THE ROLE OF TEAM SPRINT IN ENTERPRISE HUMAN RESOURCE MANAGEMENT, CASE OF TENCENT HOLDINGS LTD, CHINA

Shen Xinyue,
Rajamangala University of Technology Krungthep - Thailand

Tubagus Achmad Darodjat
Rajamangala University of Technology Krungthep - Thailand

ABSTRACT

The current study topic would be 'The Role of Team Sprint in Enterprise Human Resource Management: Case of Tencent, China'. The current study aims to study the role of team sprint in enterprise of Human Resources Management based on the case of Tencent. Three research questions that formed would be 'What is the role of team sprint in enterprise Human Resources Management?', 'What are the outcomes of the team sprint in enterprise Human Resources Management?', and 'Is there an effect of team sprint on employee engagement?'. Quantitative method would be used. 40 participants would be recruited to be involved in the study. The findings of the current study is participants who have experienced team sprint will have higher employee engagement compared to the ones who never team sprint. The current study has the limitation of sample size issue and time constraint issue. Further studies could be larger sample size and longer the time limit.

Keywords: Team Sprint, performance and productivity

INTRODUCTION

Social media is one of the most popular products of technologies that interact heavily with humans.People have started doing everything online, such as online buying, online meetings and so on. Moreover, fast-moving technology has transformed how a firm is performing their business. Every organization has to keep up with the pace of the digital world, or else they will be replaced by the industry. The organizations continue to adapt to these changes and to face challenges in managing their businesses. The management of an organization is always essential, a slight difference in the management of an organization might bring a significant impact. Effective, efficient management could raise the productivity of the employees, lead the organization toward a way of achieving its goals, and so on. However, making the wrong decision about management direction may bring about a big issue for the organization.

At the first beginning of the growth of the technologies, people that without adaptability to change are still declining with many more excuses. However, there are a proven about how the technologies have stood on the world now, and it has even affected the economy (Cortright, 2001). People with declining the technologies in the past might just bring inconvenience to them but organizations that declining the technologies might bring a big impact. .

The management of the companies is one of the factors that contributes to the success of an organization. For instance, the techniques of Human Resources Management that are used, the techniques of managing the project and so on. Products will always be the results of businesses, and the techniques that businesses use to manage their development will always be a critical point.

Tencent Holdings Ltd, or Tencent, is a Chinese holding company for a worldwide technological corporation. Its companies, founded in 1998, sell a variety of Internet-related services and goods internationally, including in entertainment, artificial intelligence, and other technology. It is one of the most prominent technology companies that uses team sprints. The current study will mainly explore the role of team sprints in enterprise Human Resources Management, based on the case of Tencent Holdings Ltd, China. By bringing the team sprint into the organization, it is a good point to think about employee engagement. Hence, the effect of team sprints on employee engagement will be investigated through the current research paper.

The scope of this study covers the effectiveness of the role of team sprint in Enterprise Human Resource Management of Tencent Holdings Ltd, China. The topic will cover how Human Resource teams adopt the Team Sprint and how it helps to solve some common HR issues. How the Team Sprint to increase engagement, accelerate performance, attracting and retaining employees when developing people-cantered practices and

policies and reduce negative impacts on workplace culture when new policies and practices are implemented. The research questions of the current study will be what is the role of team sprint in enterprise human resources management?

what are the outcomes of the team sprint in enterprise human resources management? and is there an effect of team sprint on employee engagement?

LITERATURE REVIEW

According to Liang, Marler and Cu (2012), Human Resources Management is related to the organization performance. This means that the organization performance is highly related to the employees. The quality of the employees could be affected to the company. An employee without contribution is wasted on the resources of organizations and affecting the worth of the company. In contrast, an employee with high engagement which means works initiative could bring a series of benefits to the organizations. Hence, the organizations would always find a way to raise the employee engagement.

The Human Resources Management is to make the employees be more skilful and working initiatively. Human Resources is then getting several managements for developing an employee with high engagement. According to Moe, Dingsøyr, and Dybå (2010), employees that working in a team will be more efficiency and initiatively. A team that has a plan that have goal would definitely motivate the team for achieving it. Human Resources could then apply the technique that involving team spirit.

