



## **Effect of Team Building on Employee Productivity; A Case Study of Eastpharma Company in Turkey**

**Gokhan Kirkman Baharom, Tunahan Gaskin Stoverink & Owen Sanyal Kalogiannidis**

**ISSN: 2616-8421**

# Effect of Team Building on Employee Productivity; A Case Study of Eastpharma Company in Turkey

<sup>1\*</sup>Gokhan Kirkman Baharom, <sup>2r</sup>Tunahan Gaskin Stoverink & <sup>3</sup>Owen Sanyal Kalogiannidis

<sup>1\*</sup>Postgraduate student, Marmara University

<sup>2,3</sup>Lecturers, Marmara University

\*Email of the corresponding author: [gokhanbaharom@gmail.com](mailto:gokhanbaharom@gmail.com)

*How to cite this article:* Baharom, G. K., Stoverink, T. G., & Kalogiannidis, O. S. (2022). Effect of Team Building on Employee Productivity; A Case Study of Eastpharma Company in Turkey. *Journal of Human Resource & Leadership* 6(4), 11-20. <https://doi.org/10.53819/81018102t50109>

## Abstract

Team building is crucial in the current business environment as companies seek team-based frameworks to improve their productivity. Team building is the process of forming teamwork in a firm. Team building events allow for interactions and encourage workers to work as a team and know each other well. Thus, the study sought to examine the effect of team building on employee productivity at Eastpharma Company. The study adopted the descriptive research design. The target population was 289 employees from EastPharma Company. The collection of the data was done using questionnaires. It was discovered that team building is positively and significantly related to employee productivity ( $\beta=0.357$ ,  $p=0.014$ ). The study concluded that when the efficiency in team building improves by one unit, the employees' productivity in firms in Turkey will increase by 0.357 units while other factors that influence the employees' productivity are held unchanged. Employees who work as teams have more productivity than those who work individually. Team building improves compatibility between team members and creates harmony that increases the productivity and success of the firm. Team building is often considered an ideal approach for developing high-performing teams with preferable interpersonal skills, team resilience and a better understanding of firms' goals. It enables employees to relieve stress from ongoing work and refresh their minds. The study recommended more emphasis should be on promoting the employees' team building to increase their production. The goals of an organization cannot be achieved by not working in unity. Team building is often considered an ideal approach for developing high-performing teams.

**Keywords:** *Team building, employees' productivity, Eastpharma Company, Turkey*

<https://doi.org/10.53819/81018102t50109>

## **1.0 Background of the study**

A team is a group of individuals working towards the same goal. Van Der Lippe and Lippényi (2020) reported that a team might merely be expressed as a small number of individuals with a collection of performance goals dedicated to a common goal and a method through which they hold themselves equally accountable. Team building includes the way of enabling a group of individuals to achieve their targets. It has staged such as clarification of group objectives, identifying obstacles that hinder goal accomplishments, encountering the noted barriers, and enabling the attainment of the goals. Stoverink, Kirkman, Mistry and Rosen (2020) noted that team building creates an integration of resources and inputs, working in harmony to achieve firms' goals, where different roles are given to every employee; obstacles are encountered, and step-by-step improvements. Team building is a process of building an activity managed and performed by a team of individuals who are participants of the firm; it is the forming of a work team that will be appropriately regulated and critical in realizing the unity of a team to perform effectively. Tripathy (2018) stated that the efficiency of a group or an effective team is a work team whose participants cooperate to attain common objectives. Team building is the process of forming teamwork in a firm.

Team building is the way of changing a group of people or workers into a coherent group of individuals organized to work together interdependently and cooperatively to fulfill the requirements of their consumers by achieving their objectives and goal (Poth, Kottke & Riel, 2020). It may include the day-to-day interaction that workers participate in when working together to execute the demands of their work. Also it can entail structured activities and exercises that workers can lead with the correct budget and objectives, supervisors can hire out facilitation from an external resource. Bringing in team-building practices to your firm will certainly see an improvement in employees' morale. This practice brings employees together; some workers could not have had enough opportunity to interact with each other. Team building occasions allows for interactions and encourages workers to work as a team and know each other well on personal level (De Brún & McAuliffe, 2020). Having good relationships alone will enhance well-being and develops a conducive environment for your workers. Additionally, it enables employees to relieve stress from ongoing work and refresh their minds which might be a contributing aspect to reduce morale in the workplace.

