



Maintaining Constant Team-building in modern work life with Staff Tribes

Linh Truong

Haaga-Helia University of Applied Sciences

Bachelor of Business Administration

Bachelor's Thesis

2023

Abstract

Author(s) Linh Truong
Degree Bachelor of Business Administration
Report/Thesis Title Maintaining Constant Team-building in modern work life with Staff Tribes
Number of pages and appendix pages 36 + 9
<p>This research-oriented bachelor's thesis focuses on a study of team-building implemented in the Finnish modern work life and seeks to provide Unfair Advantage Oy with relevant insights for their future marketing decisions of Staff Tribe.</p> <p>Staff Tribe is a team-building platform that is designed to empower employees and foster healthy company culture. Its tools enable firms to easily organize effective and enjoyable team-building programs. Unfair Advantage Oy looks forward to better understand the demand for this platform to reach a wider customer base.</p> <p>The theoretical framework presents methodologies and stages to perform the intended market research. The study of team-building from the perspective of enterprises highlights the issues they face in organizational team-building in modern corporate environment.</p> <p>The quantitative and qualitative research on team-building from the perspective of employees provides information on the how team-building is arranged and what experiences employees may have, whether they work in a micro, small, medium or large businesses.</p> <p>Approach to maintain and improve team-building is also research in order to provide Unfair Advantage Oy the action their potential may take to adjust the way they implement team-building and how it reveals opportunities for marketing Staff Tribes.</p> <p>The final parts of the research provide Unfair Advantage Oy with suggestions to promote Event and Club Function, Availability Profile and Survey Tool – the three key functions of Staff Tribes.</p>
Key words Team-building, Market Research, Unfair Advantage Oy, Staff Tribes, Finland

Table of contents

1	Introduction	1
1.1	Background.....	1
1.2	Research Question.....	2
1.3	Demarcation.....	3
1.4	International Aspect.....	4
1.5	Commissioning Company and Benefits	4
2	Theoretical Framework and Methodology.....	6
2.1	Theoretical Framework.....	6
2.2	Methodology.....	7
2.2.1	Mixed methods research.....	7
2.2.2	Research Design	8
2.2.3	Data Collection and Data Analysis	9
3	Desktop Research: Team-building from businesses' perspectives	11
3.1	The modern sources of workforce motivation	11
3.1.1	Flexibility.....	11
3.1.2	Connectivity and Growth Opportunities	12
3.2	The challenges of implementing team-building in the modern work life	12
3.2.1	Fewer interpersonal connection opportunities	12
3.2.2	Fewer organizational connection opportunities	13
4	Survey: Team-building from employees' perspective.....	15
4.1	Sample Group	15
4.1.1	Criteria	15
4.1.2	Introduction to Respondents	16
4.2	Results.....	16
4.2.1	Planning process of team-building	17
4.2.2	Respondents' attitude towards team-building.....	21
4.2.3	Summary of result.....	26
5	Literature Review: Solutions to maintain and improve team-building	28
5.1	Approach to maintain team-building	28
5.2	Approach to improve team-building	29
6	Opportunities for Staff Tribes and Recommendation	30
6.1	Staff Tribes platform and functions	30
6.2	Market Opportunities and Recommendation.....	31
6.2.1	Event and Club function.....	31
6.2.2	Availability Profile.....	31

6.2.3 Survey Tool.....	32
7 Conclusion	34
7.1 Key Findings	34
7.2 Reliability and Validity	35
7.3 Suggestions for Further Research.....	35
7.4 Learning and Reflection	36
Sources	37
Appendices	40
Appendix 1. Survey Framework.....	40
Appendix 2. Figure 13 and 14.....	45

1 Introduction

This research was conducted as a part of a bachelor's thesis degree program, International Business with a major specialization in Customer Relationship Management and Communication. The main purpose of this research-based thesis is to provide Unfair Advantage Oy updated market research on the market opportunities of its service platform, Staff Tribes, and, in turn, assist in decision-making.

The structure of this thesis is divided into 6 chapters. **Chapter 1** provides the readers with an introduction to the topic and the premise of the thesis, including, the purpose, including: the background, the research question, the demarcation, the international aspects, the benefits and the presentation of the commissioning company, Staff Tribe of Unfair Advantage Oy.

Chapter 2 explains the theoretical framework of which the research process follows. It showcases information on the chosen research methods, the process of data collection and analysis and the applications of data.

Chapter 3 explores the challenges businesses are currently facing when implementing team-building for their employees with Desktop Research. The findings delve into the motivation of the modern workforce and how it is relevant to the challenges of team-building.

Chapter 4 consists of empirical findings on the employee's view of team-building. The data is collected through an online survey which includes both quantitative and qualitative information.

Chapter 5 investigates the methods to maintain and improve modern workplace teambuilding and seeks to understand the market for team-building solutions.

Chapter 6 recognizes opportunities for Staff Tribe to strengthen its market positions and provides recommendations.

Chapter 7 concludes the discussions of key findings, as well as presents the validity of the research, suggestions for further research and a summary of author's own learning and reflection.

1.1 Background

As an approach to devise and maintain productive performance in the workplace, team-building is a classic tool that has evolved constantly throughout time. Effective team-building offers managers and supervisors the valuable insights into their workforce dynamic structure, strengths and weaknesses. Furthermore, it outlines the opportunities and potential to successfully communicate and

direct the workforce toward achieving organizational goals, improving communication, collaboration, problem-solving and more (Dyer, Dyer & Dyer 2013, 89).

Simultaneously, the business environment is forever changing, especially in the recent years, with the COVID-19 pandemic expanding a whole new avenue of working life, working from home (WFH). According to a recent study on American employees (Dua 2022), 87% will take the offer of remote work if given the option. Eurostat states that, between 2019 and 2021, the share of remote working employees in the European Union has risen by 8%, mostly likely due to the proportion of employees working from home in several capital and urban regions (Eurostat 2022). As the new "normal" for workplace continues to transform and diverge, from office working to hybrid working and remote working, the concept of team-building is brought into question of its effective implementation and how to maintain this approach in the new working dynamic.

Unfair Advantage Oy has done research on the potential of Staff Tribes, a team-building software and how the platform is built to assist in hosting internal events for team-building. To reinforce its insights on the demand, this research will look at the market from the viewpoint of the customers (B2B decision-makers) and end-users (employees) of Staff Tribes. The author will employ appropriate framework and research methods for this commissioned thesis as she puts her knowledge of International Business and Marketing into practice.

1.2 Research Question

The thesis explores the implication of team-building in modern work life and provides Unfair Advantage Oy with research data to further market Staff Tribes to companies that value team-building. The research question (RQ) of this thesis is:

RQ: How can managers maintain constant team-building in the modern corporate work life with Staff Tribes?

The research question is divided into these investigative questions (IQs) as follow:

IQ1. What are the challenges team-building faces in the modern corporate work life?

IQ2. What is the employees' view on team-building?

IQ3: What are the solutions to improve or maintain team-building?

IQ4: What are the opportunities for Staff Tribes to market its services successfully?

Table 1 presents the investigative questions, theoretical framework components, research methods and results chapters for each investigative question.

Table 1: Overlay matrix

Investigative Task	Theoretical Framework	Research Methods	Results
IQ 1. What are the challenges team-building faces in the modern corporate work life?	Overview insights on worklife trends of the present and future Insights on the challenges of implementing team-building in current work life	Desktop Research	Clear identification of the challenges of implementing team-building for managers and HR.
IQ 2. What is the employees' view on team-building?	Gaining perspective of workers on whether team-building is relevant and what can be improved	Survey, Quantitative and Qualitative Analysis	Understanding of the relevance of teambuilding from the employees' perspectives
IQ 3 What are the solutions to improve or maintain team-building?	Insights on the methods used to maintain team-building	Desktop Research, Literature Review	Analysis of approaches which managers are using to maintain teambuilding
IQ 4. What are the opportunities for Staff Tribes to market its services?	Market Positioning Market Research Market Targetting	Market Research Analysis	Opportunities in Staff Tribes' current market

1.3 Demarcation

This thesis mainly focuses on the outlook and perception of team-building in the modern corporate life, its current usage and the opportunities in the market of Staff Tribes.

In order to achieve the best result for the thesis topic, within the available time period, the demographic of survey respondents will be limited to people who are hired employees or have worked as hired employees in the last 5 years in Finland. The reason for limiting the geographical factor to Finland is because at the present the commissioning company is only operating in Finland and targeting Finland-based companies. The survey will be designed to be in English, therefore, participants are also chosen based on their sufficient English fluency.

The insights provided regarding teambuilding in this thesis includes the limitations and challenges managers have while implementing team-building, the perceptions corporate workers have of team-building, and methods to maintain and improve team-building activities in the work place. The thesis does not tread on other concepts that may relate to the topic, such as, the history of team-building, the advantages and disadvantages of team-building, marketing strategies or marketing plan for Staff Tribes.

1.4 International Aspect

The following factors are considered to justify the international aspect of this thesis. Firstly, the intended survey respondents are those working or have recently worked in Finland, regardless of nationalities. As a result, the viewpoints of the respondents will vary and may originate from different cultural backgrounds that make up the Finnish workforce. In addition, taking into consideration the differences of cultures and nationalities is an essential part of team-building and to create a harmonious workforce. The findings of this thesis may bring forth observation for effective team-building in a diverse work place.

Furthermore, the research process is also done by the author, who is a Vietnamese working with a Finland-based company and conducting marketing research on a group of diverse workers in Finland. This allows for a combination and collaboration of different cultural experiences, knowledge and viewpoints on this research topic, adding in-depth insights to the thesis.

1.5 Commissioning Company and Benefits

The commissioning company for this thesis is Staff Tribes, one of Unfair Advantage Oy's service portfolio. Unfair Advantage Oy is currently operating in Finland, with the vision to "connect humanity with real life social networking". The start-up is a team of 10 key peoples, including developers, designers and product managers to make Staff Tribes possible.

Staff Tribes is a "team-building software" that aims to empower staff and healthy company culture through sports and social activities. The tools allow businesses to create their own internal network with functions of organizing employee activities and events, talent attraction and assistance in

building company culture. One of their most recent clients is the Finnish Squash Federation since March 2022. The collaboration supports the Federation to bring awareness and spread the squash company culture to Helsinki, specifically to all the Universities in Finland.

Unfair Advantage Oy was founded in 2007 as a Business-to-Business (B2B) company. With two years of the COVID-19 pandemic and lockdown completely wiped out Unfair Advantage Oy business and revenue streams, the team is working hard to keep the company alive, and bounce work. Unfair Advantage Oy is in the process of launching Staff Tribes back to a socially hungry market and understanding the new market and changes is one of the first steps it needs to take.

Unfair Advantage Oy wishes to learn more about their target customers (business managers and HR managers) through the end-users of their services (subordinate workers) to improve the efficiency of their targetting strategies and marketing and in turn, gain higher sales and users of the Staff Tribes platforms.

The outcome of the thesis is to provide a research on the current implementation of team-work in the corporate working life and how businesses owners and managers can maintain to it to be benefits their performance and results. Throughout the thesis, the author also wishes to pinpoint the opportunities in which Staff Tribes can market themselves and become more appealing to businesses, specifically in Finland. On the other hand, completing the thesis and fulfilling its objective will provide the author with indept knowledge of Business-to-business (B2B) market research and marketing, the industry and the experience in conducting primary and secondary research – an excellent addition to career gains.

2 Theoretical Framework and Methodology

This chapter explains the theoretical framework of Market Research for Staff Tribes), and the methodology (including research approach, research methods, and, data collection and analysis).

2.1 Theoretical Framework

Theoretical framework offers the required knowledge to develop, implement, analyze and interpret the empirical research phrase in a research-based thesis (San Miguel 2021, 65). The theoretical framework of this research is illustrated in figure 1 below. It visualizes the concepts, theories and discussion in the form of a flow chart to demonstrate the logical order in which they take place.