Team Sprint, also called as Scrum, is a project management technique. The employees are gathered for the same aim, which completing the project in a short period time. Team Sprint has been popular in the last decade and this might be a workable management technique for Human Resources Management.

In Scrum, Team Sprint work as a cross-functional team. At the initial stage of Scrum, a high-performance Team Sprint is formed for the Scrum. The team member could come from various departments or divisions in the organization with different knowledge and skill. The team member is not necessarily from the managerial level. It could be an employee from the operational level. The Team Sprint consists of a group or team of people with the same goal who responsible for understanding the business requirement, user stories and final deliveries of the project. The team members are brought together to work on the sprint backlog. As described in the SBOK guide, the number of Sprint Team members could vary from as few as six team members to several hundred team members depends on the size and complexity of the project.

Understand the roles and responsibilities of Team Sprint is important to determine the success of Scrum project implementation. Team Sprint roles divided into two broad categories which is core roles and non-core roles.

Team Sprint is started with sprint planning, an event where the team determine initial sprint plan and set a sprint goal. Sprint planning identify the backlog items in the sprint and discusses their initial plan for completing those backlog items. The team responsible for the collaboration of the sprint planning is scrum team or sometimes addressed as developing team since they are the one who developing the products. Sprint planning is a time-boxed event where the length of time from start to end of the sprint is predefined. Sprint duration usually span from 1 to 4 weeks and this varies from organization to organization. Within this timebox, the Scrum team has to complete the project within the designated time. Sprint duration is one of the factors that determine the success of the project. All these was decided by the scrum team before the sprint started. Hence, selection of scrum team members is important from planning until completion of the sprint project. The second part of the Scrum is practices. Scrum Team meets every day in daily meeting to track progress, which are called daily scrums. There are two reflective processes at the end of the sprint, the sprint review and sprint retrospective.
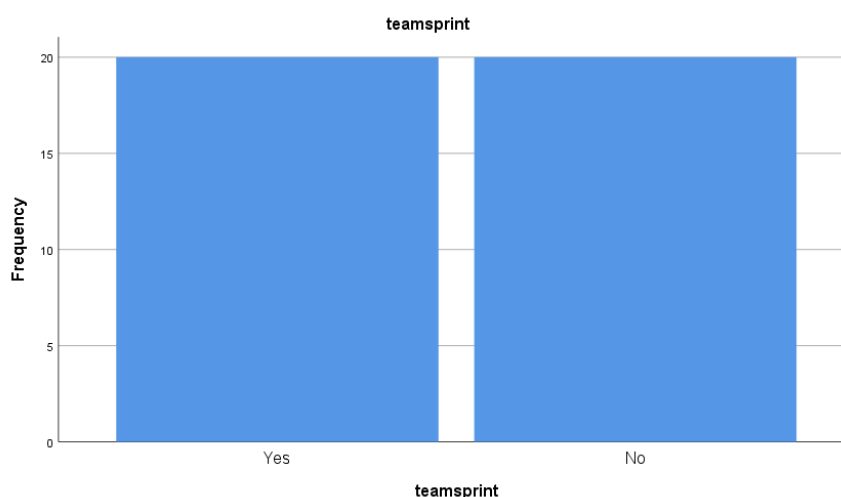
RESEARCH METHODOLOGY

As the current research paper is exploring the role of team sprint in enterprise human resources management based on the case of Tencent Holdings Ltd, China. The current research paper will be study on the role of team sprint on employee engagement. Hence, 20 participants of ever using the team sprint and 20 participants who never use the team sprint are recruited. In total, the research has recruited students from Rajamangala University of Technology Krungthep, there are no mandatory of gender in the current study. Also, the participants should not under condition of mental health. All of the participants should proceed the data collection that needed in the current study.

The are three sampling method which are convenience sampling method, purposive sampling method and snowball sampling method are used. Three of the sampling methods are non-probability sampling method. Convenience Sampling Method : The convenience sampling method is aimed to collect the data and trend of the study instead of complications of randomize (Sedgwick, 2013). The convenience sampling method is then used in the current study, purposive sampling method: The purposive sampling method is used to recruit the participants with characteristics bring information of the current study (Guarte & Barrios, 2006) and snowball sampling method: The snowball sampling method is used to recruiting participants with specific characteristic but might hard to reach (Baltar & Brunet, 2012). Team sprint is not a that popular and it will be easier using snowball sampling method for recruiting the ones fulfilled the criteria.

