

The Implementation of Team development Process in Cooperative Enterprises

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Abstract— Any organization needs team, so as cooperative enterprise, as their membership is governed by equal shares and democracy. Cooperative members cannot survive without the members being able to respect and trust one another. Team development process is a step by step process that implements team training and building. These two interventions team training and building instill the mentorship and strong interpersonal relationship among cooperative members. The study is ased on quantitative research, it is analysed with 179 respondent questionnaires from cooperative members.

Keywords— Team Development Process, Cooperative Enterprises, Team training, Team building,

I.

INTRODUCTION

An article from the world of food written by Rice and Tremain, (2015), states that It was estimated that cooperatives are generating more than 100 million businesses around the macrocosm, in the area of farming, forestry, fishing and farm animal. Cooperative enterprises are one of the organisations that can feed many families within the townships, and rural regions. South Africa is one of the developing countries fighting unemployment and poverty cooperative within the rural regions and the townships, which known as country of origins. The native lands are those lands selected for the disadvantaged groups. SA history online (2015), states that the Bantustans or homelands, established by the Apartheid Government, were areas to which the majority of the Black population moved to prevent them from surviving in the urban areas of South Africa. Thus farther away from facilitates like hospitals, shopping centres and industries. This group of people still faced with poverty and unemployment. While ILO and ICA (2015) States that one billion people are employed in cooperatives as members, employees and customers, altogether there are earning from this kind of enterprise. Moreover, Cooperatives employ at least 100 million people worldwide; furthermore, it's thought that the livelihoods of nearly half the world's population secured by cooperative enterprises. These are from the rural arenas where the cooperative system is in place and working very well. According to ILO and ICA (2015), the world's 300 largest cooperative enterprises have collective revenues of USD 1.6 trillion, which are comparable to the GDP of the world's ninth biggest economy.

II.

THE IMPORTANCE OF SOUTH AFRICAN COOPERATIVE
ENTERPRISES

Cooperative enterprises are one of the organisations that rely on teams, for their own survival unfortunately some struggle today is due to lack of implementing and using the characteristics of teams. Hence Salas al et (2014) emphasized that teams are pervasive in today's world, and rightfully so as we need them. Cooperative enterprises are by default made of teams; all which is needed is for members of cooperative enterprises to know how to work successfully and productively as teams. According to Philips (2003) one of the challenges faced by the cooperative enterprises is the tension between democratic worker participation in decision making, roles and interest of members, and short term desires of the cooperative members and long term economic interest of cooperative's economic interest. The following identifies successful characteristics of teams by Mike Woodcock:

- Clear targets and agreed goals
- Openness and confrontation
- Support, educate and trust others

- Cooperation and conflict
- Sound working and decision-making procedures
- Appropriate training in leadership and management
- Regular inspection
- Individual development plans
- Sound inter-group relations

Through the characteristics of Woodcock, there are similarities to the concept of the two interventions of the team development process which are hashed out subsequently in this report. For an organisation to achieve this entire characteristic, it demands to be mastering the team development process.

1) Cooperatives and teams

The cooperative enterprise is found out by the International Cooperative Alliance (ICA) (2007) as an independent association of people united voluntarily to work into their common economic, societal and cultural demands and aspirations through a jointly owned and democratically controlled enterprise. The teams are defined by Tarricone and Luca (2002) “as a cooperative process that leaves ordinary people to achieve extraordinary results”. Harris & Harris (1996) also explain that a team suffers a common end or purpose where team members can develop effective, common relationships to achieve team goals. Teamwork replies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and sciences.

Squad members must be elastic enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualised, competitive goal. Rice and Tremain, (2015), states that keeping, members takes part in production, earnings-sharing, cost-saving, risk-sharing and income-generating activities, which lead to better bargaining power for members as buyers and sellers in the marketplace. Furthermore, Rice and Tremain, (2015), states that due to the values, including equality and equity, solidarity, social obligation, and caring for others, upon which they are based and principles that they embody – voluntary and open membership, democratic member control, member economic participation, member education, and fear in the community their very mandate places cooperatives in a singular position to ensure and advance gender equality.

Granting to the proponents of the team development process the members of an organisation must be capable to function in teams in club to tackle most of the challenges members are confronting. According to Thaba and Mbohwa (2012) cooperative members need to be instructed how to operate the business as a team and also act on activities as a squad that will ensue in the organization being effective. Team development helps the members of the organisation to diagnose their own troubles, share knowledge and skills through training and understanding interpersonal relationship.

