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RESEARCH ON HOW TO BUILD TEAM SPIRIT OF
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The purpose of this thesis was to introduce the importance of team spirit in enterprises.

This article focuses on the team's meaning and the importance of modern enterprise organization, exploring the Chinese team construction of the enterprise and the problems that exist in team. Team spirit is the key point for team members to achieve the mutual goal. Team spirit is the spiritual pillar of the enterprise, without the spiritual pillar of enterprise, there will be no more energy and competition. This article provides an overview of the importance of team spirit, and further analysis of the content of the team spirit. With the paces of global economic integration speeding up, to build a strong team spirit has increasingly become the key for management of a corporate.

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INTRODUCTION

1.1 Definition of team spirit

Some researchers indicate that: the so called team means a group of people that can be complementary, united and harmonious and consecrate for the unified goal and standard with shared responsibility (Caris, 2003, p9). In a word, a team is a collective. The team not only emphasizes the individual work performance, but also emphasizes the overall performance of the team. Through the collaborative contribution of all the members, the team gets the collective results; these collective results are more than the sum of individual performances. Therefore, the so called team spirit means the collaborative style that team members make mutual cooperation for interests and targets of the team (Lijun, 2007, p15). The cure of team spirit is oblation, so oblation becomes the work force to motivate the team members and inject energy for the work. The essence of team spirit is promise, team members share the collective responsibility together. If there is no promise, the team will like nothing without an essence. When making the promise, the team will make concerted efforts and become a powerful collective.

1.2 Principle of enterprise team spirit

Team spirit is the overall expression of main body status of employees; it is also the attitude of enterprise's employees on the interpersonal relationship in enterprise (Yaixin, 2002, p23). As one of a basic awareness of employees, team spirit means the sense of identity and belonging of employees on the department and groups of enterprise's employees; it means the employees make close connection with the fate of himself and the group, it is the self-selection of undergoing ebb and flow and sharing honor and disgrace with the group; it means the conscious intention that employees make active collaboration with other members in the group and create the harmonious atmosphere together; it also means the fighting spirit that the employees are willing to work hard for the goals of group, even sacrifice their personal interests. In order to build the team spirit, it must emphasize the principle of cooperation, com-

plementary advantages, looking ahead in unity and the combination of individual and collective.

1.2.1 Stress on cooperation

The principle of cooperation is the most important content of team spirit. Enterprise system arrangement should emphasize the principle of cooperation, the selection and arrangement of the enterprise on the employees should reflect the principle of cooperation, the post design of enterprise should also implement the principle of cooperation. The enterprise shall publicize the principle of cooperation, the formulating of system and policy should be advantageous to exert the cooperative principle, so as to implement the most effective cooperation. All employees in the team should make the principle of cooperation as the highest principle of the work and all the work should subject to the principle of cooperation (Yaixin, 2002, P26). To emphasize the principle of cooperation, firstly, the employees should recognize the principle of cooperation in value concept, truly understand the meaning of cooperation principle, if the enterprise has no cooperation principle and all the departments and employees in the enterprise just emphasize their work and interests, the team spirit will ultimately be difficult to shape, thus the overall strength of enterprise is difficult to improve. Enterprise is the group organization that has many employees to make cooperation in division of labor, thus the status of cooperation in division of labor will also directly determine the overall strength and the comprehensive benefits of enterprise. Cooperation in division of labor is the important base of normal operation of enterprises, but well cooperation in division of labor also depends on the value concept status of the employees. Some employees in some enterprises are hardly to make cooperation with others, which is because they do not acknowledge the cooperation principle on the value concept, they can only understand the role of individual, but not the important role of team. If the enterprise has no team spirit concept, only depends on the individual heroism, it will inevitably be harm the overall interests and the overall effective collaboration of enterprise, eventually, it inevitably make the productivity be difficult to effectively play (Yaixin, 2002, p31).