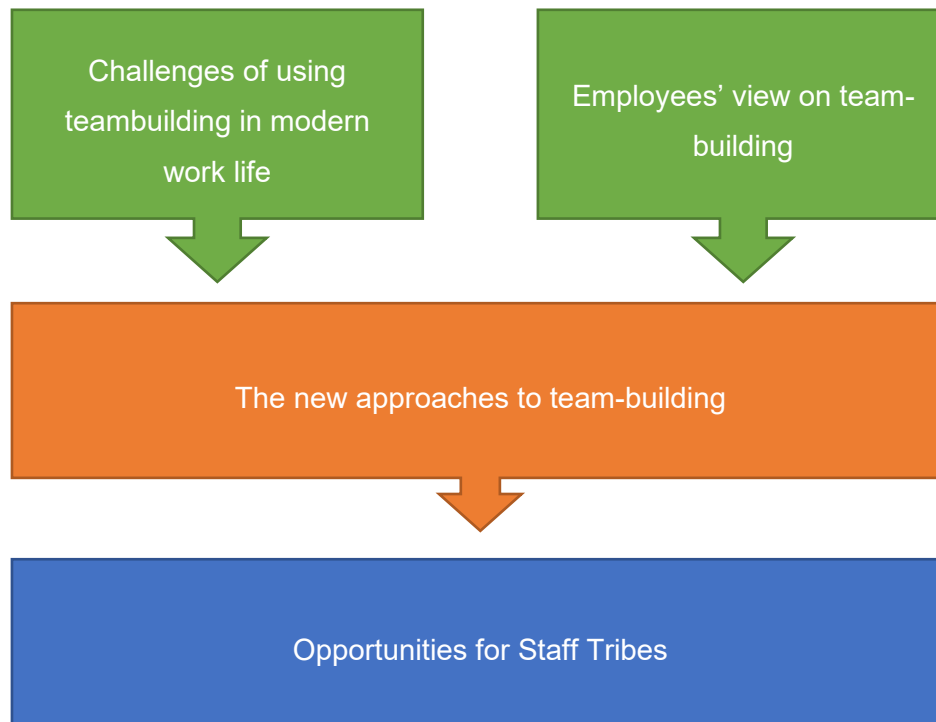


Figure 1 Theoretical Framework

The first stage starts with researching, analyzing and forming the accurate understanding of team-building in the modern work life and the challenges that managers and HR are facing to implement and maintain team-building. Therefore, the thesis can gain insights on the needs and potentially demand that companies may have when it comes to effective team-building.

If the first stage focuses on team-building from the corporate's perspective, the second stage concentrates on the employees, that team-building directly affects and expects positive results after participating. It investigates how employees view the team-building activities implemented at their workplaces, its relevance and how they feel about team-building in general.

The third stage questions the methods that are being used to maintain and improve in team-building. The author researches on the approaches managers currently have and in turns, look for potential demands and new needs for assistance of team-building that could become opportunities for Staff Tribes to utilize effectively and target their customers.

2.2 Methodology

This section presents the methodology behind this research and the justifications of research methods and research design. The primary data is gathered via from a survey consisting of open and close-ended questions. The secondary data is gathered from desktop research, sourcing from public database, books and other available sources.

2.2.1 Mixed methods research

In this research, the author uses a combination of qualitative and quantitative research. The research topic requires the analysis and interpretation of data provided by the sample group in the way that can represent the perception of the whole population. Therefore, conducting a survey is decided to be the most appropriate methods of gathering data in order to achieve this exact purpose, while, providing the respondents anonymity.

The survey is designed to consist of 15 questions in total (with two qualitative questions and the rest are quantitative). Quantitative research can be defined as having a structured set of questions that include predetermined answer options for the respondents to choose from (Burns, Veeck & Bush 2017, 144). Quantitative research is suitable for when the research purpose is well-defined and specific as its results should be able to represent a population. Quantitative data can be measured and presented in some form of magnitudes, whether in simple forms like percentages or more complex like a mathematical model. Examples of quantitative data includes census figures, statistics, and engineering calculations (Walliman 2010, 72.)

In contrast, qualitative research refers to way of collecting, analyzing and interpreting unstructured data by observing individuals' behavior, whether it the thing they do or what they say (Burns, Veeck & Bush 2017, 144). Qualitative data can be categorized and generally expressed in words instead of numerical forms. Therefore, this type of data is dependent on the human comprehension, interpretation and evaluation, making the assessment of reliability also essential in qualitative research (Walliman 2010, 73.) Particularly in the survey used for this research thesis, having the qualitative questions allow the respondents to further expand on their choices on previous questions and provide a reasoning or motivation for such options.

Mixed methods combine and/or integrate qualitative and quantitative data in a research study. The main types of mixed method designs are: convergent, explanatory sequential and exploratory sequential mixed methods. This research paper specifically adopts the convergent mixed methods. This is a form of mixed methods research design in which quantitative and qualitative data is converged or merged in order to provide a comprehensive analysis of the research problem. The investigator would often collect both data forms at approximately the at same time and combine the interpretation data for the overall results. Subsequently, data collected is a reflection of a represented group on the research problem, illustrated by both numeric information “gathered on scales of instruments” or “text information reported” of the participants (Creswell & Creswell 2018, 53.) In this case, the quantitative answers collected is depicting the general consciousness the respondents have while the qualitative answers clarify the reasons behind such perception.

2.2.2 Research Design

The design of research that the thesis follows is illustrated in figure 2. The first phase of the research involves **Desktop research**. It introduces and highlights the struggles that companies are having with implementing and maintaining team-building in the workforce currently. It delves into the causes and the consequences on the challenges of implementing team-building in regards with factors such as, employees motivation levels, the company culture, work performance and more. This is useful in forming the overall picture of corporate team-building from the view of the companies and their management.

The next phase follows by conducting a **Survey**. The approach to the survey is mixed method, meaning, there will be both qualitative and quantitative questions.

The data will reflect the respondent group’s perception on team-building, in order to come to a consensus of how full-time employees in Finland sees teambuilding, the useful aspects and lacking areas. This helps the author to further understand corporate team-building from the perspective of employees and research on approaches to maintain and improve team-building that are beneficial and relevant to both parties, managers and subordinates

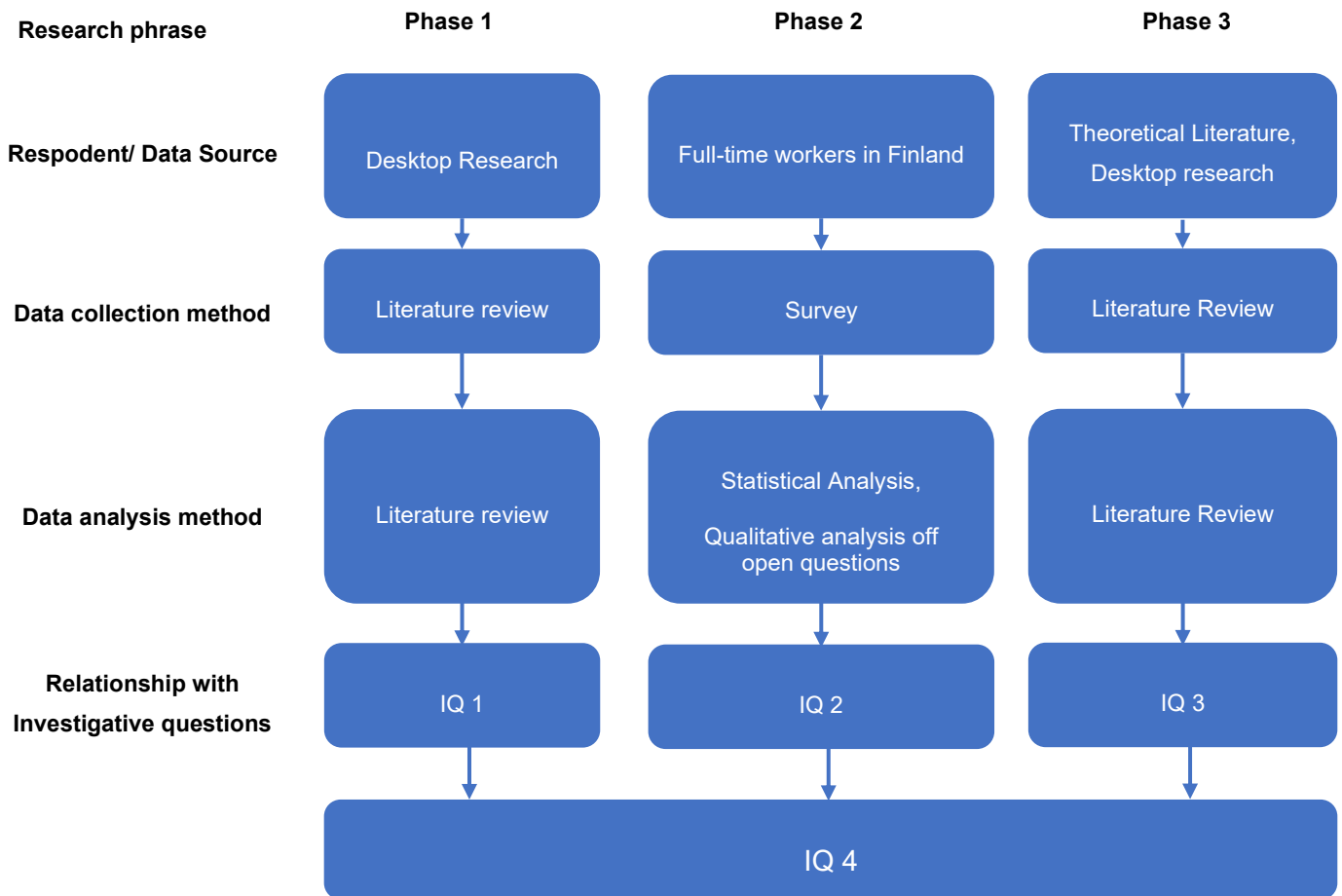


Figure 2. Research Design

The last phrase ends with another **Desktop Research and Literature Review** where the thesis pinpoints what approaches managers are currently taking to implement team-building effectively in their organization, in order to assess the future of team-building usage and how company cultures are shifting. This is particularly significant for the commissioning company, Staff Tribes, to gain insights on their target customers and their existing market in general.

2.2.3 Data Collection and Data Analysis

This research employs a combination of primary and secondary information sources. The justification for the choice lies in examining a pattern that has already been explained by various prior research conducted and respected experts in the field of modern team-building from around the world and having the foundation to research whether such pattern applies in a smaller and more niche market.

Specifically, the data collected for phase 1 and 3 is secondary data obtained from desktop study and academic literature, publicly available governmental and business data, and public-base resources. The objective of using desktop research and literature review is to explain the research context, specify the depth of the topic and examine information relevant to the case study. As this thesis topic is based on recent events and trends of the workplace and the predicted future, the sources of secondary data are kept as most recent and relevant as possible.

The data collected for phase 2 is primary data, obtained from a conducted survey. The survey is created on Webropol, an online research tool used to conduct surveys and collect data. It is then distributed on social media and in person. In details, the survey was published in multiple Facebook groups for workers in Finland, via LinkedIn and Instagram connections. These platforms were selected to maintain the right demographic (working in Finland and can speak English). The target group and sample size are described in the following section. Next, the data collected for the phase is downloaded from Webropol and uploaded into IBM SPSS Statistics, a software used for grouping, presenting and analyzing statistical data. The data is then ready to be used for analysis and further conclusion in later parts of the research.

3 Desktop Research: Team-building from businesses' perspectives

This chapter aims to highlight significant shift in the world of work and its influences on the implementation of team-building in businesses.

The workplace and its workforce have always been transforming, fueled by new technology, increasing globalization and new-found requisition. In the most recent workplace revolution, resulted by digitization, the use of digital technologies and their importance has increased significantly and facilitated tangible changes in occupations, roles and skills

The use of personal computers and laptops for work has risen extensively, leading to the increase of primary cognitive workers or knowledge workers. It also gives way to two major changes in employee skills requirements: higher level of education and training and higher level of social, communication and creative skills. These trends are predicted to be more recognized in the years to come as a result to exponential growth in technologies Grampp & Zobrist 2018, 6.)

3.1 The modern sources of workforce motivation

The shift, in what motivates employees to perform and improve at a higher level, needs to be understood and taken into consideration in order for leadership to encourage higher performance level, increase productivity, retain low labor turnover and more. The highly-regard theory of basic psychological needs in motivation at the workplace states that autonomy, related-ness need satisfaction and competence are the psychological main drivers of positive results. Organizations that can satisfy these factors are likely to perform better (Ryan & Deci 2017, 379.)