DISCUSSION
### Data Analysis – Responders' Information

Teamsprint

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	50.0	50.0	50.0
	No	20	50.0	50.0	100.0
	Total	40	100.0	100.0	

The current study has been recruited 40 participants which 20 of them are ever experienced team sprint and 20 of them are never experience team sprint. The participants that are experienced team sprint are assigned to group 1 while the participants are never experience team sprint are assigned into the group 2.

Detail of Group 1

Gender1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	14	35.0	70.0	70.0
	Male	6	15.0	30.0	100.0
	Total	20	50.0	100.0	
Missing	System	20	50.0		
Total		40	100.0		
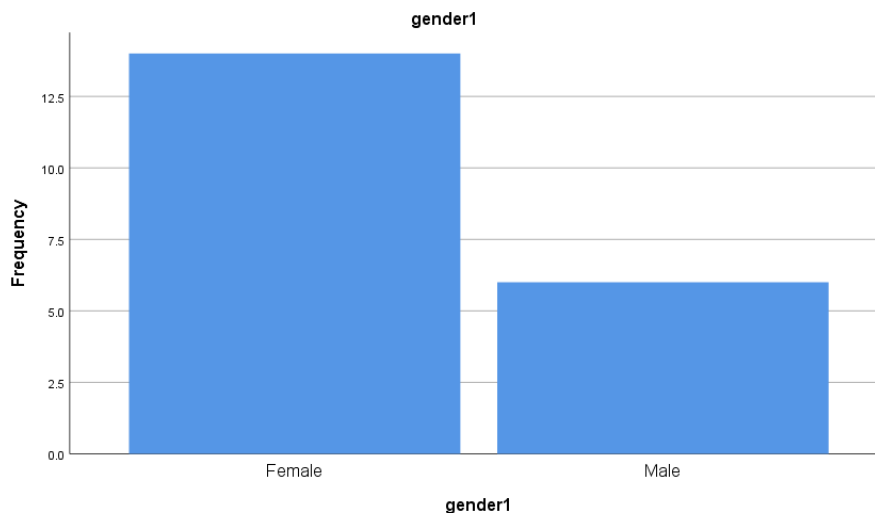
There are 20 participants in Group 1 as mentioned earlier. Within this, there are 14 participants are female and 6 participants are male. The females' participants are 70% of the sample size in Group 1 while the male participants are only 30% of it.

Income1

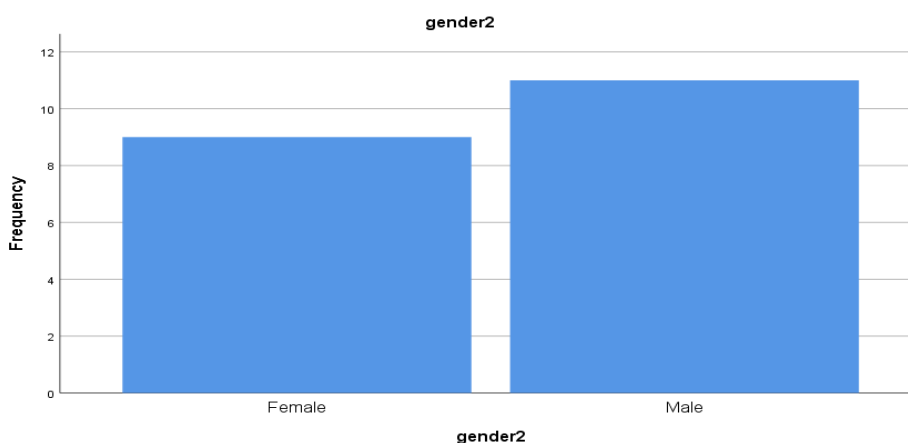|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 20000 Thai Baht	3	7.5	15.0	15.0
	20000 Thai Baht - 40000Thai Baht	10	25.0	50.0	65.0
	Above 40000 Thai Baht	7	17.5	35.0	100.0
	Total	20	50.0	100.0	
Missing	System	20	50.0		
Total		40	100.0		
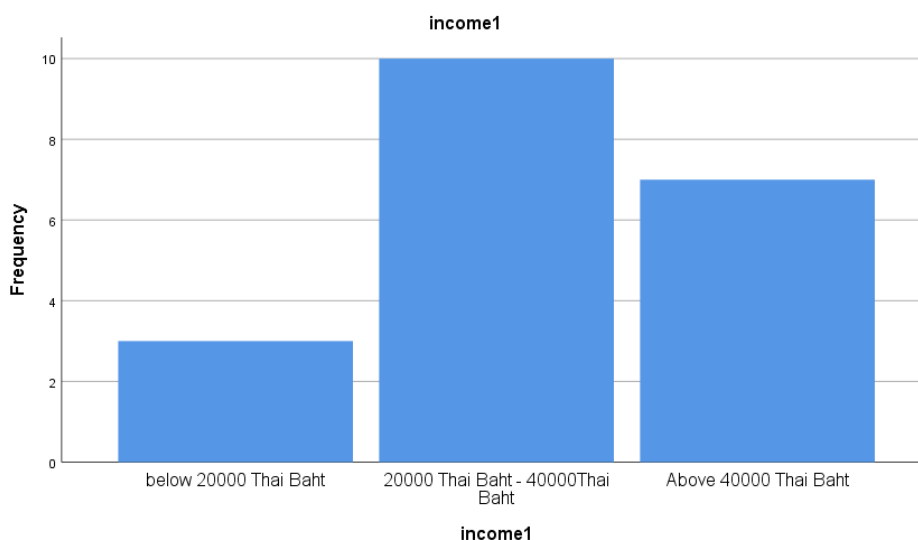
The income statements of the participants were divided into three categories: less than 20000 Thai Baht, 20000 Thai Baht to 40000 Thai Baht, and more than 40000 Thai Baht.In group 1, most of the participants' income was between 20000 Thai Baht to 40000 Thai Baht, which accounted for about 45% of it. The participants

