Team Collaboration Essential Factor in Ensuring the Performance Organization

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ABSTRACT  
The main objective of this research is to identify psycho-social valences of teamwork that converge to increase the sustainability of the organization. In this respect, we will try to outline a flexible model for a better team in the organization’s adaptability to the conditions of the economic environment.

KEY WORDS  
Teamwork, organization, group behavior, organizational climate

JEL CODES  
J01, J24, J53

1. Introduction

More and more studies show the existence needs of companies to form working teams. This concern is part of continuous quality improvement approach, which requires continuous reporting dynamic economic environment. Potential team work is not far explored, being blocked by the inability to understand the leaders of a group that will work but given that the entire organization appreciates and relies on teamwork.

2. The Body Work

Teamwork is a highly debated issue in the literature as a tool for solving problems quickly emerged within the organization or the organization to increase efficiency by exploiting group resources within the meaning of active involvement and motivation of team members.

Proper functioning of work groups is stimulating both in terms of performance and commitment in terms of members. Group work and team work as teams have become related concepts involve the consideration of diversity (group structure varies by sex, age, talent, social status, education, societal culture etc.), groups grow and change, and what is significant at some point in their evolution is replaced later by influences us.

Belonging to a group as a social actor entails: a series of opportunities, a specific psychological profile, a certain person’s existential fulfillment (Burciu, 2008).

Membership of a team working on the one hand gives rights to benefits such as psycho-social team attractiveness strengthen and increase efficiency for the company and on the other
obligations in the form of costs associated with the form of limitation of individual freedom of action or constraints on the nature of norms/rules of behavior.

The group offers members a social status far different from the depiction of individual: the group's bargaining power derives from the company of such societal benefits that sometimes contrasts with little bargaining power that is individual - negotiations on the establishment of the salary package, work tasks and working conditions. (Figure no. 1. Individual-group relationship.)

The important differentiation between individual and group is strongly considered in the works of John Adair.

Analyzed model distinguishes between concern for the individual and concern for the groups to streamline document management through the business leader to meet the needs of performing the tasks, the maintenance needs of individuals, maintenance needs of groups.

An important element of the management team is the leadership dimension.

Although a leadership team transferred from State to another depending on the tasks to be done, there is usually a person responsible for the results of the team, often designated by the organization (Osoian C., Zaharie M, 2008).

According to the model proposed by the author, the team leader must take into account the following:

- achieving the task;
- establishment and maintenance team;
- development of individuals.

Adair believes that teamwork is more than a group of people who have a common goal, team superiority stems from the fact that individual contributions are seen as complementary.

He said the team is effective if its members can work as a team when they are together, contributing to a sequence of activity than in a common task that requires their presence in a particular place and moment at a time (Zlate, 2004).

The most important elements of this model are operating (Osoian C., Zaharie M, 2008):

- planning activities with clearly defined tasks and objectives;
- presentation team action plan and allocation of tasks for each team member;
• control and monitoring activities, maintaining standards, targeted resources business team;
• supporting team members in recognition of merit, motivation and encouragement, etc.;
• information on team work, listening to the views of members and to discuss suggestions and ideas within the group;
• evaluation of the feasibility analysis of ideas.
As part of a team, if the proposed task done, it creates a sense of team unity, with a favorable impact on members in terms of motivation and work tasks.

Management action based model


Many specialists have combined theory as "leading a team" with "vision of how to develop a team" to implement a particular management style.

Choosing a driving pattern of the team
Depending on how the team leader’s vision that can distinguish different leadership styles, moving from an authoritarian style, in a consultative style.

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<thead>
<tr>
<th>Words</th>
<th>Manager</th>
<th>Group</th>
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<tbody>
<tr>
<td>Manager</td>
<td>Think, plan, decide.</td>
<td>Obey, comply, give influence.</td>
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<th>Acts</th>
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<tr>
<td>Manager</td>
<td>Decide, then put the decision into the hands team for deliberation, approval.</td>
<td>Listen to ideas and give approval.</td>
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<th>Tests</th>
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<tbody>
<tr>
<td>Manager</td>
<td>Plan and offer different solutions, then decide.</td>
<td>Gives views on solutions, and then approve your choice.</td>
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<tr>
<th>Consultation</th>
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<td>Manager</td>
<td>Group about the problem and possible solutions requires, then decide.</td>
<td>Participate in the thinking and problem solving and decision-making but not in terms of control.</td>
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<td>Manager</td>
<td>Shares all the decision and control.</td>
<td>Shares control and becomes a democratic body</td>
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Development stages of a team are not distinct, the team can interwoven throughout its development and achieve the proposed performance.