3.1.1 Flexibility

With a higher level of knowledge- and digital- intensive work, employees are now able to work independently of a specific location and fixed working hours, as proven by the period in which social-distancing was encourage due to the pandemic. The increase of analytical and creative workload also requires flexibility as some employees may prefer quiet spaces or comfort zone to carry these tasks productively (Grampp & Zobrist 2018, 8).

In an article released by the World Economic Forum (Whiting 2022), the workplace trends in 2023 predicted to take place includes, "four-work day week", more employee autonomy and going back to the office for the friendships. It implies that, employees are wanting more flexibility in their work life, and more choices for how they can best perform; whether it is to work from home or to going back to office for the social relationship that they have made along the way. Regardless, having

more flexibility for employees requires also flexibility from the management's part in coordinating the team and facilitating the sufficient working conditions.

3.1.2 Connectivity and Growth Opportunities

Another factor to note is that new generation of work force that has entered the labor market, Gen Z, whom has been reported repeatedly to demand new hiring practices. These include stance on social issues, employers that share the same belief, personal identities, mentorship, workplace connection and more (Manian 2022).

Social interaction and teamwork are important aspect of the work life. Not only does it get the job done, it creates a continuous trust and bond among the colleagues, to maintain level of motivation and performance for the next upcoming tasks. This encompasses skills and jobs where people "outperform" computers and software and for which the demand is likely to continue increasing (Grampp & Zobrist 2018, 8).

Another aspect is mentorship. Mentorship is essential, especially for younger colleagues to feel a sense of belonging or being valued by the company they are working for. It can be seen as the commitment the employer is making to help the employee to develop further in their careers. This helps to create bonds and build trust between leadership and individual workers (Manian 2022.) In 2019, a research conducted with nearly 8000 full-timers and part-timers in the US says that, 9 in 10 workers who have a career mentor are satisfied with their jobs, with more than half saying they are "very satisfied" (Wronski & Cohen, 2019).

This shows that a modern workplace should be able to provide an environment that encourages communication, collaboration and personal development.

3.2 The challenges of implementing team-building in the modern work life

When the world of work changes, elements of the workplace change as well, and so do challenges, for example, whether the current approaches to managing the workforce are still relevant or if the previous team-building implementation is still effective. This section recognizes the difficulties in building connection, both interpersonal and organizational, which is the foundation of team-building but also, needs team-building to facilitate.

3.2.1 Fewer interpersonal connection opportunities

Interpersonal relationship refers to a strong connection among those who works together in the same organization. Positive interpersonal relationships are important especially, in occupations that requires delegation of roles and responsibilities through expertise, qualification and interest.

To complete assignments on time and with a certain standard, an individual needs the assistance and support of his/her coworkers (Management Study Guide.)

If the social connection at work is recognized as a source of employee motivation by Maslow in his Theory of Motivation (Suyono & Mudjanarko 2017, 88-89), then working remotely or in empty offices can make it difficult to form new bonds. In a hybrid setting, it could be frustrating to lose these human connections. Virtual tools like emails and communication platforms may not deliver the same non-verbal social cues like face-to-face conversation does (Stanton 2022.) Even in the cases where video-meeting is used, it might feel more like reporting to a team with a call involving up to 5 people and less about individuals like spontaneous chats without an agenda during “coffee-breaks”,

Quoting the BetterUp Insights Report (2022), after the shift to WFH, in the US, 69% of employees aren't satisfied with the opportunities for connection that they have in their workplace and 52% of employees want more connection at work. In general, employees may not be getting enough opportunities to connect, get their voices heard and getting involved. This means that their needs of social connection is not being satisfied, whether it is with fellow colleagues or with a mentor or supervisor.

Not only does having these interpersonal relationships motivate employees to perform better in their individual tasks and responsibilities but also, it gives them an environment to share or contribute their ideas to a problem at hand and have some-one to re-evaluate and add-on said ideas. This supports a healthy communication and expression of new ideas at workplace. These benefits are unlikely to be gained, if fewer interpersonal connections are being made in the modern workplace.

3.2.2 Fewer organizational connection opportunities

One of the purposes of team-building activities is to deliver and reinforce the organizational missions, objectives and goals and at the same time, building a relationship between the business and its employees. With remote and hybrid workspace, virtual distance is generated within the working team.

In a research paper by Harvard Business Review (Sobel-Lojeski 2015), virtual distance is referred to the detachment of psychology and emotion that gradually and unconsciously grows when encounters and interactions are mediated through screens. The virtual distance model is made of three factors: physical distance, operational distance and affinity distance. Physical distance is simply the geographical distance that results in virtual interaction. Operation distance increases when there is a lack of common context and irritation caused by miscommunications or technical problems. Affinity distance results from a series of constant prevention of starting deep

connections, for example, due to not sharing the same values with colleagues or not understanding the goals that the team is working towards. The consequences of virtual distance are mis-opportunities to build lost-lasting relationships, meaningful mutuality and motivation within the team.

As reported by the same paper, with high levels of virtual distance, there are effects to the workspace such as, cooperative and helping behaviors going down by over 80%, role and goal clarity declining by 75%, organizational commitment and satisfaction decline by more than 50%, and project success drops by over 50%. It is explained that, virtual distance can change the ways that individuals feel about themselves, others around them and the way they see themselves as “part of, or separate, from the larger organizational landscape”. With little to no connection to the team and to the business, the employees’ relationship with their workplace strains as they feel that they are far-removed from the organization. This issue of alienation is only going to be amplified by the shift to hybrid and remote working as 54% of employees don’t have in-person or virtual happy hours (Wood & al, 39). This highlights the needs for initiatives from leadership position to sustain enthusiasm and participation of their workers.

Hence, low level of connection on several levels and motivation certainly leads to a higher level of employees resignation. It is said that workers who have “lower levels of connection” at work, are 313% more likely to quit (BetterUp Insights Report 2022, 22).

4 Survey: Team-building from employees' perspective

The results of the survey and its analysis are presented in this chapter. The survey was conducted from the 13th of January 2023 to the 13th of February 2023. As mentioned in section 2.2.2 of this thesis, the aim of the survey is to identify the perception and opinion of full-time employees on team-building at the workplace. All answers of the survey were promised to be anonymous and kept confidential.

There are 15 questions in total which include both quantitative and qualitative questions. 14 of the questions are mandatory to respond to. The survey is separated into five sections. The first includes a cover page (introducing the purpose of the survey and a promise of confidentiality) and demographic questions on the age range, gender and whether the participant has worked as a full-time employee in Finland. The second section asks about the size of the company in which the participant works at and if it organizes team-building activities. The third section discusses the team-building organizing process at the workplace. The fourth section is about the participant's experience at the most recent team-building. The last section asks the participant to assess the usage of team-building at their workplace. The survey display is presented in Appendix 2.

4.1 Sample Group

This section explains the criteria for selecting suitable participants and introduce readers to the respondent group.

4.1.1 Criteria

Although the soonest working age in Finland is 15 (and is considered a "younger worker" according to Tyosuojelu.fi (2022)), the survey will limit the age of the group to 18 to 65 (with 65 being the general retirement age in Finland). A requirement of picking respondents is their ability to understand and answer the questions fully in English.

Another criterion for the surveying population is that their positions are full time. Reported by Clausnitzer (2022), approximately 72% of employees in Finland has a permanent full-time job. This is defined by them working roughly 8 hours daily and 35- 40 hours per week. The reason behind this criterion is that, compared to part-timers and other type of temporary contracts, full-timers commit more time with the company, are reasonably more involved with the company cultures and are more likely to receive full company benefits. This makes them a more suitable group to get to comprehend the motivation and workings of team-building in their company. Hence, the surveying population can be described as **full-time employees and those who have worked as full-timers in the last 5 years in Finland (from 18 to 65).**

To go into details of the sample size: In 2020, the number of employees in full-time work was 1,861,000 (Statistic Finland 2022). The share of permanent full-time employees of all salary earners in Finland has decreased about 3% from 2020 to 2021 (Clausnitzer 2022). Without any dramatic fluctuation, it can be assumed that the present full-time population is roughly the same size. Assuming the population size is 1,861,000, allowing for 90% of confidence intervals and maximum margin of error as 5% to 8%, the sampling size would be in between 106 and 271 respondents. This rounds off the range to, 105 – 270, with 105 being the minimum acceptable sampling size and 270 being closer to the most ideal sampling size. This was done by the help of Raosoft (2004) – an online sample size calculator, designed for data collection purposes. This sample size is not only ideal to reflect the bigger population but also manageable for the thesis, in terms of time and author's capabilities.

The survey received 155 participants, in which, 120 are currently working full-time or have worked full-time in Finland in the last 5 years.

4.1.2 Introduction to Respondents

Out of these 120 qualified respondents, 33.3% identifies as male, 61.7% as female and 5% as non-binary. Regarding age range, 72.5% of the respondents are from 18 -30, 22.5% are 31-40, and 5% are from 41-50. 80% of the group is currently working as a full-time employee in Finland and 20% have worked as a full-time employee in Finland in the last 5 years (but not anymore).

The size of the workplace was also taken into account to consider fully how the respondents experience team-building activities. The classification of company size is based on its number of employees: micro-sized (fewer than 10 employees), small-sized (10 to 49 employees), medium-sized (50 to 249 employees) and large-sized (250 employees or more). This classification is according to OECD criteria for enterprises by business size indicator (OCED 2023).

For this survey, 50.8% of respondents worked in for large enterprises, 20.8% worked for medium-sized firms, 18.3% worked for small companies and 10% worked for micro-sized businesses.

4.2 Results

The respondents were asked to select all the types of team-building activities that were implemented at their workplaces (refers to Figure 3). The figure features 5 different types of team-building activities: employee-bonding, creative thinking, problem-solving, communication and teamwork, and ice-breakers. Employee-bonding activities aim to building and strengthen relationships among colleagues. Creative-thinking evokes innovative mindset and imagination needed within the workforce. Problem-solving exercises help individuals to practice critical thinking and flexibility.

Communication and teamwork- improving activities enhance the synergy and collaboration of the working unit. Lastly, ice-breakers are used to introduce individuals to a new environment, for example new colleagues or new working system.

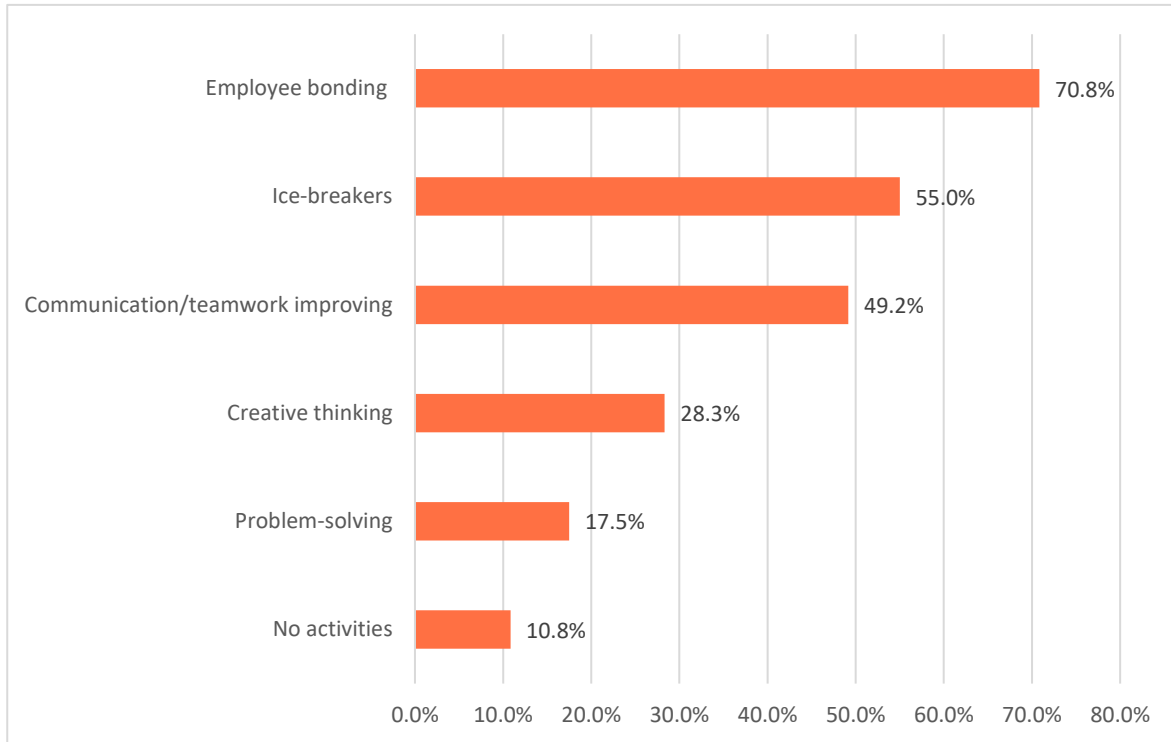


Figure 2 Types of team-building activities implemented at the workplace

From the data, it can be pointed out that, the most common type of team-building activities is employee-bonding, reported by more than 70.8% of respondents across all businesses. Ice-breakers are second-most popular type of team-building, followed by communication and teamwork and creative-thinking. Problem-solving is the least favored, with less than 17.5% of respondents indicated having these types of activities implemented at their workplace.