1.2.2 Insist on complementary advantages

The principle of complementary advantages makes exerting the respective comparative advantages of the employees as the core and makes collaboration on the base of exerting the respective advantage of the employees. Team spirit values to exert the comparative advantages of the employees, by insisting on the principle of complementary advantages, it compose all the comparative advantages of the employees together. There is difference between different employees, and the expression of employees' abilities has their good points in different aspect. In fact, this kind of difference and strong point are the respective comparative advantages of employees, these comparative advantages need to be composed, which also need to depend on the team spirit, if there is no team spirit, all the employees will look down upon the comparative advantages of others, under this circumstances, the comparative advantages are hardly to be composed (Caris, 2003, p53). In the design of enterprise system, it should emphasize the building of team spirit, which is one of the important standard of enterprise vitality, it should make full exert to the comparative advantages of each team member, only when the comparative advantages have been effectively exerted can the comprehensive benefits of enterprise increase. But the increase of this kind of comprehensive benefit shall be guided by the concept of team spirit. The reason is that any different advantages are difficult to achieve the effective combination without the concept base of team spirit. Therefore, team spirit is very important to effectively improve the competitiveness of the enterprise.

1.2.3 Reconcile contradictions

In some enterprises, the employees look down upon each other, they cannot see the advantages of others, which cause the unceasing disputes and then seriously affected the overall development of enterprises. Therefore, to build the team spirit, it must emphasize the principle of looking ahead in unity (Yaixin, 2002, p93). The contradictions of employees in the enterprise can only be coordinated by team spirit. Even some contradictions are in principle, they should be unified by team spirit. The behaviors that are not conducive to team spirit should subject to the behaviors that are conducive to team spirit and all the employees should make the team spirit as the

first.

1.2.4 Combination of personal and organizational capability

Advocating team spirit is not to ignore the individual abilities of employees, it is to emphasize the principle of making the combination of exerting individual abilities and depending on the collective strength. It should not only emphasize the individual abilities of each employee, but also depend on the organization power, it must make the effective combination of these two objects. In fact, the result of effective combination of these two objects is the process of forming of team spirit concept. At present, many enterprises emphasize to exert the individual abilities, but in an enterprise, it should not exist the excessive growth of the so-called ability and interest of any employee. That is to say, the exertion of individual abilities of any employee should be supported by a kind of external environment, this kind of external environment needs the collaboration of all the employees. Therefore, emphasizing team spirit should pay attention to the combination of exerting individual abilities and depending on the collective strength. This is a very important value concept. As for the full exertion of effective effects of all the employees need the cooperation of others. For the employees who are able to do great work items, they need the cooperation of employees who can only do little work items, without their help, the employees who are able to do great work items will do nothing well. The enterprises that pay attention to the team spirit will get rapid development, while the enterprises with bad team spirit will get slow development. Therefore, even individual ability is important, team spirit is more important. If the enterprise only emphasizes the individual ability, but not emphasizes to depend on the organization power, ultimately, this kind of enterprise will be difficult to ensure to get sustainable development (Yaixin, 2001, p130).

1.3 How team spirit affect on enterprise

The team is made up of a group of flawed individual, because there is no one individual is perfect. Therefore, the enterprise should unite each individual in order to perform their best capability. Team spirit takes an important position.

1.3.1 Goal orientation function

The culture of team spirit can let the employees make concerted efforts, be twisted into a group and strive towards a goal, as for the a single clerk, the goal that the team needs to achieve is the direction that he should strive for, thus the overall goal of the team is divided into many small targets and they are implements on each employee.

1.3.2 Aggregation function

Any organization group needs a kind of aggregation force, the traditional management method is to use the administrative instruction of the organization system from top to bottom, which reduces the need on personal feelings, social psychology and other aspects, while team spirit uses the culture on group conscious, the habits, beliefs, motivation, interest and other cultural psychology formed by employees in the long-term practice to communicate with the minds of people (Yaixin, 2002, p104), so as to guide the people to generate a common sense of mission, belonging and identity, which gradually strengthen the team spirit in turn and generate a kind of strong aggregation force.