2) The concepts of team Development process

The team development process is a measure by step process that the members of the organisation have to fall out if the team is to be successful. Thaba and Mbohwa (2013) developed a tone by step model in Figure 6 the process to be adopted by members of a cooperative in order to be efficient and effectual as a squad. This will be through being able to implement team building and training

Two major interventions of the team development process are team building and team training shown in frame 1. Both mastered by the cooperative members and managers through practicing the concept of each TDP intervention. The concepts of team building are goals setting, role clarification, problem solving and interpersonal relationship

1) Goal Setting

Goal setting emphasizes that members of a squad have to set goals for themselves that support the overall goal of the organisation. As Arnold (2012) states' success comes to those who set and reach goals.

2) Role Classification

Role clarification allows members to recognize the purposes they play and what is anticipated from the role that a member takes on. Thaba and Mbohwa (2012) states there has been a big confusion about roles and responsibilities of the leadership and membership of the cooperatives. Members need to meet together as a team and try to understand if a member understands the character given by explaining what is it that is expected from the members and likewise all the members needs to narrate what is it that is expected for others. Cooperative members can deliver the goods in any subject by

combining their skills, expertise and specialist knowledge to perform effectively and achieve their destinations.

The process has to be done with all cooperative members as a team to clarify the roles each member play within the team. Members need to diagnose the challenges they face as a team; they require to see the problems as a team before they can even lead to the management or someone they report to. Members should learn how to trust each other by respecting and understanding the personal feelings of the members of a team, establish confidence within a team member where they will be opened and honest when contributing to a team work.

3) Team Training

Some scholarship looks at problems of team training in cooperatives. Squad training is more of sharing technical skills and knowledge of the organisation. Ledet (2013) states one of the challenges facing Limpopo cooperative enterprises is lack of business and technological accomplishment, as most of the cooperative members are uneducated. According to DTI (2012) Bangladesh cooperatives faced many challenges similar to those presently faced in South African cooperatives and one of those challenges include lack of education among cooperative members. Two concepts that can help cooperative members to share is cross training and team coordination and adjustment. According to Gorman (2010) cross training is feasible for relatively small, homogeneously skilled teams. It's where members of the team rotate the position within a specific given task to occur as illustrated in Fig 1.

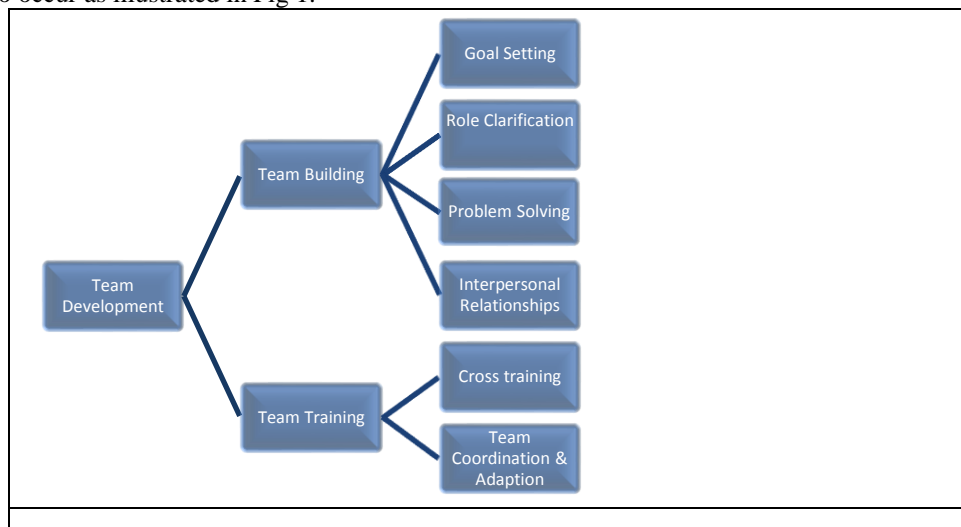


Fig.1: Team Development Process: Source Thaba and Mbohwa (2013)

When members practice a team development there is a need for an organisation to redesign its way of doing things by implementing the novel process of exercising together as a squad. Cooperative enterprises will need to redesign their organisation to better suit team development process

III.

RESEARCH METHODOLOGY

The survey is founded on the quantitative research, close to two hundred cooperative were visited and out of the 1000 cooperative members who were targeted and given the research questionnaires 179 cooperative members responded to the study. The questions given were based on Team development Process and cooperative knowledge. The research also used a form of observation to pull together some of the information

IV.