On the other hand, 13 respondents informed that their companies didn't organize any team-building activities at all. Out of these respondents, 25% were from micro-businesses, 22.7% from small businesses and 8.2% were from large firms. The survey continues with the 107 respondents whose company implement team-building onwards.

4.2.1 Planning process of team-building

When it comes to deciding when team-building events will take place, the most common method for SME and large businesses is through digital invitation and RSVP (refer to Figure 4). Thanks to the convenience and automation of these digital tools, organizations can gather those who are available for the event despite having to manage a sizable workforce.

The second-most conventional way to set up dates is making announcement during meetings. It is certainly a direct and straightforward method to communicate any upcoming announcement. Announcements during meeting are especially typical in small-sized businesses, in comparison to other businesses.

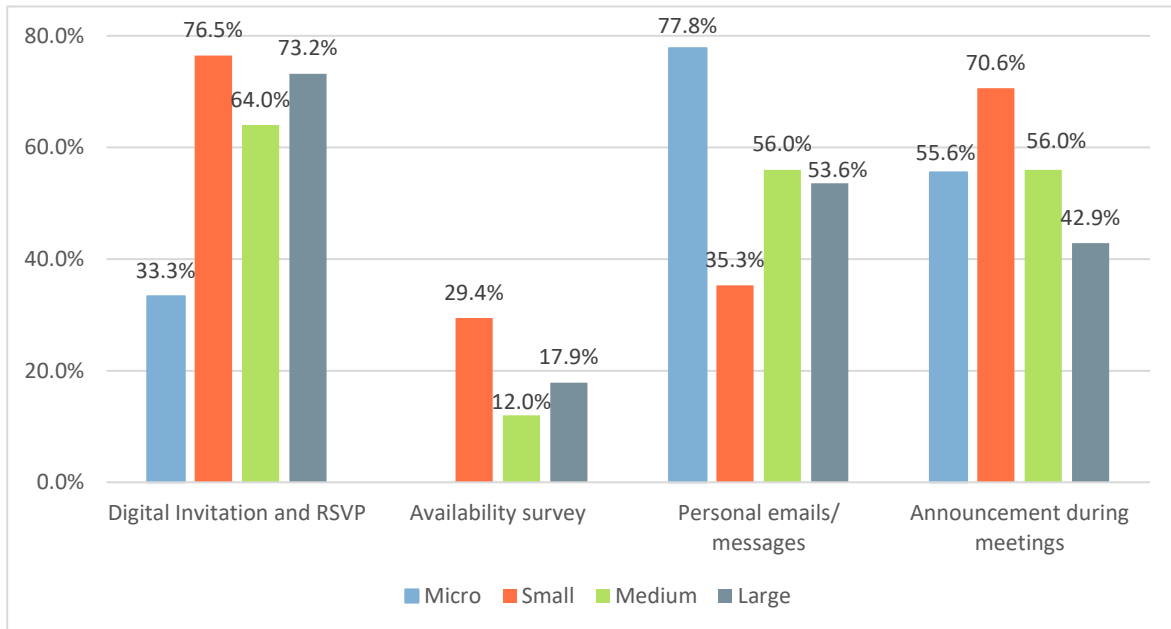


Figure 3 Methods used to schedule team-building event

It is worth-noting that personal emails and messaging are the most typical method for small businesses. Personal emails/messages are flexible as they can be either casual or formal, depending on the business culture. For smaller businesses, emails and text-messages have smaller chances to be lost in the communication, compared to larger businesses with longer chains of command, the organization structure in which instructions are passed down from senior management to lower levels of management and eventually, individuals (Crumpton 2013, 2).

Availability survey is the least typical used for scheduling, as only a small number of respondents' workplaces used it. Availability survey requires employees to register the time they are available for the event and usually, a date is chosen based on the time with the most people available. It is likely that, this method may be too time-consuming especially when it requires all individual of a big workforce to register their availability. Interestingly, it is the most popular method of communication for small businesses.

There were 6 other communication choices come from respondents working in large companies. They include having an annually appointed date, having a physical sign-up sheet in the break room, votes in Slack and announcement on the company's internal network.

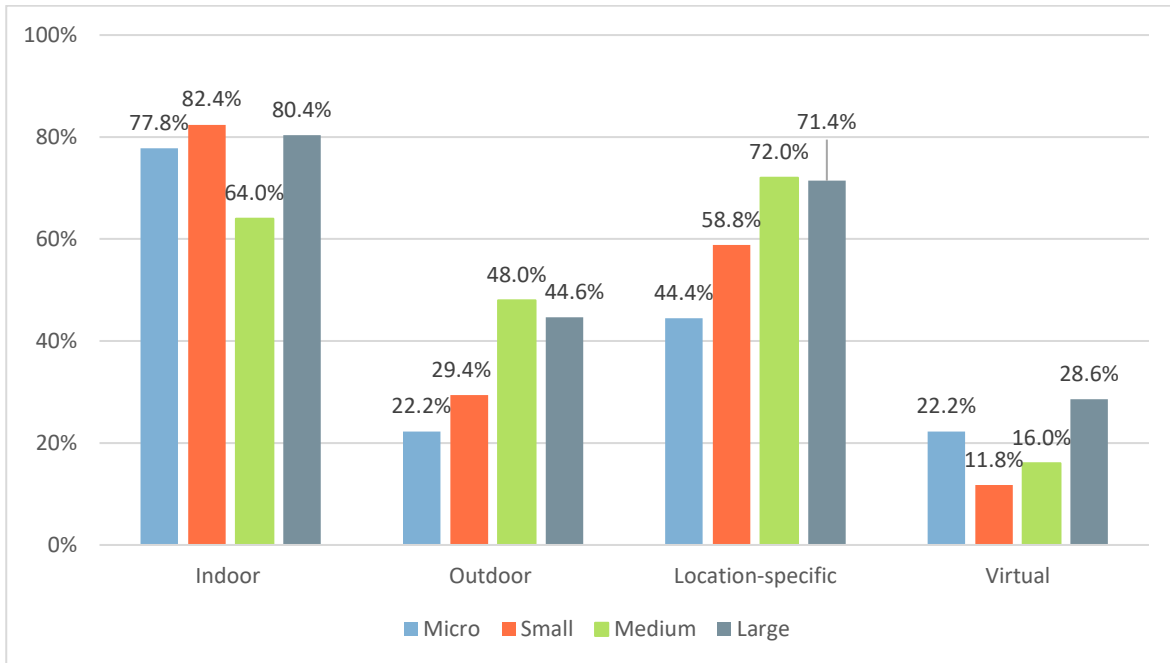


Figure 4 Where team-building is organized

The location where team-building takes place also plays a role in its successful. The locations were specified into indoor, outdoor, location-specific and virtual. Location-specific differs from the other options in the way, whether the activities can only be organized in a particular site. Examples of location-specific can be, restaurants (for company dinners) or rented venues. Figure 5 presents where team-building of Finland-based companies took place.

What stands out from Figure 5 is that, most companies held their team-building events indoor. For medium to large organizations, having location-specific is an alternative option (as they small differences in percentages) while for micro to small businesses, it is not as common. Outdoor team-building is the next-best choice for companies while virtual event is the least popular out of all the categories.

Figure 6 provides the summary statistics for challenges companies encountered when organizing team-building events. From the chart, it can be seen that lacking of engagement from employees is the biggest obstacle, as 50.5% of respondents considered the low motivation to participate is what's preventing team-building events to be effective and successful.

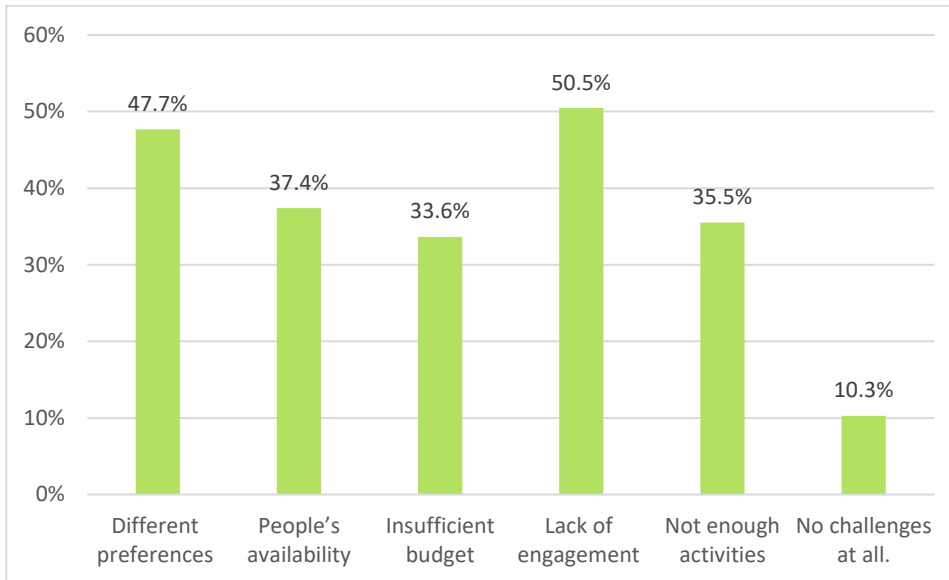


Figure 5 Challenges in organizing team-building events

Having to cater to different preferences (activities, food, etc.) is proved to be a struggle as 47.7% of respondents indicated having that problem at their workplace. Other challenges also include, having to adjust to people's availability to organize the event, having insufficient budget to organize, and not having enough activities planned. Only 10.3% of respondents report that there are not challenges at all in workplace when it comes to planning team-building events. One respondent mentioned the difficulties of organizing for big group in general and gave examples of finding suitable locations and activities for large group of people.

For micro-sized businesses (refer to Figure 13 in Appendix 2), the biggest challenges were not having enough activities planned (77.8%) and employees not engaging enough (44.4%). Small businesses also held the same problem with the lack of colleagues' engagement (47.1%), while struggles with catering to different preferences (64.7%) and people's availability (41.2%). For medium-sized businesses, the challenges stretched across categories, with the top ones being difficulties to cater to preferences (56%), and lacking of engagement (52%). Lastly for large businesses, 51.8% had problem with engaging colleagues in team-building events, and 42.9% met difficulties to cater to staff's preferences.

The respondents also provided insights on the planning duration for the most recent team-building event, summarized in Figure 7. It is the usual for businesses to plan and arrange the event in between 1 to 2 months. 27.1% of organization takes even lesser time, about 1 month or less while only 14% takes more than 3 months. Up to 22.4% of respondents were not aware of the planning duration leading up to the event.