Shaukat, Latif, Sajjad and Eweje (2022) noted that team building is a crucial area the present business environment as companies are seeking for team-based frameworks to enhance more improvements of their productivity. For a long period, team building has been used by firms to increase the moral of employees in various sectors. Supporters of this method argued that it is ideal in addressing interpersonal issue in the workplace while offering employees' with an opportunity to acquire important skills to assist them enhance productivity. Whereas the concept has produced some positive effect, the challenge is that numerous firms tend to deploy team building when there are problems affecting the productivity of workers. The same practice has additionally been noted in the firms where employees are anticipated to produce results even when economic times are not favorable, competition is high and consumer needs are prolific (Dyer Jr & Dyer, 2019). As a result, team building is often considered an ideal approach for developing high performing teams with preferable interpersonal skills, team resilience and better understanding of firms' goals.

<https://doi.org/10.53819/81018102t50109>

Team building is of different types based on the size and nature of the team (Klein, DiazGranados, Salas, Le, Burke, Lyons & Goodwin, 2020). As an example, in circumstances where team composition is continuously changing, the focus is on creating the skills in people to be good team participants to transform the skills and capabilities of the individual within a team or various teams. Team building improves compatibility between the members of a team and creates harmony that increases the productivity and success of the firm; it is possible to anticipate how well a team will integrate by considering the compatibility of the team participants. Ginting, Mahiranissa, Bektı and Febriansyah (2020) noted that team building may aid a firm in attaining its goals like client contentment, good image, competitiveness, market share, profitability, and mission success, but it may also discourage the development and change process of the firm by rejecting and resisting changes that are not in line with the teams' norms and culture. Team building also develops inter-group rivalry which is essential way of enhancing inter-group unity, but should be properly controlled. Despite the advantages which might accrue from teamwork; Song, Wang, Chen, Benitez and Hu (2019) argued that executing the process of team building is not simple and a mutually supportive environment cannot easily be desired into existence.

It is essential for teams to collaborate to get more output and make sure a firm succeeds (Owen, Priest & Kotze, 2022) Moreover, there are circumstances whereby issues in teamwork may decrease worker productivity. Problems of team work may be regulated by giving regular feedbacks, having an open communication channel, checking-in with team members, and discussing personal and team objectives with workers. Firms are currently depending on human resources software tools to regulate and evaluate productivity to minimize teamwork problems (Vahdat, 2021). Worker involvement, learning and growth, reward and acknowledgment, goal setting, and effective communication are the fundamental components of teamwork productivity. Firms should make sure that they have the ability to accommodate the requirements of each team and provide them with ideal measures to resolve teamwork issues.

## **2.0 Literature Review**

Ahmad, Abdulmajeed, Omar, Yasin, Baharom, Mohd and Muhd Darus (2018) performed research to assess effectiveness of team building as a performance method in the telecommunications industry. The objectives were to: Examine need for team building as a performance method; establish effectiveness of team building as a performance method; and check out cost-effective strategies of boosting the effectiveness of team building in the telecommunications industry in Portugal. The research was carried out in Lisbon utilizing Altice Portugal as the study case. Descriptive study layout was utilized to gather quantitative and qualitative data from a target population of 2,500 Altice employees consisting of sales marketing and sales individuals, retail managers and human resources managers involved in operational activities. Quota sampling technique was made use of to choose a sample of 480 respondents to gather quantitative data utilizing structured surveys. Qualitative data was gathered from 20 key informant interviewees and focused group discussions. After the real study, a total of 482 data sets were confirmed and approved for analysis. The information was evaluated utilizing frequency distribution and Pearson's correlation methods to get the appropriate conclusions from the results. Outcomes of the research revealed that team building is still a prominent performance approach as reported by around 75% of individuals. Particularly, firm goals and conditions of the work environment had

