



Sociology of Education

Qualitatively Designing and Explaining of Effective Team Building in Active Multinational Organizations in Iran

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Abstract

Purpose: Effective team building helps to promote cooperation, communication and trust between team members and is critical to the success of any organization, especially in multinational organizations. Therefore, the current research was conducted with the aim of qualitatively designing and explaining of effective team building in active multinational organizations in Iran.

Methodology: This study in terms of purpose was applied and in terms of implementation method was qualitative. The statistical population of this research included experts in the field of public administration and organizational behavior in the field of team building and had work experience in multinational organizations. According to the principle of theoretical saturation, the sample size was estimated to be 15 people, who were selected by targeted and snowball sampling methods. The tool of the current research was a semi-structured interview, which its validity was confirmed by the triangulation method and its reliability was calculated by the Cohen's kappa coefficient method 0.719. The data were analyzed by the coding method based on the grounded theory in MAXQDA 2020 software.

Findings: The findings of the current research showed that effective team building in active multinational organizations in Iran in the causal factors section there were 12 indicators in 3 concepts of learning capabilities, team knowledge and identification of effective teams, in the background factors section there were 11 indicators in 3 concepts of team thinking, effective competitive processes and competitive effectiveness in the organization team, in the intervening factors section there were 14 indicators in 3 concepts of technical structure of effective teams, environmental uncertainty and organizational risks, in the central factors section there were 15 indicators in 3 concepts of value chain in team building, capabilities of effective teams and team building intelligence and export, in the strategic factors section there were 12 indicators in 3 concepts of team value creation, development of team competition and team competitive agility and in the consequence factors section there were 11 indicators in 3 concepts of organizational team effectiveness, promotion of dynamic capabilities of effective teams and development of team competitiveness. According to the aforementioned findings, the pattern of effective team building in active multinational organizations in Iran was designed and drawn in the MAXQDA 2020 software.

Conclusion: According to the identified codes in the current research for effective team building in active multinational organizations in Iran according to the grounded theory, it is suggested to improve the situation of effective team building, especially in multinational organizations provide the basis for improving the identified indicators and concepts.



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Detailed abstract

Purpose: Today, the emergence and expansion of multinational organizations is considered one of the most challenging phenomena in the development of the global economy, and every day we witness the growing growth and development of these organizations. The effectiveness and diversity of the activities of multinational organizations is such that they cannot be considered only as economic actors, and the fact is that these organizations are the driving force of the economy and society, and they put a significant part of the material and human resources of the society at the service of their commercial interests. By delving into the identity and nature of multinational organizations we realize that these organizations are one of the main and influential institutions that were established for foreign direct investment or the acquisition of local organizations, subsidiary organizations, or branches in many countries. These organizations are highly competitive in the world due to their strong economic and technical power with fast transfer of information and decision-making for different layers and levels of society. Multinational organizations deal with business between two or more countries and the scope of their activities is beyond the borders of a country. These organizations refer to those organizations whose main location is in one country, but they continue their operations and business activities in other countries and nations and accordingly, they are subject to the laws of other countries other than the main country. In fact, these organizations have an economic nature that regardless of the legal and management structure are located in the territory of different countries. The goal of these organizations is to develop more and more and earn more profit in every part of the world, and they prioritize profit for the parent organization, and the profitability of subsidiary organizations is prioritized in the next stage. One of the effective factors in the success of multinational organizations is effective team building, which is an effective way to do things and simultaneously understand how to do it properly. In fact, team building is simultaneous performance and learning, and situations that require to the team building are often complex, uncertain, full of unexpected events, and require rapid changes during work. The team enables people to be easy to respond to multiple challenges such as innovation, quality and better service, and teamwork points to the fact that team members in the organization environment with interdependence and multiple information resources are by sharing own knowledge and skills to achieve the desired goals and for this purpose must to have sufficient flexibility to accept different roles in the team. The effectiveness of teamwork requires a clear understanding of the concept of the team and the effective factors on it, and the team consists of two or more people who with a sustainable pattern of relationships with each other in interaction and have common goals; So that all team members are very essential to meet the needs of the individual, team or organization. Team building refers to activities that improve the effectiveness of a team by developing work relationships, reciprocal understanding, improving communication and mutual trust, and includes basic skills that the manager or leader of the organization must have to help successfully team building in organization. For effective team building, organizations must bring both their scattered employees to different fields and sectors, and also to collect external experts and stakeholders to achieve a common goal. This type of team building helps the team in acquire knowledge, skill and creating communication network, and allows the organization to quickly respond to new opportunities, to accelerate the delivery of current products and services. Effective team building helps to promote cooperation, communication and trust between team members and is critical to the success of any organization, especially in multinational organizations. Therefore, the current research was conducted with the aim of qualitatively designing and explaining of effective team building in active multinational organizations in Iran.

Methodology: This study in terms of purpose was applied and in terms of implementation method was qualitative. The statistical population of this research included experts in the field of public administration and organizational behavior in the field of team building and had work experience in multinational organizations. According to the principle of theoretical saturation, the sample size was estimated to be 15 people, who were

selected by targeted and snowball sampling methods. The inclusion criteria for selecting the samples in the present study were included the studying in the field of public administration and organizational behavior and accepting the conditions of the research including recording interviews. The tool of the current research was a semi-structured interview, which its validity was confirmed by the triangulation method and its reliability was calculated by the Cohen's kappa coefficient method 0.719. The data were analyzed by the coding method based on the grounded theory in MAXQDA 2020 software.

Findings: The findings of the current research showed that 100 percent of the samples had education in the fields of public administration and organizational behavior, 80 percent of them had research and work in the field of team and team building and 80 percent of them had work experience in the multinational organizations. Also, the effective team building in active multinational organizations in Iran in the causal factors section there were 12 indicators in 3 concepts of learning capabilities, team knowledge and identification of effective teams, in the background factors section there were 11 indicators in 3 concepts of team thinking, effective competitive processes and competitive effectiveness in the organization team, in the intervening factors section there were 14 indicators in 3 concepts of technical structure of effective teams, environmental uncertainty and organizational risks, in the central factors section there were 15 indicators in 3 concepts of value chain in team building, capabilities of effective teams and team building intelligence and export, in the strategic factors section there were 12 indicators in 3 concepts of team value creation, development of team competition and team competitive agility and in the consequence factors section there were 11 indicators in 3 concepts of organizational team effectiveness, promotion of dynamic capabilities of effective teams and development of team competitiveness. According to the aforementioned findings, the pattern of effective team building in active multinational organizations in Iran was designed and drawn in the MAXQDA 2020 software.

Conclusion: According to the identified codes in the current research for effective team building in active multinational organizations in Iran according to the grounded theory, it is suggested to improve the situation of effective team building, especially in multinational organizations provide the basis for improving the identified indicators and concepts.