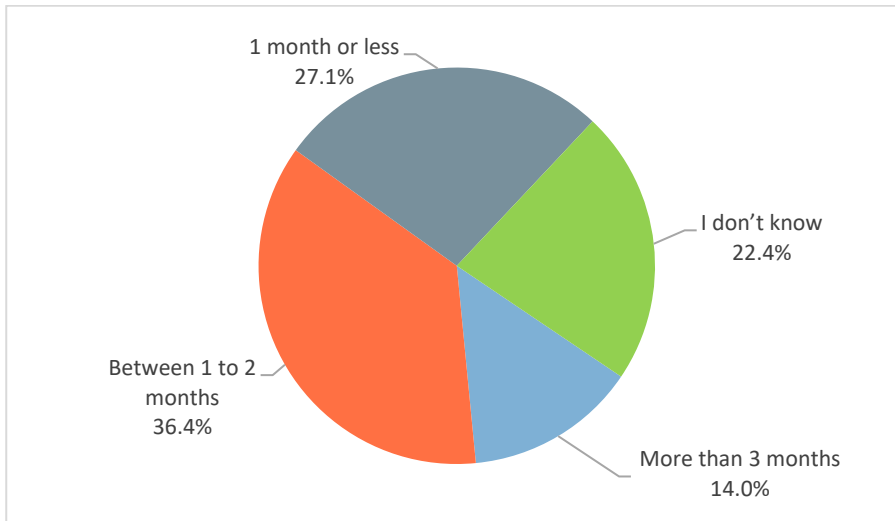


Figure 6 Planning process leading up to the event

To do into more details regarding the different business sizes (Figure 14 in Appendix 2), 66.7% of micro-sized businesses took less than 1 month to prepare the event and 22.2% took 1 to 2 months. For small businesses, 47.1% needed between 1 -2 months, 23.5% needed less than a month to prepare the team-building event and only 5.9% needed more than 3 months. For medium-sized businesses, 36% prepared for the event in between 1 to 2 months, 16% needed less than 1 month and another 16% needed more than 3 months. The planning process differed greatly for large businesses as 35.7% took between 1 -2 months to plan, 26.8% needed less than a month and 17.9% needed more than 3 months.

4.2.2 Respondents' attitude towards team-building

These next set of questions aimed to form a general consensus of employees' attitude towards corporate team-building activities.

Respondents were asked to rate different aspects of the most recent team-building event at their workplaces, on the scale from Very Dissatisfied to Very Satisfied. The aspects include: the quality of activities planned, the usefulness of the event, the organization of the event and the length of the event.

The opinion of employees from micro-businesses is presented in Figure 8. The opinion regarding the length of the event varied as 33.3% found it to be satisfying, another 33.3% were neutral, while the rest deviates between being very satisfied, dissatisfied and very dissatisfied. 55.6% were satisfied with the organization of the event, while 33.3% held neutral feelings. Interestingly, up to 66.7% of respondents felt neutral when ranking the usefulness of the event and only 33.3% were

satisfied. Lastly, more than half of the employees ranked the quality of the event as satisfying, 11% as very satisfying, while the rest diverged.

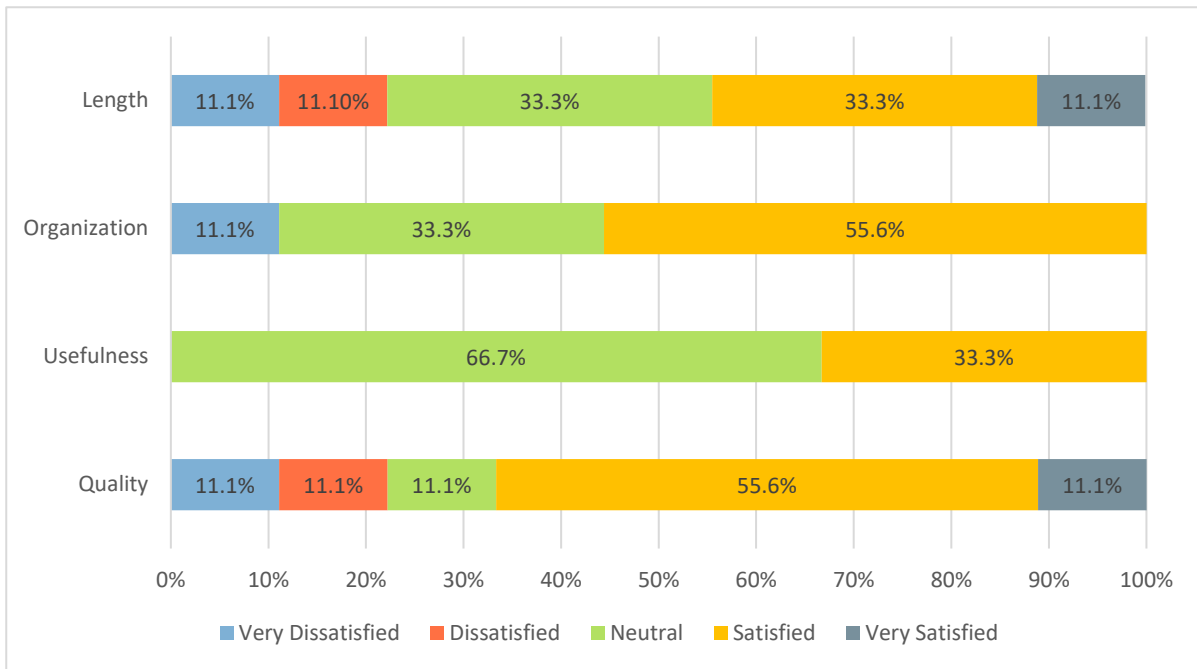


Figure 7 Rating of micro-sized business employees

As shown in Figure 9, more than 50% of employees from small businesses were satisfied with the length of the most recent team-building event taking place at their workplaces. Differing from the micro-business employees, only 35.3% of small business employees ranked the event organization to be satisfying while 41.2% held neutral opinion.

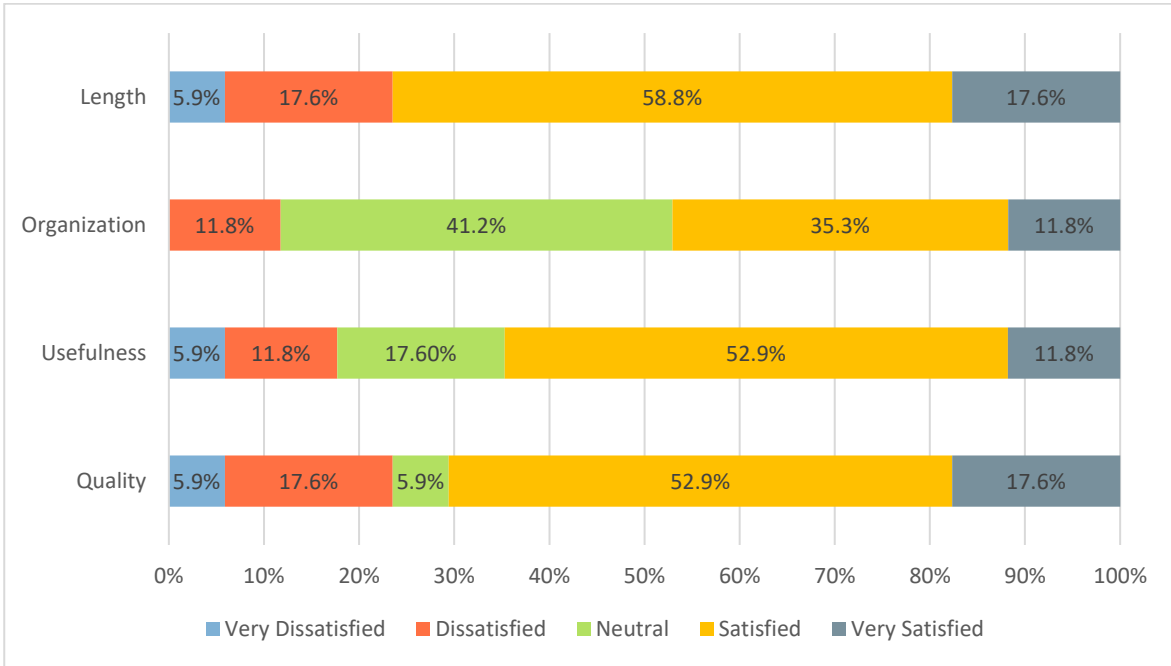


Figure 8 Rating of small business employees

More than half thought the event was practical and relevant while 17.7% were dissatisfied and very dissatisfied with the usefulness. Although 23.5% thought the event quality were very dissatisfying and dissatisfying, 70.5% found it satisfying and more.

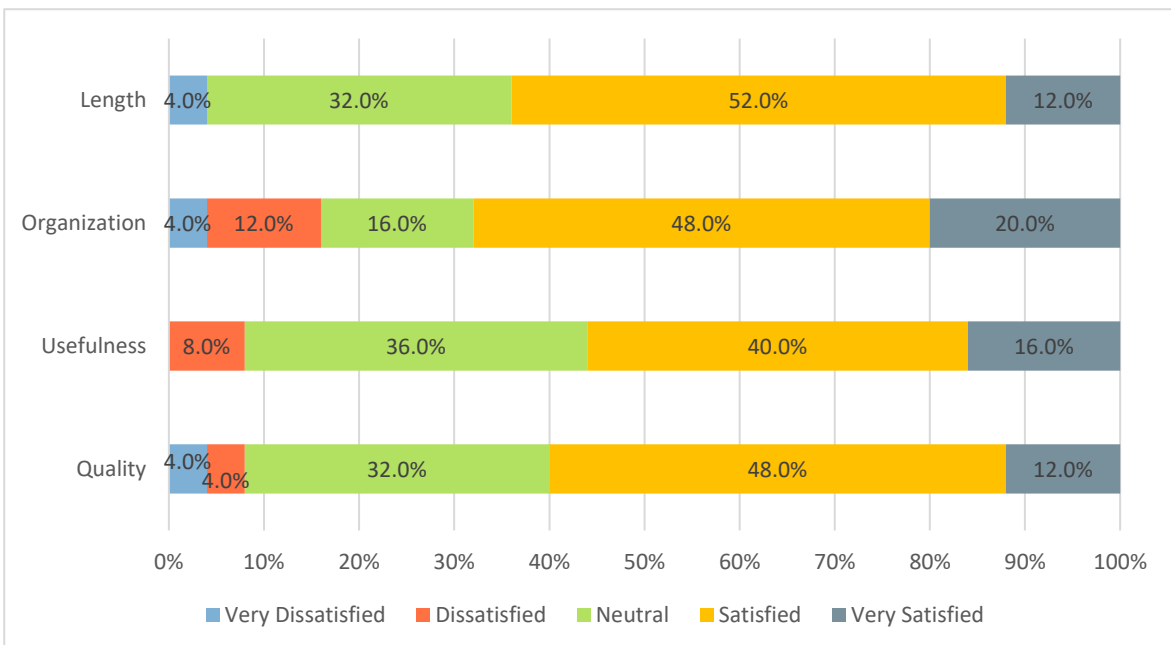


Figure 9 Rating of medium-sized business employees

Figure 10 summarized the rating of employees from medium-sized businesses on the most recent team-building event their workplace organized. 52% rated the duration of the event to be

satisfying, 12% found it very satisfying while 4% were very dissatisfied. For event organization, up to 68% of employees indicated it was satisfying and more, the highest score compared to other businesses ranking.

56% of employees found the usefulness of the event to be satisfying and more, while 8% thought it was very dissatisfying. Up to 48% were satisfied with the quality of the event, 12% were very satisfied. Only 8% responded with very dissatisfied and dissatisfied.

The opinion of large business employees is illustrated in figure 11. In great contrast with other businesses, the percentage of employees found any aspect of the event “Very Dissatisfying” were significantly lower. It is also noticeable that the rating across all aspects followed a pattern having similar ratio of respondents ranking satisfied and very satisfied.

