type of activities is moderate variable of participation of team building among employees in information and technology industry in China is dependent variables. Then the conceptual framework is proposed for the current study.

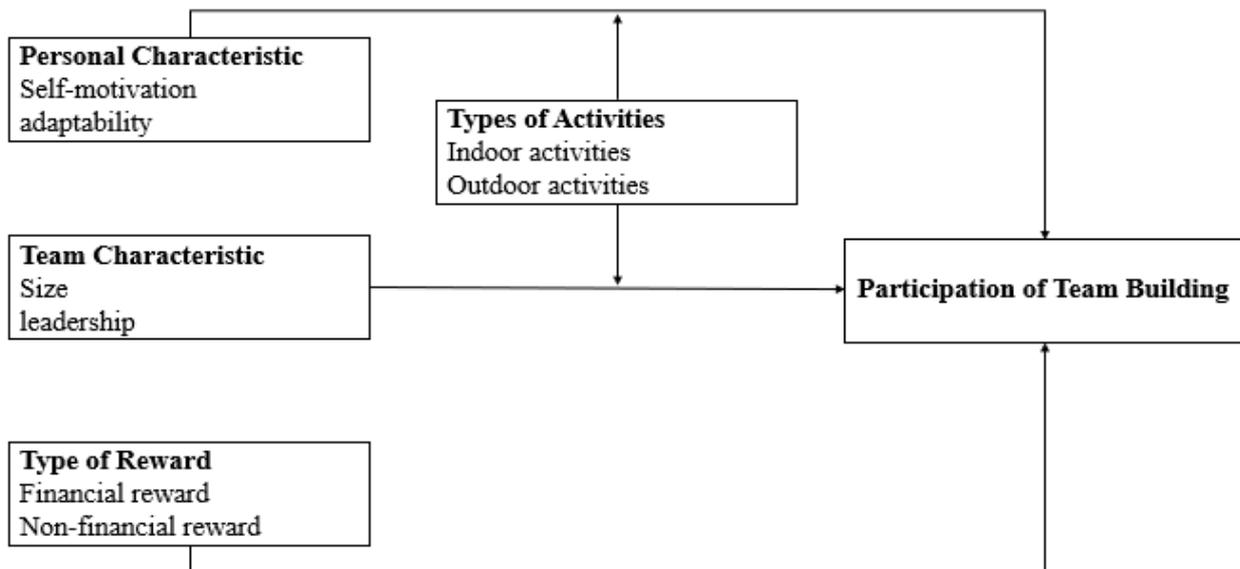


Figure 1: Conceptual Framework

Methodology

This research employed a quantitative method research with cross sectional survey design. The quantitative method is used to investigate the relationship among variables.

Data collection method

The structure questionnaire is used to collect the data. The questionnaire contains a number of usually closed questions that the research participants themselves can answer the questions; hence this is also known as a self-completion or self-administered questionnaire. The questionnaire could be administrated by different means such as by post, telephone, internet and face to face.

Population and sample

Population of the study is considered of employees in information and technology industry in three cities of China, namely Bei Jing and Shen Zhen. The reasons for choosing these two cities are, they are high developed information and technology industry; they are very representative cities in China. A total of 2.4million employees were found worked in information and technology industry in Bei Jing and Shen Zhen. Based on simple size form of Krejcie and Morgon (1970). At 95% confidence interval, 384 is decided as sample size for a population of 2.4 million employees worked in information and technology industry in Bei Jing and Shen

Zhen. Based on the population and the cluster sampling method is using in this study. The process of sampling allocation is explained through a flow chart in Figure 2.

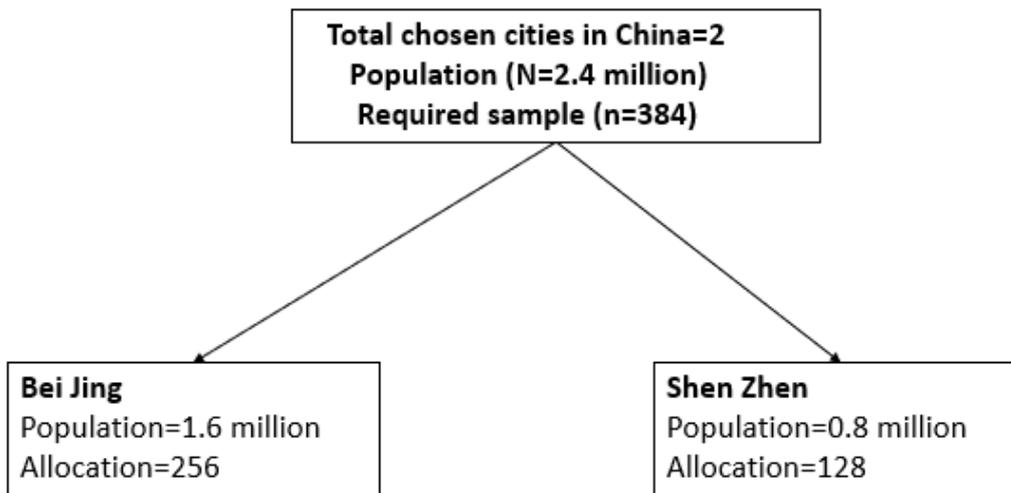


Figure 2: Sample Allocation

Instrumentation

The questionnaire contains two sections. The section A is designed to gather the respondent's demographic information on age, gender and level of education. The B contains items on leadership, size, self-motivation, adaptability, financial support, non-financial support, indoor activity, outdoor activity as well as the participation of employees in formation and technology industry in China.