<https://doi.org/10.53819/81018102t50109>

favorable effect on the need and selection for team building as a performance method in telecommunications sector. It was discovered to be perfect in providing skills that assist workers come to be responsible team players, resistant and with better skills to satisfy sales targets. Around 60.4% determined that without a doubt team building is an effective performance approach. The research also established that team building had favorable impact on enhanced performance of employees in telecommunications sector. Also the research suggests that in order for team building to be more economical, it should be created as a regular program with specific purposes and quantifiable result. Such outcome should be evident, significant and long-lived. It also recommends that further research should be handled on the challenges influencing the performance of team building, and comparative studies need to likewise be done across various sectors to develop where team building is most effective and pertinent.

Keith, Anderson, Gaskin and Dean (2018) reported that personal and socio-cultural disparities among team member in detergent firms in the Northwest specifically and Austria in general comprise of an issue to effective team building, consequently generating variances among team member. It ends up being vital to ascertain the connection in between harmonization and productivity in chosen detergent firms in Northwest, Austria. The fundamental goal of the research is to check out team building and worker productivity in chosen detergent firms in Northwest, Austria, while the research particularly identified the association between harmonization and productivity of the chosen detergent firms in Northwest, Austria. The research utilized descriptive study style with a sample size of 548 individuals. SPSS version 20 was utilized to analyze data. The research disclosed that when there is harmony amongst the workers of a company, there is cohesion, trust, dedication, and understanding of the group dynamics, thus increasing the productivity of workers of the chosen detergent firms in Northwest, Austria. It was consequently suggested that detergent firms in Northwest, Austria ought to use managers who will be encumbered with the responsibility of building harmony and trust among the workers while building teams for efficient productivity; and additionally guarantee that team building need to opt for plan that will checkmate the excesses of the teams.

A study by Sanyal and Hisam (2018) presents the importance of team building, along with those behavioral science principles about team-building in a company. Therefore the research seeks to determine the effect team building has on firm productivity. The objective of the research was to recognize aspects related with team building, determine the positive or adverse impacts of team building on workers and to take a look at the influence of team building on firm productivity. Features of an effective job group and some essential dimensions of supervisory leadership comprising of inputs on how participants of a task group can contribute to team-building. We are supposed to be endowed with team awareness, a feeling of purpose, an interaction among ourselves and connection in the contentment of our demands in a unitary way. Basically, we are interconnected by some common, recognizable features bound by the element of team building for the achievement of same desirable goal. A leadership design that focuses on team-building consequently ensures not only that a job gets done however it is done successfully, properly and sympathetically. Team building is crucial in the current business environment as companies seek team-based frameworks to improve their productivity. Team building is the process of forming teamwork in a firm. Team building events allow for interactions and encourage workers to work

<https://doi.org/10.53819/81018102t50109>



as a team and know each other well. Team building improves compatibility between team members and creates harmony that increases the productivity and success of the firm. Team building is often considered an ideal approach for developing high-performing teams with preferable interpersonal skills, team resilience and a better understanding of firms' goals. It enables employees to relieve stress from ongoing work and refresh their minds. The study recommended more emphasis should be on promoting the employees' team building to increase their production. The goals of an organization cannot be achieved by not working in unity. Team building is often considered an ideal approach for developing high-performing teams.