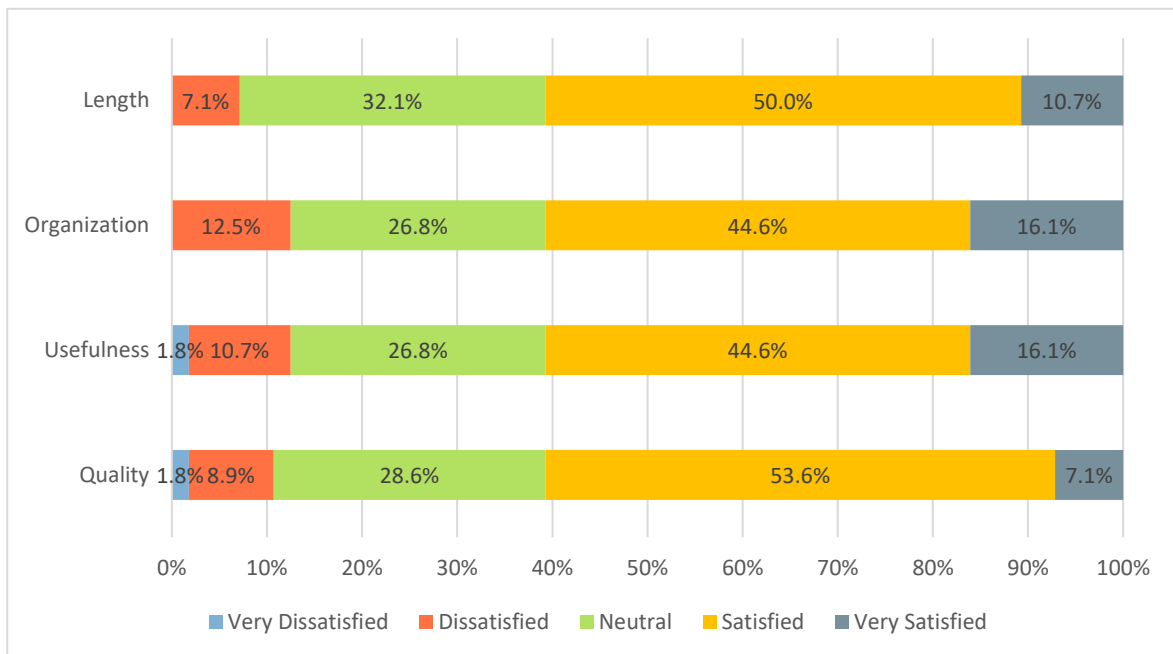


Figure 10 Rating of large business employees

Half of the employees found the length of the event to be satisfying, and 10.7% were very satisfied. Up to 60.7% were satisfied and very satisfied with the event organization, while 12.5% were dissatisfied. When ranking the usefulness, 50.7% found it satisfying and more, 12.5% thought the opposite. More than 50% of respondents considered the quality of the event to be satisfying and only less than 11% determined it to be dissatisfying and very dissatisfying.

When asked to pinpoint what exact factor or aspect of the most recent-teambuilding event that they liked, most answers include: Networking. People were pleased with being able to meet and

connect with their teammates and co-workers from different department through a series of team-building activities. Quoting an employee of age range 41-50 from a large business:

“ I got to connect much more with people from my section/unit and with my subordinates as well.”

Networking also includes, building and strengthening the relationship among different individuals of an organization. Some respondents mentioned getting to know new people from different departments as them or getting introduced to new recruits.

Another aspect, that employees were pleased with, was being able to communicate with colleagues and those at work, whether it is to give and receive feedback, discuss personal matters or other topics outside the workplaces. Employees enjoyed catching up with colleagues, talking and learning more from those of higher positions and participating in personal conversations. In addition to networking, communication during team-building events adds interpersonal connection between individuals of the workforce.

Respondents also expressed appreciation for recreational activities planned in these events. Quoting some respondents, activities implemented at team-building events were “Latino dancing class”, “Sport days”, “Going canoeing”, going to “Escape room” and more of similar nature. Other aspects that make a successful team-building event were: having good food and beverages, receiving gifts and complementary afterwards and learning more about the organization they were working for.

Respondents had given various answers to the question regarding what can be improved to host better team-building event. A majority of participants mentioned issues related to the organization of the event ranging from, arrangement of facilities, announcing the event earlier (so people can make plans), to coordinating the different teams and being time-consuming. Quoting a respondent who gave thoughts on how their company can improve in organizing:

“Break the workforce into groups and organize different events for each groups instead of trying to organize an event for the entire company.”

Another theme emerged from the replies was issue with diversification in activities, food choices and venues. Some respondents felt that it would be enjoyable to engage in interactive and recreational activities, such as workshops (e.g., “flower arrangement”), sports (e.g., “bowling, games (e.g., “laser tag”) and competition with prizes, rather than just having get together dinners and companies parties. Multiple respondents said that they’d like the event to take place outside the workplaces, quoted:

“To be organized outside from the company locations. I don't really enjoy having everything happening inside the offices.”

A number of respondents expressed hoping for more engagement in general, whether it is from management and fellow colleagues or engaging people from remote working. One respondent mentioned to include remote offices in the company's team-building events. Some respondents wanted to communicate with those from leader positions and learn more about the organization's situation; others thought that the activities should be more interactive and active in order to motivate staff to take parts. Other improvement suggestions include, to increase the event regularity and to have bigger budget for events.

Respondents were asked to rate the importance of team-building at their own workplace, from 1 (lowest of importance) to 5 (highest of importance). The mean average of the ranking for each business sizes are shown in table 2. The mean average, from highest to lowest, are micro-size businesses (4.22), Large businesses (4.18), medium-sized businesses (4.04) and small businesses (3.82). For the employees of micro-sized, medium-sized and large businesses, team-building was considered necessary for their work environment, while, for small businesses, team-building was seen as considerably important.

Table 2 Importance of team-building at the workplace

	Mean	Std. Deviation
Micro	4.22	0.833
Small	3.82	1.131
Medium	4.04	0.841
Large	4.18	0.765

The result is somewhat counterintuitive as the average of importance ranking for employees from small businesses was the lowest, while micro-sized businesses was the highest out of the four categories. This contradicts the assumption that business sizes may affect the needs for team-building and that team-building may not be as important for smaller-sized businesses since they have more opportunities to collaborate. From table 2, team-building is deemed as important, if not very, at the workplace, regardless of the business size.

4.2.3 Summary of result

The top two most popular types of team-building events are employee bonding and ice-breakers.

From the result of this survey, there is a pattern of team-building organizing process for businesses in Finland. Most companies will use Digital invitation and RSVP and personal emails and

messages to let their employees know of an upcoming team-building program. For smaller-sized businesses, announcement during meeting is also another common way to deliver the news. Businesses in Finland favor organizing their team-building events indoor or at a rented venue. Most will take 1 or 2 months to plan for the events while for smaller-sized businesses, they can take even less than 1 month.

For Medium to Large businesses, employees generally pleased with most, if not all, aspect of their team-building event. On the other hand, as the sizes get small, there are most displeased with various aspects of team-building such as, the organization, usefulness and length. Overall, the biggest challenges Finnish businesses face when implementing team-building in their organization are, the lack of engagement from staff and having to cater to different staff's preferences.

5 Literature Review: Solutions to maintain and improve team-building

This chapter explores the approach leaders and management can consider taking in order to implement team-building effectively. The solutions are based on literature review and are categorized as the approach to maintain a need for team-building and the approach to improve team-building accordingly.

5.1 Approach to maintain team-building

Team-building entails more than simply assembling the team; It is more than implementing generic activities on teams with little regard for what the team wants or needs. In order to maintain team-building in the workplaces, there should a need for a meaningful reason and necessary approach to team-building. The goal of team-building is to enhance the team's performance, especially, collaboration, and depending on causes for poor performance, the applicable team-building activities are enforced.

Causes for poor performance or dysfunction can be grouped into these five categories. In his book "Overcoming the Five Dysfunctions of a Team", Lencioni (2005, 7) explains that there are five dysfunctions a team must overcome in order to achieve the results it sets out to accomplish. They are absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results. Avoidance of accountability in this context does not just refers to leaders who are irresponsible for their team but also, peers that do not hold themselves or others accountable for adhering to the team decisions and standards. In parallel with these dysfunctions are the determinants of high-performing teams.

The Determinants of High-Performing teams include four factors that facilitate superior performance in higher-performing teams (Dyer, Dyer & Dyer 2013, 13-18). The factors are Context, Composition, Competencies and Change. Context refers to the environment in which the team is working in, for example, the type of team needed, the working culture and system. Composition concerns the individual's skills, experience and motivation. Competencies involve the team's capability to solve problems, communicate and make decision. Change can be defined as the adaptability and flexibility of the team when changes are needed. By using these four factors as a general rubric for team performance, team leaders can monitor and diagnose specific issues with their team performance to address and improve through team-building programs.

Management can also create an open climate for gathering and sharing data in order to detect the issue with the team performance (Dyer & Dyer 2019). The goal for an open climate is to encourage norms of being open with problems concerns and ideas for planning and dealing with issues. This

generates good data on the root causes and reasons for such dysfunction and the most effective team-building activities to be used to have the most satisfying results. Given that each team may be in a different circumstance, the team should pick whatever data collection technique makes the most sense for itself in most cases. When the team has a say in how and what sort of data is collected, the data is often regarded as more valid and acceptable by team members. For example, if the problem detected correlates with apathy and the lack of involvement, teamworking and communication improving team-building should be implemented accordingly.

5.2 Approach to improve team-building

Organizing team-building activities is certainly not a one-time occasion if leaders seek to continuously boost and cultivate the team performance. Although these activities can be enjoyable, activities should be directly related to team goals.

Interpersonal style assessments can be a part of team-building exercises to increase trust and psychological safety (Allen 2022). Team members can learn more about one another's personality traits, communication preferences, motivators, and more. Team members may learn to appreciate differences, provide psychological safety, and work productively together by using these techniques with competence. Additionally, a team-level evaluation can be performed to determine how well the team functions as a unit. Tools and indicators that can be used as interpersonal style assessment are Myer-Briggs Type Indicator and DiSC assessment. However, it is important that the result of the assessment is taken with a grain of salt as they are also subjected to reliability and validity issues.

In order to improve, follow-up and evaluation are required. There must be a mechanism or system to follow up with team member on the team-building activities in order to rate the quality and effectiveness of the team-building event and explore enhancement to be implemented in the next event. Another reason to have evaluation sessions is because, in the occasions where team-building takes place offsite, leaders and their teams will work detailed plans to meet monthly and reflect on how they will commit to the plans. Although encouraging, these pledges sometimes fall by the wayside as teams become preoccupied with "business as usual" and the tasks necessary for the organization to succeed (Allen 2022.) By incorporating evaluation and records, goals and plans are made official for the team to follow onwards. These evaluation sessions can be done as a team, individually by team members and the team leader, or a combination of the two (Dyer & Dyer 2019).

6 Opportunities for Staff Tribes and Recommendation

This chapter presents the functions offer on the Staff Tribe platforms and analyses the opportunities available for Staff Tribes to market and advertise its services.

6.1 Staff Tribes platform and functions

With the slogan “Self Service Team-Building”, Unfair Advantage Oy presents Staff Tribes as a platform for connecting with colleagues, staying healthy and healthy and agreeing on meet-ups “quickly and with near zero distraction from your normal work” (Staff Tribes 2023). Staff Trobe is a platform that can be adjusted and altered for internal use, similar to a private network with additional tools. The features Staff Tribes has for company usage include: Event and Club, Availability Profile and Survey Tool.

The Event and Club function allows users to create groups gathering for activities, such as to play sports or to socialize, easily and manageably. This encourages active and social interactions among the workforce when they participate. The Availability Profile let users select the time they are available for activities and automatically shows the time in which most members of a group are free for easy event-planning. With the Survey Tool, users can select activities and hobbies that they are passionate about or somewhat interested in (as shown in Figure 12). The function will then display the most popular interests, letting leaders and management knows what employees would like to take part in during team-building.

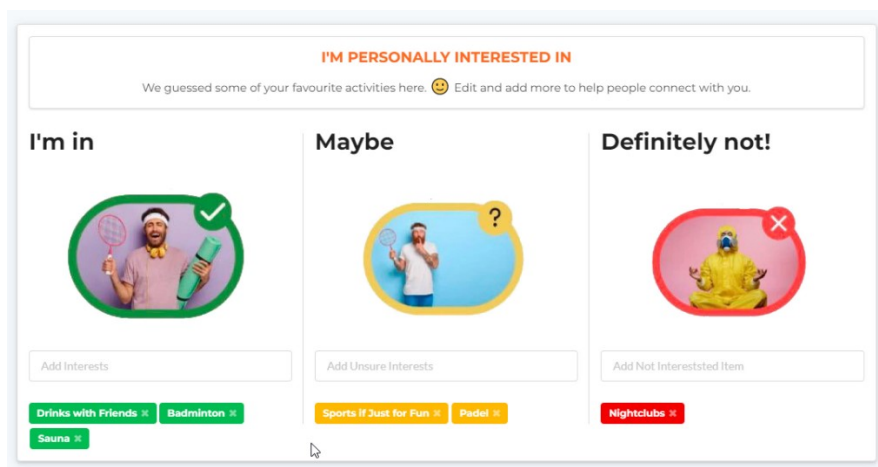


Figure 11 Survey Tool interface

In general, Staff Tribes amplifies company culture by helping employees to create interpersonal and organizational connection with desirable and constant team-building activities.

