

**Исследование методов сплочения коллектива для повышения
производительности персонала в организации**

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Аннотация. В статье представлено исследование методов сплочения коллектива с целью повышения производительности сотрудников в организации. Управление сплоченностью персонала играет важную роль в формировании рабочего потенциала и создании благоприятной среды для повышения результативности работников. В исследовании содержится анализ теоретических подходов к управлению сплоченностью, основные признаки сплоченного коллектива и проблемы, которые могут возникнуть из-за его отсутствия. В статье представлены результаты проведенного авторами исследования методов сплочения коллектива.

Ключевые слова: коллектив, сотрудник, команда, построение команды, сплоченность команды

**Research of team building methods to increase staff productivity in the
organization**

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Abstract. The article presents a research devoted to the study of team building methods in order to improve employee performance in the organization. Managing staff cohesion plays an important role in building work potential and creating a favorable environment for improving employee performance. The article presents the analysis of conceptual approaches to staff cohesion management, the main attributes of a cohesive team and the problems that can arise due to its absence. This article reveals the results of the authors' research into the methods of team building.

Keywords: collective, employee, team, team building, team cohesion

The importance of employee cohesion for the successful functioning of an organization is becoming increasingly important. The interaction of people with different personalities can be both favorable and challenging, so measures must be taken to build a cohesive team.

A team is a group of people united by common goals and objectives, who have reached a high level of development in the process of working together. Team cohesion is the degree of unity of the collective, manifested in the unity of opinions, beliefs, traditions, the nature of interpersonal relations, moods, etc., as well as in the unity of practical activities [6].

An organization that has a cohesive team has great advantages, with both the operations and the organization staff benefiting [5]. There are certain attributes in which a team will interact and develop effectively: the presence of a common goal among all participants; active participation in the collective activity of each participant; consistency in terms of place, time, scope of actions, etc [3].

A cohesive team has a positive effect on the whole organization and the employees as well. Table 1 presents the benefits of a cohesive team for staff and the organization as a whole [1]:

Benefits of a cohesive team	
for the organization	for the staff of the organization
The level of product quality and production efficiency increase	Great opportunities for growth
Business activity increase	A sense of belonging to a common cause
Bottom-up and top-down information transfer improvement	New opportunities for intellectual development
Solution of problems that would otherwise be neglected	Increased job security as a result of increased organizational performance.

Table 1 - Benefits of a cohesive team

There is a variety of methods and strategies that can be employed to promote team building and create a unified team spirit in the work environment.

Team building is increasingly used for ensuring team cohesion. However, some managers misunderstand the term. Bruce Honig notes that team building is about building a team of employees to achieve common goals, not just spending time together in entertainment venues [7].

Brainstorming session is a team effort to solve a given problem. The team prepares ideas, the most successful of which are later used in the marketing strategy. Brainstorming reveals the intellectual and creative potential of employees, so this method is beneficial for both the company and its employees.

Holidays. Another way to unite the team and organize an informal environment is a joint rest. It may include hikes, trips to the countryside, excursions - anything that will dilute routine business and add cohesion to the team. A change of scenery favorably affects the mood of the team, helps to reduce stress and relieve tension [4].

Corporate media. A corporate newspaper or magazine that covers events in the life of the company, news, changes and achievements, significant dates, publishes the wishes of employees and their ideas for improving business processes.

Gamification. Bringing gaming techniques to different areas, making tasks more interesting and stimulating work excitement.

Goal-oriented systematic joint training. When training employees, it is worth paying special attention to joint training, because in the course of such training, in addition to the development of professional and personal skills, employees share their knowledge and teach each other, which has a positive effect on the team.

Improvement of the premises. It is believed that the emergence of positive team relationships is fostered by an open office space. A shared space allows all employees to keep abreast of events and projects, and to communicate more quickly. This creates a positive team atmosphere.

Shared decision-making. A great tool for team building is to involve employees in the decision-making process. The positive aspect is the opportunity to involve employees in problem solving. Group ownership in common tasks is important for group dynamics [2].

We have conducted a study on team building methods in the organization; a special questionnaire was developed to gather information on various aspects of team building and to identify employee preferences. The questionnaire contained questions about what team building methods are used in the company, how effective they are, what activities are carried out to strengthen the team, etc. The study involved 30 participants who were randomly selected from the two categories of employees: office staff and production staff. The gender and age composition of the respondents was as follows: 17 females and 13 males, aged between 25 and 45. The office employees made up 60% of the poll and the others comprised 40%.

The findings of the study revealed that the following team building techniques are most used in the organization:

Team building: 80% of respondents state that the company organizes regular team building activities such as corporate trainings, out-of-town trips, and sports competitions.

Brainstorming: 60% of respondents say that the organization holds meetings and gatherings to stimulate the exchange of ideas and the search for new solutions.

Goal-oriented systematic joint training: 50% of employees note that the company regularly organizes training courses and trainings to improve professional skills.

Joint decision-making: 45% of respondents mention that the organization practices collective decision-making of important decisions, which promotes active participation of each employee in the company's life.

Other methods such as recreation, corporate media, gamification and room beautification are also used in the organization but less frequently compared to the above-mentioned methods.

In conclusion, team cohesion plays a key role in improving employee performance in an organization. Managing staff cohesion is essential to create a favorable environment that enhances employee performance. An organization that has a cohesive team has significant benefits for the successful functioning of the company as well as for the staff itself.

The research on team cohesion techniques presents prospects for further research and development of strategies to improve employee performance through the development of team cohesion.

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