1.3.3 Excitation function

Team spirit should depend on the conscious demanding for progress by employees, and the employees should work hard to be equal to the best employee in the team. The excitation function can be realized through the common competition between the employees, while this kind of competition shall not just stay on the material basis, the employees can also be approved by the team and get the respect of other employees in the team.

1.3.4 Control function

The individual behavior of employee needs to be controlled and the group behavior needs to be coordinated. The control function generated by team spirit is a kind of

power of ideas and influence on the atmosphere generated in the team, and is to make the constraint specification and control the individual behavior of employees. This kind of control is not the rigid forcibly force from top to bottom, it transfers from forcibly control to soft internalization control: it transfers from controlling the behavior of employees to controlling the consciousness of employees; it also transfers from controlling the short-term behavior of employees to controlling the value concept and long-term goal of employees. Therefore, this kind of control is more protracted and meaningful, and is easy to win support among the people.

2 ANALYZE ON TEAM SPIRIT BUILDING

Through the analysis of the status and problems, we can figure out the existing difficulties in team spirit building. Based on the analysis of existing problems, we can find out solutions, improving efficiency and reducing costs.

2.1 Status of team spirits building

To comprehend the status of team spirit building, it is useful to work out a future plan for enterprise.

2.1.1 Team's importance has been confirmed in enterprises' practices in recent decades

Team work is based upon trust and cooperation, demanding people to make commitments to team's collective objective, demanding team's member to obey team's common goal. As a new management mode, team work fits Chinese enterprises or not remains to be researched by theorists and entrepreneurs. Management has very intimate relationship with culture.

2.1.2 A nation and people's traditional culture must take root in management

One important factor that affects each country's enterprises' management mode, value and management style is traditional culture, leading to a result of different and distinctive management mode, value and style. The management reality is not all the same, but is decided by a certain society and culture (Shiqing, 2005, p37). Throughout all the culture and society, people get together to do collective behavior, they always encounter problems related to affirming direction, coordination and incentive factor (Shiqiang, 2005, p40). A nation's culture affects the way people define and solve these problems.

2.1.3 Team building is an enterprise's organization issue, which solves the fundamental problem of enterprise's efficient organization

Some scholars criticize our Chinese as a nation unable to organize, and shows a lot of concern about enterprise's organization issue, especially team building (Tony, 2006, p68). Each country and nation's culture and its human nature's characteristics have its own virtues and shortcomings, Chinese enterprise management should comply with Chinese cultural tradition and human nature's characteristics. On the one hand, Chinese enterprise should carry forward Chinese culture and human nature's virtues to improve management level. On the other hand, Chinese enterprise should make uttermost to avoid and get rid of Chinese culture and human nature's shortcomings to improve management quality (Shiqiang, 2005, p106), for instance, the application of "stick" and "carrot" should combine with Chinese concrete national conditions, each enterprise also should combine with its history and employees' quality conditions, thus deciding the proportion between "stick" and "carrot", and the time using "stick" and the time using "carrot".

2.2 Existing problems in enterprise team spirit building

To understand the existing problems in enterprise team spirit building, it is easy to straightly get solutions for developing teamwork.

2.2.1 Intimate other countries' modes and neglect Chinese cultural tradition and basic conditions

Team organization is a new type of organization mode; it is no easy thing to organize Chinese as a team. For instance, Chinese culture stresses family as the core, neglecting personal freedom, while Western culture stresses personal freedom and independence; Chinese culture always thinks highly of the relationship between ethics and human teams, Chinese think highly of people, likes to talk about people and criticize people, especially cares about other's views and tries to avoid doing something indecent and shameful. Chinese stress "man is more important than business" in management, while Western enterprise management stresses "business is more important than man", so we should choose our own ways and methods in organization team building.