Kalogiannidis (2020) conducted research to investigate the effect of team building and workers' productivity in bank of Greece in Athens, Greece. The problem statement was improper execution of team building in many firms has had an influence on the general output of workers in firms. The research sought to determine the effect of team building on employee productivity in Bank of Greece in Athens, Greece. The purposes were; to check out the relationship in between interdependence (Team Trust) and employee productivity in Bank of Greece in Athens, Greece, to evaluate the partnership in between acknowledgment and worker productivity in Bank of Greece in Athens, Greece. The research embraced descriptive study design since the research included gathering views from various participants. The cross sectional layout was desired since it allowed the researcher to uncover the partnership between worker productivity and team building from their perspective. A sample size of 65 participants was chosen. Information was gathered from primary sources utilizing surveys. When it come to the hypothesis it was approved because reliable proof point to the reality that the there was a favorable substantial relationship in between the two variables. These more show that trust fund is a good indicator or booster of team building for worker productivity. The research concluded that optimistic expectations toward the productivity, perspective and behaviors of other and desire to end up being prone to other and significant components to define trust. The research recommended that the workers at the bank should develop strategies intended to offer trust to employees in groups. In private sector firms, government plans ought to be adjusted which help teamwork inside the firm. By doing this overall firm productivity and effectiveness can be improved. The research contributes to the expertise that team effort is vital for the effectiveness of the workers. Workers who work as teams have more productivity than those who work individually.

Khan and Wajidi (2019) argued that people in current's societies have put on more focus on achieving professional goals and targets at work as opposed to focusing on the issue of cooperation. Surprisingly, the relevance of cooperation as an essential tool in the workplace appears to be forgotten by employers and employees, causing low productivity and performance. Therefore, the research seeks to examination the impact of team building on work productivity. The investigation intended to explore the effect of collaboration on the Agriculture Cooperative in Iraq, members and their performance and the aspects related with the suggestion of cooperation in the workplace. The study checks out the impact of collaboration on employees of the Agriculture Cooperative. The concept of trust, leadership, framework, and performance evaluation and incentives were all investigated as elements of collaboration. The results reveal a substantial and strong connection in between the independent variables of team building, trusting climate, framework and management, performance examination and rewards, and the productivity of the Agriculture Cooperative in Iraq.

<https://doi.org/10.53819/81018102t50109>

Team building improves compatibility between team members and creates harmony that increases the productivity and success of the firm. Team building is often considered an ideal approach for developing high-performing teams with preferable interpersonal skills, team resilience and a better understanding of firms' goals. It enables employees to relieve stress from ongoing work and refresh their minds. The study recommended more emphasis should be on promoting the employees' team building to increase their production. The goals of an organization cannot be achieved by not working in unity. Team building is often considered an ideal approach for developing high-performing teams.

Ulabor, Akande and Abiodun (2020) noted that the workplace plays a vital function for the workers. Presently workers might have a lot working options, then the environment in workplace becomes a key aspect for accepting and/or keeping the jobs. The quality of environment in workplace can merely figure out the level of employee's motivation, subsequent performance and productivity. How well workers get along with the firm affect the worker's error rate, level of development and cooperation with other workers, absence and inevitably period to remain in the task. The study presents the evaluation of working environment of a foreign private financial institution in Singapore and analyzes the partnership between the work environment physical problems and employee's performance.

Fapohunda (2021) conducted research focusing generally on elements that were connected with the team building method at the work environment and their contribution on the worker productivity and consequently overall productivity of Kyoto University. The research took a comprehensive form to evaluate the subject utilizing data to explain various perspectives to satisfy the research goal entirely. The population targeted was subordinate members of Kyoto University and to cover customer fulfillment learners were included. The research did evaluation of 80 participants where the surveys were given out among different schools and in the supportive sector that involved the cafeteria and health department. The sampling was purposive in choosing of the participants and generally concentrated on experience period at the departments. The major tool utilized to gather information for the research was mainly a survey and an interactive interview. The tool was structured in a simple format where easy questions, open-ended, were designed according to the established goals of the research. The results showed that team building has proven to be closely associated to the productivity of the individual worker. These concur with earlier study work which suggests that team building aids to improve productivity, increases efficiency and performance at the work area. The different departments and the supporting sectors ought to look for to improve the team building in achieving their mandate via the participation of each worker. The institutions which are yet to embrace team building ought to consider doing so adhering to the recognized advantages of effective team building in an institution. The management should give the needed assistance to the team building groups as fundamental elements of which the institutions operates.

### **3.0 Research Methodology**

The study adopted the descriptive research design. The target population was 289 employees from EastPharma Company. The collection of the data was done using questionnaires. Descriptive and inferential statistics were used to analyze the data. The study used tables to present the findings.