accounted for 15% of the income below 20000 Thai Baht and the participants accounted for 35% of the income above 40000 Thai Baht.

Detail of Group 2

Gender2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	9	22.5	45.0	45.0
	Male	11	27.5	55.0	100.0
	Total	20	50.0	100.0	
Missing	System	20	50.0		
Total		40	100.0		

There are 20 participants in Group 2 as mentioned earlier. Within this, there are 9 participants are female and 11 participants are male. The females' participants are 45% of the sample size in Group2 while the male participants are only 55% of it.

Income 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 20000 Thai Baht	10	25.0	50.0	50.0
	20000 Thai Baht - 40000Thai Baht	7	17.5	35.0	85.0
	Above 40000 Thai Baht	3	7.5	15.0	100.0
	Total	20	50.0	100.0	
Missing	System	20	50.0		
Total		40	100.0		
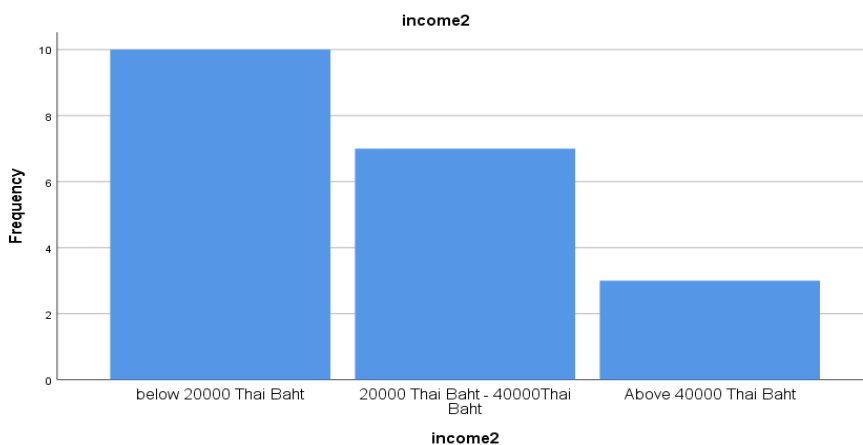
The income statements of the participants were divided into three categories: less than 20000 Thai Baht, 20000 Thai Baht to 40000 Thai Baht, and more than 40000 Thai Baht. In group 2, most of the participants' income was between 20000 Thai Baht to 40000 Thai Baht, which accounted for about 50% of it. The participants accounted for 35% of the income below 20000 Thai Baht and the participants accounted for 15% of the income above 40000 Thai Baht.