Team begins to form to receive information and guidance to enable them to develop skills both individual and collective tasks to fulfill. Management literature, the term team is used to sense the group formal or informal, highly cohesive and highly effective in solving common tasks (Iosifescu, 2006).

B. Tuckman suggests a working group to develop in five phases with consideration of the development cycle of a socio-economic process:

- training;
- assault;
- standards;
- development;
- dissolution.

This model became the basis for subsequent model development workshops, team dynamics and management theory frequently used to describe the behavior of existing teams. In general, experts considered that groups go through a number of steps or stages where there is a long period of operation of that group.

People and will tend to know and to find nearby elements or differentiation, this is the need to develop models of behavior with some degree of interdependence able to identify potential
conflicts, to establish the duties and responsibilities to achieve economic performance parameters. B. W. Tuckman describes the process as follows:

**TRAINING** - is an early stage the team is formed. The team will meet and learn about opportunities and challenges will then agree with the objectives, tasks starting address. Team members tend to behave independently because at this stage are relatively uninformed on the issues and objectives of the team.

Sharing knowledge in this stage is extremely useful at this stage as team members begin to interact with each other. It is a good opportunity to see how each team member can function as an individual and how they respond to pressure.

Characteristics of this stage are the discussions about goals, identity, composition, duration of the management and working procedures of the group. In this early stage ROP participants are relatively cautious about the information they disclose.

Initial assessments of others will be based on limited knowledge and the most important task is to establish clear and agreed objectives.

**ASSAULT (STEP excitement)** - each group will enter the stage of assault with different ideas competing for the title of leader. Team approach to solve the problems and how their work together and begin to accept the way proposed driving.

Team members are more open, shall consult with each other, accept other ideas and perspectives. In some cases storming can be resolved quickly, while in other cases does not leave the team at this stage.

Maturity of team members to determine whether the team will come out of this stage forever. Team members begin to demonstrate how much I know trying to convince others how accurate are their ideas. Some of the members will focus on solving precise details of the organization.

This step is necessary to increase the team but can be unpleasant and even painful for some team members who are against team objectives. Have stressed the importance of tolerance of each member and their differences.

Without tolerance and patience the team will fail. This phase can become destructive to the team but also can bring motivation if allowed to escape control.

**STANDARDS** - at this stage team members agree with the rules, values, professional behavior, shared methods, tools, etc. During this phase, team members begin to trust each others heads and motivation increases as the team becomes familiar with the project. Team members' ideas are no longer questioned.

Coordinator allows team taking a greater responsibility on planning and processes, allowing even some mistakes and encouraging further reflection on them as he should focus on developing interpersonal skills of members.

It is important to impose rules in accordance with the interests of the organization because teams may establish standards against an efficient operation.

Team members can expect to take more responsibility for decision making and professional behavior.

**DEVELOPMENT** - During this phase the team members begin to see results of focus data on pregnancy constructive energy policy. Team members are interdependent, so establishing an effective structure and working individuals are more relaxed and better.
The team leader is not forced to intervene every day because individuals are motivated and informed to be competent decision-making autonomy to manage without supervision.

Team leaders in this phase are almost always participative because the team will take most of the necessary decisions. At this level must be organized systems regularly review the team to make further efficiency and be in relation to the environment in which they operate.

**Dissolution** - at this stage senior members of staff will leave the group and major projects will be completed or interrupted.

It is very important that the effects of changes to be recognized by team members as some may regress to earlier stages, depending on the level of maturity. Not all groups are proposed scheme B. Tuckman.

In some cases reversed some steps to be taken gradually at various levels. Team leaders can encourage this by introducing an effective development process by establishing clearly defined goals in obtaining satisfactory consequences from conflict resolution to ensure a smooth functioning team.

Theory of group development process can be extremely useful cohesion and performance development processes of the organization. Excessive use of this theory may lead to phenomena of isolation of individuals in relation to targets in the team final objectives pursued by the organization.

It is important that such models or theories are used to develop group dynamics and not to exercise in full of the function of group leaders. Achieving group is the extent there is an inclination to communicate and debate in the Working Group.

Communication between group members is subject to rules determined by the following factors (Amado, Guittet 2001): group size, the properties of communication networks, networks and group structure, the nature and constraints of pregnancy, emotional structure of the group, organizational and institutional constraints.

The importance of group size is not only the diversity of skills and wealth of ideas, but also in social facilitation processes that validate and strengthen individual values. For this reason, the power group is not simply the sum of the values of group members. (Pantelimon Golu, 2001) states that the relationship between skills and performance "is mediated by the interaction between members, namely the way they communicate and react to others in the solution proposed by one of them: extent that group members are sensitive to their partners' proposals, see the usefulness of these proposals, understand, criticize them, accept them, they make themselves.