2.2.2 Neglect the improvement of employees' basic quality and rush to succeed

The quality condition of team participants is a key factor affecting team's strength, a lot of enterprises especially small and middle sized private enterprises neglect employees' education, even some enterprises believe in obscurantist policy, generally staying in the backward condition of empty preaching in terms of educational method. HP invests million dollars in an education project related on management regulation (Tony, 2006, p179). They not only study on the educational content, but also study on the educational methods and means. Some enterprise owners fear that once the employees' quality get improved, they would leave the company for a better position in another one, so enterprise owners are not willing to invest a lot of money in educating employees. Therefore, the above-mentioned circumstance leads to a result: on one hand, enterprises are craving for a talents team with high quality, and then building a team to improve enterprise's efficiency; on the other hand, there is no way out here. No pains no gains.

2.2.3 Responsibility is ambiguous and authorization is not in the right position

Team is a work unit oriented by tasks, it needs organization's authorization, help and support, it needs time, funds and other matching materials to finish team's tasks. However, some enterprises in the process of team building have no idea of giving team's definite tasks and duties, there are no scientifically complete quantitative assessment methods, and this circumstance exists in some small and middle-sized enterprises with low management quality (Shiqiang, 2005, p217). What's more, with the influence of traditional planned economy, team's authorization is insufficient, a lot of enterprises especially private enterprise owners have a lot of suspicion, doubting employees and business, which hugely harm working passion of team's members, no power equals to not endow people with responsibility. Our enterprise management layer should earnestly study how to endow responsibility and power to team members, and study how to stimulate and restrain team and its members. This is the common sense of enterprise management, but a lot of enterprises know nothing about this or just perform badly.

2.2.4 Neglect good incentive system building

Under the background of team producing, whether production can fulfill team's ultimate goal or not depends on the bonus which team or its member can obtain, responsibility has intimate relationship with earnings. In 1972 Alchian and Demsetz thought that based upon the needs of efficient regulation and supervise from the aspect of enterprise's team producing theory, management layer should be enterprise's residual beneficiary (Tony, 2006, p183). They thought that enterprise is a "team" or "collaboration team". Writer believes that not only the management layer but also the team and its member should be the enterprise's residual beneficiary. In modern economical development, more and more enterprise is transmitting from the so-called "salary system" to "sharing system". "Sharing system" means enterprise's management layer should participate in enterprise's residual distribution with employees to some extent. In an enterprise with established team organization mode, the best way

to stimulate team's work activity is to implement "sharing system", only by this way can fundamentally solve team's incentive system problem.

2.2.5 Despising the construction of team spirit

This is the key problem of team construction and also the biggest problem met in corporate team construction in our country now. Cooperation and trust, common target and mission are the most basic feature in teams. It is the essential difference between teams and teams or groups. How to cultivate team spirit and team climate and how can they be built directly relate to teams' efficiency and the problem whether one plus one are greater than two. So the corporation wants team construction should pay a great attention to it. That is worthy discussing further for us.

Construction and cultivation of team spirit is a complex systems engineering.

Researches show that the main factor affecting team spirit is whether you can build a harmonious climate and give full play to the intelligence and wisdom of each member, especially the function of team elites (Shiqiang, 2005, p265). In the process of construction and cultivation of team spirit, we need learn to analyze, make the best use of the circumstances, strengthen management and cultivate a good team spirit. Constructing an excellent corporation culture and building a high-quality team to guide corporation keeping moving on without any obstacles and can not be beaten by numerous competitors.

3 CONSTRUCT TEAM SPIRIT

The construct of team spirit is one of the most important bases of enterprises. The good construct of team spirit can lead to positive competition of employees, effective management of team leader.

3.1 Introduction of Tianjin Xinlihao Trade Corporation of China

Tianjin Xinlihao Trade Corporation of China is a company engaged in construction raw materials trading company. The company was established in May, 2005. Since its inception continues to absorb a variety of talents, improve product quality, improving staff quality, in order to grow their companies, although there are only less than 50 employees in this company. Strict quality guarantees system and perfect management system, high-quality products after-sales service is their foothold.

3.2 Create an atmosphere with mutual trust

The reason for creating an atmosphere of team spirit is to make concerted efforts within employees.