RESULTS AND DISCUSSIONS

The table 1 below is the summary of the response from the cooperative members who filled out the research questions. The principal object of the interrogations was to notice out the status of cooperatives in term of their degree of apprehension when it comes to cooperative knowledge as easily

as their degree of cooperative when it comes to playing together as team members. The first question related to commitment, sharing and trust of the cooperative members

		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
C1 In the cooperative, we are committed, share ideas and trust one another	Count	56	53	51	18	178
	Row N %	31.5%	29.8%	28.7%	10.1%	100.0%
C2 Cooperative members discuss issues without any fear or favour.	Count	28	47	66	37	178
	Row N %	15.7%	26.4%	37.1%	20.8%	100.0%
C3 Members take collective decisions that best benefit the cooperative.	Count	9	46	92	31	178
	Row N %	5.1%	25.8%	51.7%	17.4%	100.0%
C4 Cooperative members attend to the challenges that face the business	Count	10	42	67	59	178
	Row N %	5.6%	23.6%	37.6%	33.1%	100.0%
C5 Every member in the cooperative has an entrepreneurial spirit, we are entirely willing to take business risk	Count	30	24	57	66	177
	Row N %	16.9%	13.6%	32.2%	37.3%	100.0%
C6 All members know the financial status of the enterprise.	Count	34	70	45	30	179
	Row N %	19.0%	39.1%	25.1%	16.8%	100.0%
C7 Members have training or professional development opportunities to learn and develop	Count	49	41	52	36	178
	Row N %	27.5%	23.0%	29.2%	20.2%	100.0%
C8 Cooperatives have a charge statement-The grounds of the existence of the occupation.	Count	64	38	27	47	176
	Row N %	36.4%	21.6%	15.3%	26.7%	100.0%
C9 Cooperative has a vision statement-Where we desire to view ourselves in the hereafter	Count	26	45	55	50	176
	Row N %	14.8%	25.6%	31.3%	28.4%	100.0%

Table : Team Development Process

1) *All members usually operate in squads, when planning their daily or monthly work.*

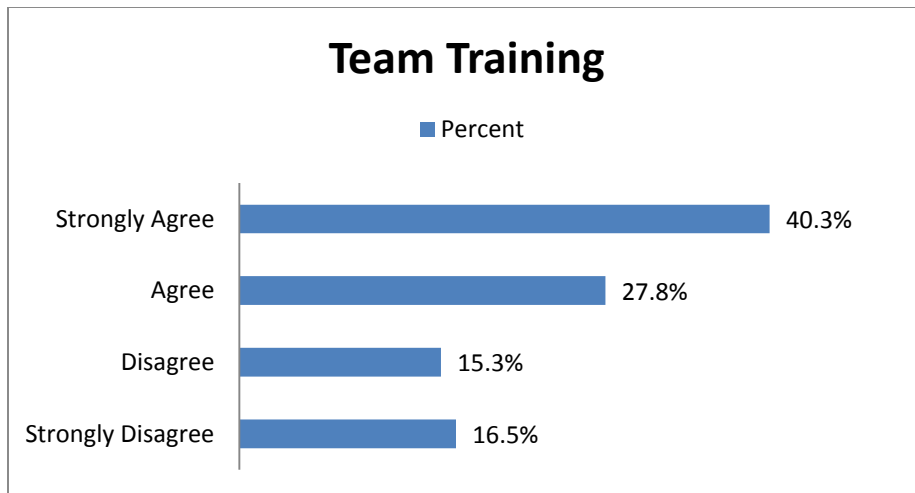


Fig 2 : Team Training

Planning and acting in teams is significant for every organisation, but then is very essential to cooperative enterprises as in their setup nature, they are teams and they cannot work comfortably without the backup of every member. The 40% of the respondents strongly agrees that the members' of a cooperative study in teams when planning their daily or monthly work. Which is the highest percentage, it means most of the cooperative are taking acting in teams and planning their daily work important. 28% of the respondents agreeing that all members could be functioning as a team, but not planning their daily or monthly performance or do not function as teams but do plan for their daily or monthly performance. The 15% of the respondents disagrees which could be that the members works in a team, but do not plan for their monthly or daily operations, or members work in squads but not all of them, or it could be that they only plan for their monthly operation and not daily or vice versa. The 17% of the respondents strongly disagrees that neither all members usually operate in squads, when planning their daily or monthly work.

- 2) *All cooperative members easily adapt to any alteration in terms of automobile or a fresh means of managing business*