Hampton, Summer and Weber show that an ant can carry one in 6:00, 232 grams of building materials and food. Two ants, which support each other, can carry a total of 765 grams over the same period of time. Three ants go to total 778 grams of material. Apparently, a "beneficial power" seems to increase the efficiency and strength of each team member by the mere presence of others, it's obviously about social facilitation (Cribbin, 1986).

After Amado and Guittet, a good level of communication can be achieved if the group is between 3 and 12 (15) people have in optimal number 5. Thus, group 3 is most effective if it addresses a matter of logic, group 6 is suitable situations in which possible solutions are needed, and the group of 12 is preferable in situations where it is necessary to confront different views.
These figures are not unique recipe, because, in addition to group size and other factors can determine optimal communication setting. An important parameter is the time the group may find a problem or the solution may adopt a decision.

On the other hand, it is possible that large groups can not be perceived correctly and completely all information, the degree of their perception of being diminished. If large groups, speaking time allotted to each participant is reduced, the ability to express ideas is low, there is a tendency of non-involvement and satisfaction is low. Subjects dissatisfied and frustrated and feel discontent (Amado G., Guittet A., 2001).

The specialist work (Pierre De Visscher, 2001) are formulas number of individual interactions \(N\), depending on the number of group members \(n\).

Thus, using the formula:

\[
N = \frac{n(n-1)}{2}
\]

It follows:

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<td>6</td>
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<td>45</td>
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<td>66</td>
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<td>91</td>
<td>105</td>
<td>120</td>
<td>136</td>
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If the calculated total number of potential interactions within a group, taking into account each individual's relationship with another individual, with a pair, with a trio, etc., is reached on the formula below, the extremely large \(N_{\text{Total}}\) values for relatively small numbers \(n\):

\[
N_{\text{Total}} = \frac{3^n - 2^{n+1} + 1}{2}
\]

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<tr>
<td>(N_{\text{Total}})</td>
<td>6</td>
<td>25</td>
<td>90</td>
<td>301</td>
<td>966</td>
<td>3025</td>
<td>9330</td>
<td>28501</td>
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<tr>
<td>(N_{\text{Total}})</td>
<td>86526</td>
<td>261625</td>
<td>788970</td>
<td>2375101</td>
<td>7141686</td>
<td>21457825</td>
<td>64441010</td>
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If all interactions occur successively group of 15 people and if everyone takes just exchange ideas for 10 seconds, the total length of interconnections is 179 003 hours, or 7459 days or 20 years. Obviously, individuals not participating in the proceedings leading to substantial reduction of their allotted time, but the involvement and motivation diminish the risk of erosion occurring unity and group cohesion.

Therefore, if the group goals and objectives are complex and require considerable skill, small teams (from 6-12 individuals) are most effective (Harrington-Mackin, 2002). If tasks are relatively simple and redundant, teams can be large enough to complete them. If the team is responsible for a task requiring much technological know-how, its size must be large enough to include all classes of specialists.
Decision on team size should be based on the ability of individuals to be teammates and the degree to which they want and can integrate. Members of a large team (15-25 individuals) must be confident and wise enough not to talk at length about each issue and be open to the delegation.

3. Conclusions

The distinction between group work and team work is as follows: All teams are work groups, but not all work groups are teams.

Team work is a particular type of small group, with committees, departments and councils, and the team is a group, mutual not true. From an organizational point of view, in determining the number of members to form a working group should take into account two aspects: on the one hand, the requirements imposed by the activity of specific tasks and work, on the other hand, the negative phenomena that may occur in one case or another. Based on the parameter,, the interaction of members "- notice that depends physiognomy working group to a greater extent of internal features of the group, so the interaction of participants, and less than those of the leader.

Moreno sociometric develop design work on forming groups and based on well-known theory,, human relations "- that respect for human factor, along with other categories of factors, technical or technological, is essential for the functioning of work groups.

Considering the strictly individual phenomena such as desires, needs, goals, ideals, individual reasons is undoubtedly necessary but not sufficient. Alongside these phenomena must be taken into account psychosocial phenomena, interpersonal relations such as empathy between people, between them and the groups they belong to.

This is the main criterion proposed by Moreno in the formation of working groups (JL Moreno, 1970). Reconstruction work group aims therefore on the one hand, removing the causes of the disturbances in the function group, and on the other hand, optimizing the operation of the relational plan and, above all, productive.

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