3.2.1 Mutual trust is the solidest cooperative basis for an organization

Here was a famous bank named Guangxia in China (Lijun, 2007, p36), its administrator gave up much control to his middle-level staff and let them spent money as much as possible on marketing for a month. Someone worried that they would waste money, but actually staff did not waste money. On the contrary, they maintained many customers and its performance became the best one in industry. In comparison, some administrators carefully controlled the money, while he spent much money. As a result, his staff also tried any way to meet their private interests furtively. There was another joint-venture operating environmental protection material (Lijun, 2007, p39), the general manager's office was in an open hall as ordinary staff's. When every ordinary staff stood up, he could see what general manager was doing. If staff went to buy stationeries for daily office work, corporation would pay them some laborious fee besides regular reimbursement fee. This measure precluded staff's falsification behaviors. In these two cases, we can experience the impact on mutual trust from each member in an organization. Especially it will increase employees' emotional approval for organization. And mutual trust from emotion is the most solid cooperation basis for an organization. It will bring employees a sense of safety that em-

employees may really accept corporation and consider corporation as their own to make corporation as their stage for developing themselves (Guoning, 2006, p82).

3. 2. 2 Attitudes can't decide everything

Liu Bei was a person who paid a great attention to attitudes. He visited thatched huts to invite Kong Ming and make best friends with Guan Yu and Zhang Fei, but he became a loser at last. While Cao Cao used people with ability in spite of attitudes and got a great achievement since obtaining interests depends on not only attitude but also ability (Guoning, 2006, p157). Some administrators who emphasize attitudes normally have deep sense of authority. Once someone dares to challenge their authority, they will feel uncomfortable. So someone who thinks attitude decides everything should think about his attitude towards employment at first. When he is evaluating one person's ability, he should avoid only considering about his emotional need or not take into account employee's. He should never feel unacceptable by heart because his authority is challenged by talents.

3. 2. 3 Using punishment with caution in organization

From the point of psychological, if you want to change a person's behavior, there are two ways: punishment and stimulation (Lijun, 2007, p74). Punishment will lead to withdrawal behavior. It is negative and passive. The internal mechanism of legal is punishment. While stimulation is positive and active and it can continually improve efficiency. Proper punishment has an positive significance, but excessive punishment is invalid. A corporation abusing punishment won't be longer existing. Punishment is a denial for employees. An employee who is often denied will reduce his enthusiasm on job even doesn't having. The stimulation and affirmation from employers are in favor of increasing employees' positive recognition of corporation, while employers' frequent denial can make employee feel that he is useless and then he will deny the corporation.

3. 2. 4 Construct effective communication Mechanism

Understanding and trust are not simply a meaningless sentence. A small misunderstanding will bring management endless troubles on the contrary. Here is an example, once a employee wanted to resign. His employer said: "You can't leave. You are very excellent. What I do before is in order to train you. I will promote you and award you!" But the employee thought those were lies. He forgets himself to work hard, but his salary was lower than flatterers'. How can he keep calm! Employer wanted to put a talent in an important position, and employee wanted to give his role to corporation. Both of them are injured just because the way of communication is appropriate. I have ever heard a senior employee said: "If the boss has told me the truth, I would not have left company."

3. 3 Healthy competition mechanism

Through good team competition, it can stimulate members' enthusiasm and creativity, and competition can also make the team getting better, it can stimulate the entrepreneurial spirit of each member, so they would strive to maximize their potential.

In order to introduce healthy competition to team to, we should do the following aspects:

Create a learning team, delegate to fish.

Enterprise should make the internal communication among each small team, so that mutual learning would be made by that small team and make them improve themselves and share resources.

Develop staffs own goals and achieve to beyond the self.

There is a saying that the hardest one for people is continuing beyond the self, in the last ten years, Aucma is shrouded by a series of honor: 1995, Aucma was named as "China Electric freezer King " by the 50th World Statistics Congress, the national technical progress assessment center; 1997," Aucma "trademark was awarded as the China Well-known trademark by the State Administration for Industry and Commerce..... it was rely on the development of new goals, constantly better ourselves,"

There is no best, only better. Aucma has endless innovations "is Aucma best proof (Lijun, 2007, p108).