DATA ANALYSIS (EMPLOYEE ENGAGEMENT SCALE)

Tests of Normality

	teamsprint	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
EmployeeEngagement	Yes	.263	20	.001	.848	20	.005
	No	.289	20	.000	.827	20	.002

a. Lilliefors Significance Correction

In statistics, normality tests are used to determine if a data set is well-modeled by a normal distribution and to determine the probability that a random variable underlying the data set is normally distributed. The normality of the data of employee engagement based on the group 1 (participants ever experienced team sprint) in the current study is not normally distributed as Shapiro-Wilk (20) = 0.85, p=0.005. The normality of the data of employee engagement based on the group 2 (participants never experience team sprint) in the current study is not normally distributed as Shapiro-Wilk (20) = 0.83, p=0.002. Overall, the normality of the data of employee engagement in the current study is not normally distributed. However, t-test is a robust test and it could be continuing for the study even the data is not normally distributed.

Group Statistics

	teamsprint	N	Mean	Std. Deviation	Std. Error Mean
EmployeeEngagement	Yes	20	65.6000	1.23117	.27530
	No	20	57.9500	1.93241	.43210

The mean and standard deviation of the employee engagement of the participants from group 1 is 65.6 and 1.23. The mean and standard deviation of the employee engagement of the participants from group 2 is 58.0 and 1.93. Based on the mean of the groups, participants who ever experienced team sprint (group 1) has higher employee engagement compared to participants who never experience team sprint(group2).

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EmployeeEngagement	Equal variances assumed	4.309	.045	14.931	38	.000	7.65000	.51235	6.61281	8.68719
	Equal variances not assumed			14.931	32.243	.000	7.65000	.51235	6.60669	8.69331

Levene's test indicated that the assumption of homogeneity of variances was met, F = 4.31, p = .05. Independent t test results indicated that the role of team sprint on employee engagement was significant, t (38) = 14.93, p < .001, 95% CI (6.61, 8.69).

CONCLUSION

The current study has two groups of participants, the gender and income statements of which have been examined above. The current study found out that participants who have experienced team sprint will have higher employee engagement compared to the ones who never team sprint. As a result, each income statement for the group differs significantly. The majority of participants in Group 1, who have never participated in a team sprint, have a higher income than those in Group 2, who have never participated in a team sprint.

To the extent that attrition is viewed as the polar opposite of engagement, one might be perplexed by what appear to be contradictory data analyses among academics on the impact of salary on this highly desired employee trait. The discovery that recognition is a powerful motivator prompted an investigation into additional variables that may influence the work experience. Knowing and implementing such concepts will undoubtedly result in a more engaged workforce today. All of this being said, the pay and benefits has gotten back to the analysis of what makes a difference. This is a more realistic approach that does not entirely ignore the notion that what someone produces, or believes they should be producing, counts. Increased salaries and advancements in a career path are frequently the outcome of an employee's active participation in business. With this in mind, businesses should establish clear compensation plans and ensure that employee pay is aligned with both short- and long-term objectives.

Team Sprint encourages teams to learn from their errors, self-organize while tackling a challenge, and reflect on their triumphs and disappointments to advance. While the Team Sprint is most frequently used by software development teams such as Tencent, the concepts and principles taught can be applied to any form of collaboration, which is one of the reasons it is so popular. Additionally, it is referred to as a project management framework. Team Sprint is a heuristic framework, which means that it is based on continuous learning and adaptability to changing conditions. It recognises that the team will not know everything at the start of a project and will learn as the project proceeds. With built-in re-prioritization and short release cycles, Team Sprint enables teams to react naturally to changing conditions and client demands. Regular cycles, quick feedback loops, and continual development are all part of Team Sprint. This allows the team to continually learn and grow.

Three research questions that formed would be 'What is the role of team sprint in enterprise Human Resources Management?', 'What are the outcomes of the team sprint in enterprise Human Resources Management?', and 'Is there an effect of team sprint on employee engagement?'. Quantitative method would be used. 40 participants would be recruited to be involved in the study. The findings of the current study is participants who have experienced team sprint will have higher employee engagement compared to the ones who never team sprint. The current study has the limitation of sample size issue and time constraint issue. Further studies could be larger sample size and longer the time limit.

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