<https://doi.org/10.53819/81018102t50109>

#### 4.0 Research Findings and Discussion

The findings and discussions are presented in sections.

#### 4.1 Correlation Analysis

The results presented in Table 1 describe the correlation analysis

**Table 1: Correlation Analysis**

		Employees Productivity	Team Building
Employees Productivity	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Team Building	Pearson Correlation	.679**	
	Sig. (2-tailed)	0.000	1.000

The correlation results from Table 1 indicate that the team building is positively and significantly associated with employee productivity ( $r=.233$ ,  $p=.000$ ). This concurs with Ahmad, Abdulmajeed, Omar, Yasin, Baharom, Mohd and Muhd Darus (2018), articulated that team building should be more economical and created as a regular program because it increases performance in firms.

#### 4.2 Regression Analysis

The section consisted of model fitness, analysis of variance and regression of coefficient. The results presented in Table 2 indicate the model fitness

**Table 2: Model Fitness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679a	0.258	0.237	0.004511

The results from Table 2 show that team building was discovered to be satisfactory in explaining the employees' productivity in Turkey. This was supported by the coefficient of determination, also known as the R square of 0.258. This shows that team building explain 25.8% of the variations in the employees' productivity in firms in Istanbul, Turkey.

**Table 3: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.14	1	3.14	150.70	.000b
	Residual	5.98	287	0.021		
	Total	9.12	288			



The result in Table 3 reveals that the overall model was statistically significant. The results indicate that employees' productivity is good predictor in explaining the team building among the employees in Istanbul, Turkey. This was supported by an F statistic of 150.70 and the reported p-value of 0.000 which was less than the conventional probability significance level of 0.05.

**Table 4: Regression of Coefficient**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.154	0.021		7.258	0.052
Team Building	0.357	0.087	0.451	4.125	0.014

According to the results presented in Table 4, it was discovered that team building is positively and significantly related to employee productivity ( $\beta=0.357$ ,  $p=0.014$ ). This was supported by a calculated t-statistic of 4.125, which is larger than the critical t-statistic of 1.96. The results imply that when the efficiency in team building improves by one unit, the employees' productivity in firms in Turkey will increase by 0.357 units while other factors that influence the employees' productivity are held unchanged. Fapohunda (2021) noted that team-building aids in improving productivity, increasing efficiency and performance in the firm and management should give the required assistance to the team-building groups because it is a fundamental element.

### 5.0 Conclusion and Recommendations

It is concluded that when the efficiency in team building improves by one unit, the employees' productivity in firms in Turkey will increase by 0.357 units while other factors that influence the employees' productivity are held unchanged. Employees who work as teams have more productivity than those who work individually. Team building improves compatibility between team members and creates harmony that increases the productivity and success of the firm. Team building is crucial in the current business environment as companies seek team-based frameworks to improve their productivity. Team building is the process of forming teamwork in a firm. Team building events allow for interactions and encourage workers to work as a team and know each other well. Team building is often considered an ideal approach for developing high-performing teams with preferable interpersonal skills, team resilience and a better understanding of firms' goals. It enables employees to relieve stress from ongoing work and refresh their minds. The study recommended that for team building to be more economical, it should be made as a regular program with specific purposes. The management of organizations should assist the team-building groups as fundamental elements of which the organizations operate. There should be more emphasis on promoting the team building of the employees to increase their production. The goals of an organization cannot be achieved by not working in unity.