6.2 Market Opportunities and Recommendation

After conducting research on team-building from the perspectives of Businesses and Employees, along with the approach to Team-building, this section identifies the market opportunities with recommendation for Unfair Advantage Oy to market Staff Tribes and appeal to more potential clients.

6.2.1 Event and Club function

From the survey result, we see that one of the challenges, for smaller-sized businesses, is that there are not enough activities planned for team-building event. This is an opportunity for Staff Tribes to promote the Event and Club function as a way for employees to be proactive and organize the activities they would like to participate in, rather than having the management to “guess” which program their subordinates may like. Workers can take charge creating sports clubs and friendly tournaments (with company’s support and permission) and create communication & team-work improving and employee-bonding team-building on their own.

Unfair Advantage Oy can highlight the idea that “having a weekly get-together to enjoy activities is better than a one-time event”. With a big team-building event that happens once a year or 6 months, the connection, that are made between staff, are likely to be lost by the time the event ends and won’t be rekindle until the next event. This is one of the challenges faces by businesses when implementing team-building, not having chances to create interpersonal connection. By joining a group on Staff Tribes, individual is committed to regular schedule to interact and spending time with their co-workers. This continuously build and strengthen the synergy, as well as, interpersonal connections via doing something all the co-workers enjoy. This is definitely an advantage of the Event and Club function Staff Tribes should actively promote.

Having the staff set up their own date and time for their small community means letting them also decide how much time is necessary for their team-bonding activities. Consequently, this may help with dissatisfaction of the event duration when smaller-sized businesses plan programs.

6.2.2 Availability Profile

With having to adjust to people’s availability posing as a big obstacle in team-building arrangement, the Availability Profile can be considered an aid for this problem. Employees can log in their weekly availability and adjust it themselves according to changes in schedule, if necessary. This is certainly a more effective method for management to keep track of the employee availability and plan team-building appropriately. In addition to making personal availability visible, the Availability Profile encourages colleagues to make turn their shared passion into regular happenings and take part in communities on their own time and on their own accord, rather than “forcing” everyone to do

the same thing at the same time. In addition, this tool potentially provides a more flexible and *laissez faire* approach to team-building.

Another point to take note, according to the research, availability survey is deemed the least common method to communicate and announce upcoming team-building event, presumably because, employees would still need to be contacted to confirm specific future availability that can changes. Unfair Advantage Oy can advertise this tool as a complement to digital invite and RSVP, personal emails and messages and announcement during meeting. The Availability Profile serves as a reference when planning the event and confirmation can be done via the existing communication methods the company is using internally.

This function can also be of help to cut down the planning duration. Looking at the survey result, most companies would take 1 – 2 months to plan, some even more than 3 months. With this Availability Profile, in addition of other existing communication channel, leaders and managers may be able to reduce the planning time and plan more effectively, compared to their usual process.

6.2.3 Survey Tool

With adjusting to various preferences of individuals being an issue in team-building organization, the Survey Tool is regarded as a more powerful function on the platform. It provides an easy method for individuals to open up and share their interests, hobbies and passions, in addition to their professional skills. The Survey Tool can also tap into other elements of the team-building event such as, the music taste or food preferences. The tool then analyses and identifies the most popular interests. Businesses can take into account this information and organize a team-building that is personal, effective and most importantly, enjoyed by most, if not all, employees. This also helps to gain organizational connection as employees are more likely to feel appreciated when businesses reflect their care for their employees and their well-being in knowing the workforce preferences and take the preferences into consideration.

In addition, employees may be more willing to participate in the event, if it is something they are enthusiastic about. While the lack of engagement in team-building events can have multiple causes (e.g., not connecting with their peers), breaking down one of the barriers can increase the level of motivation to participate and that barrier is having activities employees are simply not interested in or don't enjoy doing. With Survey Tool, employees can express a range of interests and having them incorporated in the next team-building activities are more likely to encourage them to at least try and take part.

Having their interests visible to colleagues is also another catalyst for natural ice-breakers to occur. Co-workers can learn more about one another outside of work, strike up conversation and bond

over their interest and hobbies. These ice-breakers are essentially more organic and casual, compared to being pressured to share “something personal” at events. Again, it can lead to strengthen interpersonal relationship among co-workers and benefit the company culture, all in all.

7 Conclusion

This chapter intends to summarize the key findings and address the research question. A reflection is included, along with an explanation of reliability and validity the research process has, and recommendations for further studies.

7.1 Key Findings

This section compiles the result of the research to be more compressed and precise information for the commissioning company and the readers. It highlights the main points that Unfair Advantage should take into consideration when advertising Staff Tribes.

The study of Team-building from the perspectives of businesses reveals the challenges they face in organization team-building (lack of interpersonal and organizational connection) in the context of workforce motivation (employee flexibility and connectivity) shifting. This shows that, while team-building is certainly not a new managing strategy, the modern corporate environment should be taken into consideration in order to understand team-building from the viewpoint of businesses in modern days.

The primary research on Team-building from the perspectives of employees discloses insights on the how team-building is organized in Finland and the employees' attitude towards team-building. In summary, the top two most popular team-building activities are employee-bonding and ice-breakers. Most companies are using digital invite and RSVP, personal emails and messages to inform employees on upcoming events. The most common time to prepare for team-building in businesses is from 1 to 2 months. While the biggest challenges businesses have with implementing team-building is the lack of employee engagement and catering to different preferences, smaller-sized businesses also have to deal with dissatisfaction of event organization, usefulness and length.

The desktop research on approach used to maintain and improve team-building. To maintain team-building, there has to be a demand for it. By analyzing the team performance based on the 5 dysfunctions of a team and compared it to the determinants of high-performing teams, leaders can diagnose the reason for poor performance of the team and whether any type of team-building exercises is need to be implemented. To improve on team-building, in the context of modern working environment, leader can take advantage of interpersonal style assessments and employee's feedback from follow-up session after the team-building event has taken placed.

Based on the research conducted, the thesis has also supplied Unfair Advantage Oy with market opportunities and appropriate marketing suggestions in respect to the three functions of Staff Tribes platforms, Event and Club Function, Availability Profile and Survey Tool.

7.2 Reliability and Validity

In order to ensure the reliability and validity of the research process, practical means were implemented to reach that goal.

Desktop research referenced a variety of external data resources, including industry experts, research associations & journals, media coverage, public library records, and the internet. Specifically, for research on “modern team-building”, the resources referenced were not older than 6 years from the time the thesis was written to ensure the relevance and currency.

Before being delivered to respondents, the survey was pre-tested by a small target group and conferred with advisers. They commented on whether the questions were efficient and clear. After modifying the questions in response to feedback, it is possible to infer that the survey measured what it was intended to measure, implying that the survey is legitimate. The survey's progress was tracked using the survey platform Webropol to ensure that the data collected was accurate. The survey's sample size also surpassed the minimum required to confirm its validity in reflecting the larger population.

7.3 Suggestions for Further Research

Although this study employed only a survey as the primary sources, alongside with various desktop research, it raises questions about how employees see team-building and the evolution of team-building, moving onwards. Further research may require additions and modifications to the data collection process to gain better understanding on modern team-building from all aspects and perspectives. For example, this study measured only the perception of employees and makes no reference to any inputs of other perspectives that team-building may affect (whether directly or indirectly) such as the output and performance from the customers' viewpoint.

Regarding the sample size, future research could be conducted to include, a more balance percentage of employees from across all business sizes (if that is the sole focus), or expand to include other countries, e.g., other European countries, rather than just in Finland (if the operation of Staff Tribes changes). The employee's attitude toward team-building is likely to differ from different countries. These studies could also be on a bigger scale to include additional factors of the team such as, how long have they been working together, or what kind of teams they are (cross-functional, virtual, family and more).

Interviews can also be used, in addition to surveys, to delve deeper into particular topics that Staff Tribes wants to learn more about regarding the implementation of team-building. With interviews, follow-up questions can encourage respondents to clarify or rephrase their answers for comprehension reasons, or stimulate respondents to express much more on a subject matter.

7.4 Learning and Reflection

The author has gained valuation information and experiences in conducting market research while completing this research project. She had first-hand experiences forming a theoretical framework, research design and thesis structure by herself. She was also able to put the knowledge from previous team research into practice for this project when it came to conducting marketing research and primary research, in particular. As the author studies Marketing as a bachelor's major in Finland, the research has provided her with experience of conducting researches in this specific country and how it may differ from conducting researches in other countries, for example, her home country.

The author exercised designing survey with complex rules via Webropol. Webropol allows for professional data collection of questionnaires and surveys. Additionally, through the procedures, she learned to set deadlines, and export data in different file formats, to better serve the data analysis process later on.

Finally, the author was able to apply her knowledge on Business-to-Business marketing to provide Staff Tribes with relevant and suitable recommendation for their future marketing decisions.

Sources

Allen, C. 2022. Five Ways Organizations Can Level Up Their Team Building. Forbes. URL: <https://www.forbes.com/sites/forbescoachescouncil/2022/11/17/five-ways-organizations-can-level-up-their-team-building/?sh=737715ac522f>. Accessed: 24 April 2023.

BetterUp Insights Report 2022. The Connection Crisis. BetterUp. URL: <https://grow.betterup.com/resources/build-a-culture-of-connection-report>. Accessed: 21 December 2022.

Burns, A., Veeck, A. & Bush, R. 2017. Marketing Research, 8th Ed. Pearson Education. Harlow. E-book. Accessed: 06 March 2023

Clausnitzer, J. 2022. Share of permanent full-time and part-time employment earners in Finland from 2011 to 2021. Statista. URL: <https://www.statista.com/statistics/528487/finland-share-of-permanent-full-time-and-part-time-employees/>. Accessed: 15 October 2022.

Creswell, J. W. & Creswell, J.W. 2018. Qualitative, Quantitative and Mixed Methods Approaches. 5th Ed. Sage Publications, Inc. California. E-book. Accessed: 06 March 2023.

Crumpton, M. 2013. Is the chain of command working for you?. Bottom Line: Managing Library Finances. URL: http://libres.uncg.edu/ir/uncg/f/M_Crumpton_Chain2013.pdf. Accessed: 01 May 2023.

Dua, A., Ellingrud, K., Kirschner, P., Kwok, A., Luby, R., Palter, R. & Pemberton, S. 2022. Americans are embracing flexible work-and they want more of it. McKinsey & Company. URL: <https://www.mckinsey.com/industries/real-estate/our-insights/americans-are-embracing-flexible-work-and-they-want-more-of-it>. Accessed: 14 November 2022.

Dyer, G. & Dyer, J. 2019. Beyond Team Building. Wiley. E-book. Accessed: 24 April 2023.

Dyer, W., Dyer, J., & Dyer, W. 2013. Team Building: Proven Strategies for Improving Team Performance. 5th ed. Jossey-Bass Publications. San Francisco. E-book. Accessed: 25 February 2023.

Eurostat. 2022. Rise in EU Population working from home. URL: <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/ddn-20221108-1>. Accessed: 23 November 2022.

Grampp, M. & Zobrist, L. 2018. Workplace transformation in digital age Challenges and success factors. Deloitte. URL: <https://www2.deloitte.com/content/dam/Deloitte/ch/Documents/innovation/ch-en-workplace-of-the-future.pdf>. Accessed: 27 December 2022.

Lencioni, P. 2005. *Overcoming the five dysfunctions of a team: a field guide for leaders, managers, and facilitators*. 1st Ed. Jossey-Bass. San Francisco. E-book. Accessed: 22 April 2023.

Management Study Guide. Importance of Interpersonal Relationship at Workplace. URL: <https://www.managementstudyguide.com/interpersonal-relationship-workplace-importance.htm>. Accessed: 16 January 2023.

Manian, D. 2022. Generation Z expect a sense of belonging in the workplace. World Economic Forum. URL: <https://www.weforum.org/agenda/2022/11/gen-z-truly-want-from-workplace-work-values/>. Accessed: 27 December 2022.

OECD 2023. Enterprises by business size. URL: https://data.oecd.org/entrepreneur/enterprises-by-business-size.htm?gclid=C13tjNrggrACFQgJRQodfSvtEQ////////&es_p=5239916. Accessed: 10 April 2023.

Raosoft 2004. Sample Size Calculator. URL: <http://www.raosoft.com/samplesize.html>. Accessed: 22 October 2022.

Ryan, R. & Deci, E. 2017. *Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness*. Guilford Publications. New York. E-book. Accessed: 28 December 2022.