Conduct actives like learning, comparing, catching up, helping, besting

McDonald's annual traditional Star Game (ALL STAR): All McDonald's stores will launch for participating various projects: for example, who did the best fries; that did the best burgers; whose service skill is the best which can make costumer satisfied and so on (Lijun, 2007, p125). Finally, let those elected stars to explain their ideas and experiences in their daily work, let them help weaker employees. Such things make accomplished employees have the honor, encourage them to work harder, but also to help the weak ones, encourage them to catch up with the good ones, and make the common development of the whole enterprise.

There is a trend for competition

Once that is out of control, it would cause the blind, malignant, disordered state of development; this condition can lead to all sorts of shortcomings and even evil or disaster. Once the vicious competition is within the team, it will lead to a waste of resources, mutual exclusion among employees, and may even lead to the destruction of the team and the whole enterprise. So we need to prevent the generation of vicious competition. It is up to the communication and exchange as well as a sound distribution mechanism and common values.

There are many controversial in introducing competition mechanism

Some people say that it would be disharmony if the competition is within the team. But I have to say the reason why the introduction of competition is to make each member more clearly understand their own strengths and weaknesses, but also to discover the strengths and weaknesses of other members, give full play to their enthusiasm and creativity, form a complementary with other players, enhance team cohesion, thus avoiding the phenomenon of "free rider" and eat "iron rice bowl". This should be combined with a good incentive mechanism.

3.4 Regulation of teamwork

The regulation of teamwork can reasonably restrict the behavior of employees and employers.

3. 4. 1 Representative function of leader

There is old Chinese saying if a leader sets an example, it will be followed by his subordinates. Thus it can be seen that the leader has very important representative functions and sets a good example so as to guide subordinates to consider the overall enterprise interest. For example, the general manager from Huawei works hard for the enterprise interest even on holidays. Eventually, all staffs from Huawei do just that, giving everything for the enterprise interest has already been their unwritten rules (Lijun, 2007, p161). The Huawei's success is inseparable from the unspoken rules.

3. 4. 2 Institutional norms

For a powerful enterprise, there must be a set of perfect and successful rules and regulations, as the saying goes, "no rules and regulations, no security." For example, because KFC has a set of perfect rules and regulations, its customer service quality is not declined under fast development (Lijun, 2007, p137).

3. 4. 3 Constantly reminding as the good teacher of the memory

In Haier, there is a 20-page booklet, as culture, rules and regulations, management philosophy and reward policies, the staffs keep it with them always. GE Company from the United States also likes this; each staff respectively has management belief and booklet of the company (Lijun, 2007, p185). Mr. Welch said "once you have an idea, it will be realized by firmly and constantly repeating". Through the way, all requirements of the enterprise can easily become into ones of the staffs in the routine work, thereby forming an unspoken rule.

4 CONCLUSION

In a word, at present the development of the team and the team spirit is in the practical period in Chinese enterprises. Now, with arrival of informationization and knowledge economy, a series of new theories such as transformation and innovation, people foremost, virtual enterprises, team work and fractal factories is breaking through the traditional idea and becomes into the main support of the new-era management idea. The 21st century as an informational era is without lone ranger. In the enterprise competition, the team spirit is increased every day and must be developed; some enterprise will be successful if firstly doing better it. However, that requires the enterprise and the staffs make common efforts, the enterprise must understand a truth—a single chopstick is easy to be fractured, and ten pairs of chopsticks are firmly stuck together. The team spirit must be enhanced to form join forces under talent accumulation, thereby forming high cohesion and enhancing core competitiveness of the enterprise, under the market economy, the enterprise will more walk more wide, and stronger. With the further depth of China's reform and opening up, the market system has become mature, in order to acquire the new development, it will be an important topic that Chinese enterprises must carefully research a series of management and innovation theories such as team development.

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