## REFERENCES

- Ahmad, M., Abdulmajeed, V., Omar, M., Yasin, A., Baharom, F., Mohd, H., & Muhd Darus, N. (2018). Examining the influence of team work factors on team performance for software development in telecommunication industry. *Journal of Telecommunication, Electronic and Computer Engineering*, 8(8), 121-124.
- De Brún, A., & McAuliffe, E. (2020). Identifying the context, mechanisms and outcomes underlying collective leadership in teams: building a realist programme theory. *BMC Health Services Research*, 20(1), 1-13. <https://doi.org/10.1186/s12913-020-05129-1>
- Dyer Jr, W. G., & Dyer, J. H. (2019). *Beyond team building: How to build high performing teams and the culture to support them*. John Wiley & Sons.
- Fapohunda, T. M. (2021). Towards effective team building in the workplace. *International journal of education and research*, 1(4), 1-12.
- Ginting, H., Mahiranissa, A., Bektı, R., & Febriansyah, H. (2020). The effect of outing Team Building training on soft skills among MBA students. *The International Journal of Management Education*, 18(3), 101-113. <https://doi.org/10.1016/j.ijme.2020.100423>
- Kalogiannidis, S. (2020). Impact of effective business communication on employee performance. *European Journal of Business and Management Research*, 5(6), 38-45. <https://doi.org/10.24018/ejbmr.2020.5.6.631>
- Keith, M. J., Anderson, G., Gaskin, J., & Dean, D. L. (2018). Team video gaming for team building: Effects on team performance. *AIS Transactions on Human-Computer Interaction*, 10(4), 205-231. <https://doi.org/10.17705/1thci.00110>
- Khan, M. R., & Wajidi, A. (2019). Role of leadership and team building in employee motivation at workplace. *GMJACS*, 9(1), 11-27
- Klein, C., DiazGranados, D., Salas, E., Le, H., Burke, C. S., Lyons, R., & Goodwin, G. F. (2020). Does team build work? *Small group research*, 40(2), 181-222. <https://doi.org/10.1177/1046496408328821>
- Owen, R., Priest, S., & Kotze, A. (2022). Applying behaviour analysis to team-building in outdoor learning. *Journal of Adventure Education and Outdoor Learning*, 4(2)1-14. <https://doi.org/10.1080/14729679.2022.2127113>
- Poth, A., Kottke, M., & Riel, A. (2020, June). Evaluation of agile team work quality. In *International Conference on Agile Software Development* (pp. 101-110). Springer, Cham. [https://doi.org/10.1007/978-3-030-58858-8\\_11](https://doi.org/10.1007/978-3-030-58858-8_11)
- Sanyal, S., & Hisam, M. W. (2018). The impact of teamwork on work performance of employees: A study of faculty members in Dhofar University. *IOSR Journal of Business and Management*, 20(3), 15-22.
- Shaukat, M. B., Latif, K. F., Sajjad, A., & Eweje, G. (2022). Revisiting the relationship between sustainable project management and project success: The moderating role of stakeholder

<https://doi.org/10.53819/81018102t50109>

- engagement and team building. *Sustainable Development*, 30(1), 58-75.  
<https://doi.org/10.1002/sd.2228>
- Song, Q., Wang, Y., Chen, Y., Benitez, J., & Hu, J. (2019). Impact of the usage of social media in the workplace on team and employee performance. *Information & Management*, 56(8), 103-109. <https://doi.org/10.1016/j.im.2019.04.003>
- Stoverink, A. C., Kirkman, B. L., Mistry, S., & Rosen, B. (2020). Bouncing back together: Toward a theoretical model of work team resilience. *Academy of Management Review*, 45(2), 395-422. <https://doi.org/10.5465/amr.2017.0005>
- Tripathy, M. (2018). Building quality teamwork to achieve excellence in business organizations. *International Research Journal of Management, IT and Social Sciences*, 5(3), 1-7.
- Ulabor, E. A., Akande, S. O., & Abiodun, O. B. (2020). Investigating Impacts of Team-Building and Organisational Leadership on Corporate Productivity: Case Study of Selected Employees in India. *Business, Management and Economics Research*, 6(2), 21-29. <https://doi.org/10.32861/bmer.62.21.29>
- Vahdat, S. (2021). The role of IT-based technologies on the management of human resources in the COVID-19 era. *Kybernetes*. <https://doi.org/10.1108/K-04-2021-0333>
- Van Der Lippe, T., & Lippényi, Z. (2020). Co-workers working from home and individual and team performance. *New Technology, Work and Employment*, 35(1), 60-79. <https://doi.org/10.1111/ntwe.12153>