Sobel-Lojeski, K. 2015. The Subtle Ways Our Screens Are Pushing Us Apart. Harvard Business Re-view. URL: <https://hbr.org/2015/04/the-subtle-ways-our-screens-are-pushing-us-apart>. Accessed: 25 January 2023.

Staff Tribes 2023. Staff Tribes – Self Service Team. URL: <https://about.stafftribes.com/>. Accessed: 25 April 2023.

Stanton, N. 2022. How to Build Connections: Team Building in A Hybrid Workplace. Forbes. URL: <https://www.forbes.com/sites/forbestechcouncil/2022/08/10/how-to-build-connections-team-building-in-a-hybrid-workplace/?sh=56b9e24930e3>. Accessed: 25 January 2023.

Statistics Finland 2021. Employment turned to a decline in 2020. URL: https://www.stat.fi/til/tyti/2020/13/tyti_2020_13_2021-03-04_tie_001_en.html. Accessed: 15 October 2022.

Suyono, J., Mudjarnarko, S.01 March 2017. Motivation Engineering to Employee by Employees Abraham Maslow Theory. Universitas Narotama. Electronic dataset. DOI: <http://dx.doi.org/10.26737/jetl.v2i1.141>. Accessed: 1 May 2022.

Tyosyojelu 2022. Young Worker. URL: <https://www.tyosyojelu.fi/web/en/employmentrelationship/young-15-work-er#:~:text=An%20employer%20may%20hire%20a,during%20the%20current%20calendar%20year>. Accessed: 20 October 2022.

Walliman, N. 2010. Research methods: The basics. London. E-book. Accessed: 06 March 2023.

Whiting, K. 2022. 5 workplace trends to watch in 2023, according to an expert. World Economic Forum. URL: <https://www.weforum.org/agenda/2022/12/work-jobs-workplace-trends-2023/>. Accessed: 21 December 2022.


Wood, A., Eatough, E., Wooll, M., Leimgruber, K., Nguyen, K. L., Hong, J. E., Ong, V. 2022. The Connection Crisis Why community matters in the new world of work. BetterUp. Accessed: 27 December 2022.

Wronski, L. & Cohen, J. 2019. Nine in 10 workers who have a career mentor say they are happy in their jobs. CNBC. URL: <https://www.cnbc.com/2019/07/16/nine-in-10-workers-who-have-a-mentor-say-they-are-happy-in-their-jobs.html>. Accessed: 27 December 2022.

Appendices

Appendix 1. Survey Framework

Employees' Perception on Team-building

 Mandatory questions are marked with a star (*)

Hello, thank you for clicking on this survey link.

My name is Linh Truong, an International Business student at Haaga-helia. This survey is part of my thesis on modern day team-building and it aims to identify the perception employees have of team-building activities.

The target group of this research is those who are currently a full-time employee and those who have worked as full-timers in the last 5 years in Finland; ages from 18 to 65.

The survey will take 4-7 minutes to complete. All answers will be anonymous and confidential. For more information, please contact me at: linh.truong@myyy.haaga-helia.fi

1. What is your gender? *

- Male
- Female
- Non-binary
- Rather not say

2. What's your age range? *

- 18-30
- 31-40
- 41- 50
- 51-65

3. Have you worked as a full-time employee in Finland? *

Select option that best describes you.

- Yes (currently)
- Yes (not right now but have worked in the last 5 years)
- No (not right now and not in the last 5 years)

4. What is the size of your company? *

- 0-9 employees
- 10 - 49 employees
- 50 - 249 employees
- > 250 employees

5. What kind of team-building activities does your company organize? *

Select all that applies to you.

- Ice-breakers (e.g., introduction sessions, goal setting/action planning)
- Communication and teamwork improving (e.g., office trivia, playing sports)
- Problem-solving (e.g., business simulations, escape room)
- Creative thinking (e.g., brainstorm session)
- Employee bonding (e.g., excursion, casual team dinners, company parties)
- Others
- No activities

For this section, think about team-building organization in your company.

6. How does your company usually set up dates for team-building events? *

Select all that applies to you.

- Digital Invitation and RSVP (e.g., Google Calendar/Invite)
- Availability survey
- Personal emails/ messages
- Announcement during meetings
- Others

7. Where do those team-building activities usually take place? *

Select all that applies to you.

- Indoor (e.g., conference room, office, lobby)
- Outdoor (e.g., beach, park)
- Location-specific (e.g rented venue)
- Virtual

8. In your opinion, what are the major challenges when it comes to planning team-building events in your company? *

Select all that applies to you.

- Catering to different preferences on activities, food selection, etc.
- Catering to people's availability
- Insufficient budget
- Lack of engagement from colleagues
- Not having enough activities/events organized
- Others
- No challenges at all.

For this section, think about the most recent team-building at your workplace.

9. How would you assess the most recent company team-building event? *

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Quality of activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Usefulness of event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organization of event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Length of event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. How long was the planning process leading up to the event? *

- More than 3 months
- Between 1 to 2 months
- 1 month or less
- I don't know

11. What did you like the most about the event? *

Mention at least one thing.

12. What can your company improve to host better team-building event?

Mention at least one thing.

13. How would you rate the importance of team-building at your workplace? *

(on a scale of 1 = "Not at all important" to 5 = "Very Important")

- 1
- 2
- 3
- 4
- 5

14. Which area(s) do team-building activities benefit the most at your workplace? *

Select at least 1 and maximum of 2 options that applies.

- Teamwork and communication
- Colleagues bonding
- Problem-solving
- Creative thinking
- Trust between employee and management
- Others

You can select from 1 up to 2 options

Selected options: 0

15. What kind of team-building activities do you wish your company would organize? *

Select all that applies to you.

- Ice-breakers (e.g., introduction sessions, get-to-know the team, goal setting/action planning)
- Communication and teamwork improving (e.g., office trivia, telephone game, playing sports)
- Problem-solving (e.g., business simulations, escape room, simulated debates)
- Creative thinking (e.g., new ideas discussion, brainstorm session)
- Employee bonding (e.g., excursion, casual team dinners, company parties)
- Others

You have reached the end of the survey.

Appendix 2. Figure 13 and 14

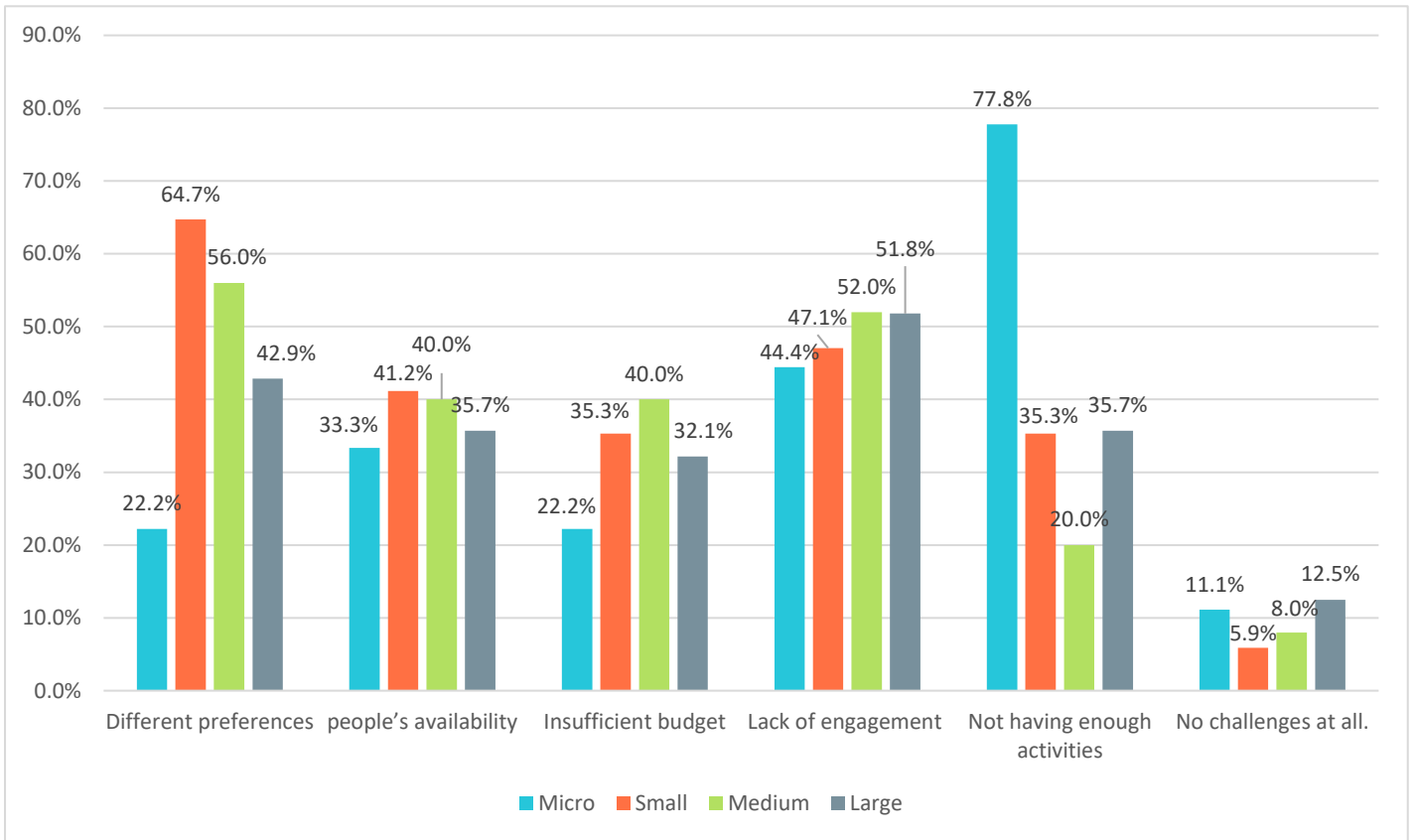


Figure 12 Challenges in organizing team-building by businesses

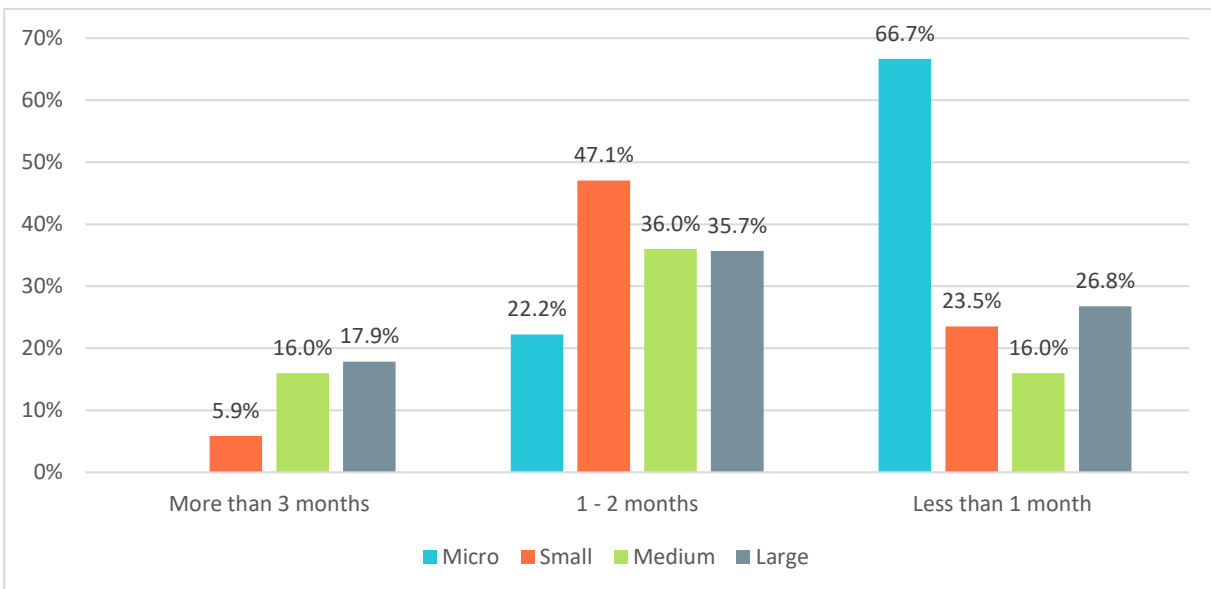


Figure 13 Time taken to organize team-building event by businesses