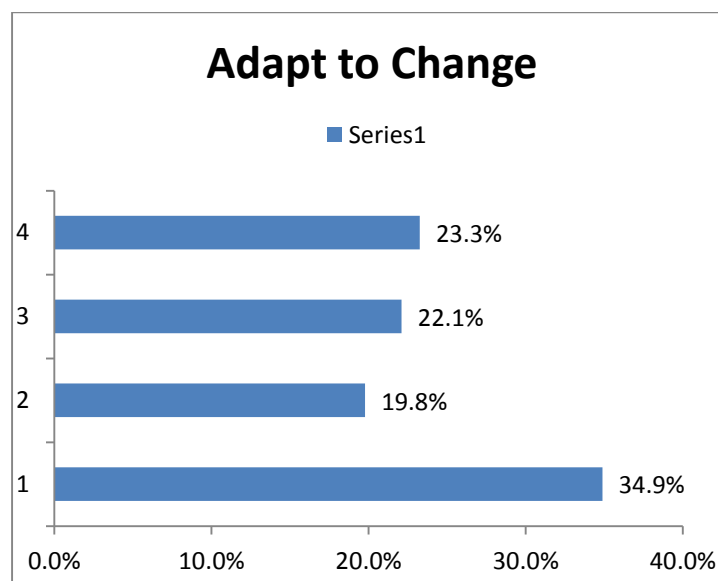


Fig 3 : Adapt to Change

No business in today's century can survive without adapting quickly to change, the main aim of the business. Cooperative a business entity which causes to compete like any other line of work. Number one in the graph represents strongly disagree, 35% respondents do not take in their cooperatives as adapting quickly to exchange. While 23% of the cooperative strongly agree (4) that their enterprise adapt to change in terms of how they cause business and on the performance of their autos. The 22% Of the respondents (3) agrees that their cooperatives adapt quickly to change either with the operations of the automobiles or the overall running of the line. While 20% of the respondents (2) disagree is either the enterprise members knows the importance of adapting rapidly to change, but do not execute it within their enterprise or the adapting change is finding on the certain part of the enterprise and not in the total organisation.

3) *Members sit all together when working problems and the final determination is accepted by all of us.*

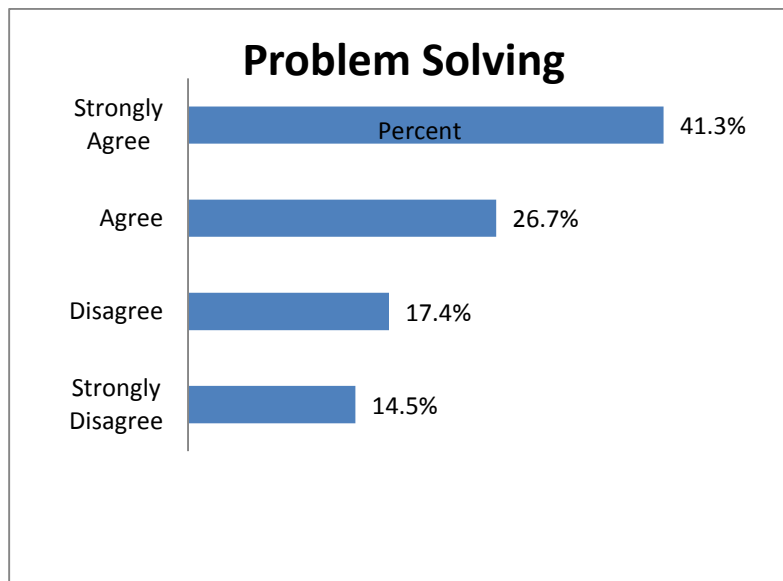


Fig.4 Problem Solving

The intention of the inquiry was to see out if the members of a cooperative are able to get to a solution of the problems they meet along their daily operation, and if the final decision taken by all the members is democratized and every member being happy about the decision adopted. The highest respondent is 41% where members strongly agree that they run into the problem of the line of work and together they come with the solutions of the problems. 27% of the people agree that they either meet the problem of the cooperatives and solve them, but not collectively or can counter the problems of the cooperative collectively but unable to resolve them. 15% of the respondents strongly disagree that they run into the problems of the cooperatives and solve them collectively. While 17% of the respondents disagree, the members can encounter problems, but cannot resolve or even collectively.

V. CONCLUSION AND RECOMMENDATION

For future research related to the work of this paper will be to find out the concepts of both team training and team building which will be implemented by cooperative enterprises and how to ensure the successful implementation. This will also look at the sector of cooperatives and the background of the cooperative members. Cooperative are a group of people or team members default. So all the characteristics needs to be existing within the cooperative enterprises if it is to be successful. When cooperative members understand one another and works towards a common goal, then a cooperative enterprise will excel. Where there is trust , honest and members knowing what is it that is expected from them by their fellow team members every one in the organization contributes to the overall goal of the organization. Internal conflicts that cooperative members come cross within their organization can be minimized when there is open communication and everyone is able to contribute without fear or favour. Team development process is very crucial when cooperatives are working towards building effective teams within their enterprises.

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BIOGRAPHY

Sebonkile Thaba is a Senior Tutor and Masters student at University of Johannesburg (UJ), Faculty of Engineering and the Built Environment (FEBE). She holds a BTech degree in Management Services. Sebonkile Thaba presented in 3 international conferences and published 11 conference papers.

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