Section A contains 3 items

Section B 54 items

6 items on participation of employees in information and technology industry in China

- 6 items on leadership
- 6 items on size
- 6 items on financial support
- 6 items on non-financial support
- 6 items on indoor activity
- 6 items in outdoor activity
- 6 items on self-motivation
- 6 items on adaptability

Method of analyzing data

Generally, many studies use the Statistical Package for the Social Sciences (SPSS) version 20.0 as the statistical tool to test and examine the structures and hypotheses of studies. In this study, firstly, the descriptive frequency statistics will be tested by using SPSS. This could help to represent a large volume of data, especially the demographic data trends. Secondly, the One Way ANOVA will be applied in this study to analyze the differences between two or more groups. The p-value ($p < 0.05$) will be used to test the statistical significance (Hair et al., 2010). Thirdly, the hypotheses in this study will be tested by using SPSS. This software could estimate the relationship between the latent variables as well as the relationship between the latent variables and their indicators. So, pilot study will be conducted to analyze the validity and

reliability of measurement model. And then the path coefficients will be used to determine the relationships between variables. Additionally, stepwise multiple regressions will be used to gather the significant components of factors in terms of contributing towards establishing the dominant factors and their influence so that a model can be proposed. In short, this method is suitable for testing the hypotheses in this research

Conclusion

The study sought to explore the factors affecting the participation of team building among employees in information and technology industry in China. The participation of team building is decided by many factors. The information and technology industry in China should make the influencing factor into consideration to make the effective team building and improve the participation of participants. The results yielded of current study will provide valuable information for effective team building among employees in information and technology industry in China. Future research is needed to expand the effectiveness of team building based on the factors of the framework in this paper.

Reference

- Bowen, D. & Ostroff, C. (2004). Understanding HRM Firm Performance Linkages: *The Role of the Strength of the HRM System*. *Mendeley Journals*, 29(2), 203- 221.
- Cameron, K. (1984). Organizational adaptation and higher education. *Journal of Higher Education*, 55(2), 122-144.
- Factor on Projects: A Literature Review. *PMI Project Management Journal*, 36(1), 49-61.
- Fapohunda, T. (2013). Towards Effective Team Building in the Workplace. *International Journal of Education and Research*, 1(4), 1-12.
- Heap, N. (1996). Building the organizational Team. *Industrial and Commercial Training*, 28(3), 3-7.
- Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Boston, Massachusetts, USA: Harvard Business School Publishing.
- Kim, S. (2002): Participative Management and Job Satisfaction: Lessons for Management Leadership. *Public Administration Review*, 62 (2), 231-241.
- Krejcie, R.V., & Morgan, D.W., (1970). Determining Sample Size for Research
- McEwan D, Ruissen GR, Eys MA, Zumbo BD, Beauchamp MR (2017) The Effectiveness of Teamwork Training on Teamwork Behaviors and Team Performance: A Systematic Review and Meta-Analysis of Controlled Interventions. *PLoS ONE*, 12(1), 1-23.
- Ployhart, R. & Bliese, P. (2006). Individual adaptability (I-ADAPT) theory: Conceptualizing the antecedents, consequences, and measurement of individual differences in adaptability. *Advances In Human Performance and Cognitive Engineering Research*, 6(2), 3-39.
- Richardson, H.A. and Vandenberg, R.J. (2005). Integrating managerial perceptions and transformational leadership into a work-unit level model of employee participation. *Journal of Organizational Behavior*, 26 (5), 561-589.
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25 (1) , 54-67.
- Ryan, R. M., & Deci, E. L. (2009). Promoting self-determined school engagement: Motivation, learning, and well-being. In K. R. Wentzel & A. Wigfield (Eds.), *Handbook on motivation at school*. (pp171-196). New York: Routledge
- Savickas, M.L., & Porfeli, E.J. (2012). Career adapt-abilities scale: Construction, reliability, and measurement equivalence across 13 countries. *Journal of Vocational Behaviour*, 80(3), 661–673.

- Schlechty, P. C. (2001). *Shaking up the schoolhouse*. San Fransisco, USA: Jossey-Bass Publishers.
- Turner, J. R., & Muller, R. (2005). The Project Manager's Leadership Style as a Success. *Project management journal*, 36(2), 49-61.