The implications of human behavior on teamwork

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Abstract: The acceptability of behavior is evaluated according to the social norms of social control is adjusted. Personality types of individuals are part of human behavior is the most important issue that creates a certain type of behavior, always a topic of analysis and discussion for a lot of specialists who are experimenting and researching this area.

Keywords: Human behavior, personality types

The term of *human behavior* found in the literature aims to build such structures to improve overall efficiency of the organization. Some experts discuss three management teams (but not connect this with organizational issues), namely: team-oriented problem solving, self-managed teams, teams interoperable. Within an organization team potential can be exploited only if the organization's leaders understand the importance of working group can only work where the focus is on teamwork. The ideal solution for managing an organization is given the organizational chart summarizing "n" functional work teams arranged hierarchically is shown in Figure 1.

Figure 1 **Organizational** *as a sum of 'n' teams*
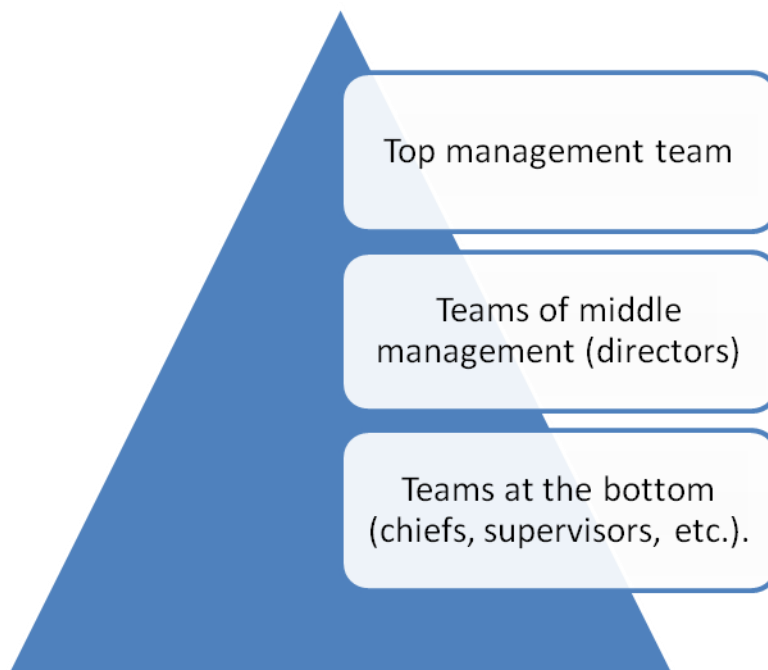
In practice each department is regarded as effective team being led by the manager of the department, of a permanent character, meets weekly short meetings, and has clear targets.

P. Drucker argues that this team should be low composed of 7-9 members, each having a precise position in the group structure but, where appropriate, each member of it encloses the other when circumstances require [Drucker PF, 1999]

Figure 2 Usual work team
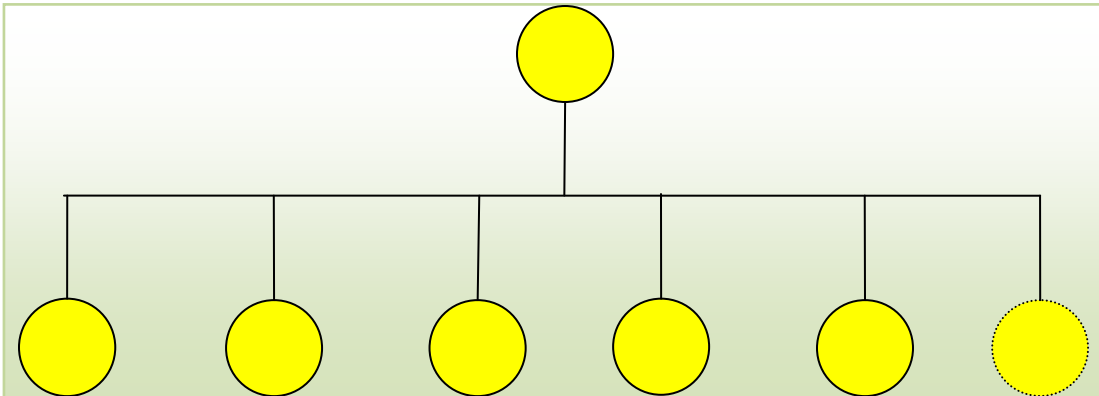
Issue teams and working groups may or may not be related to the organizational institution (figure 2.), Especially in the context of knowledge-based organization, the issue of building teams has increased in magnitude as a good team it does not guarantee the itself, while an unproductive team destroys productivity [Maciariello J., 2005].

A particular interest is the name of the term found in the literature on teams, especially the mechanism by which it aims to build such structures to improve overall efficiency of the organization. Some experts discuss three management teams (but not connect this with organizational issues), namely: team-oriented problem solving, self-managed teams, teams interoperable [Certo SC, 2002.]

- cross functional teams (teams crossing the complicated departments at the same hierarchical level). This type of team is establishing the members of the working its not that office, department, has the same hierarchical level, under a manager called for a full and accurate aim. It characterizes by: temporary constitution, members of the original behavior, problem solving and non-conventional acceptance of external members;
- cross organizational teams (teams across the entire organization) - Team members are selected from different hierarchical levels. This type of team is found both in theory and in practice under the name of task force.

Graphical representation of the team that crosses departments at the same hierarchical level and the team that crosses the entire organization is shown in Figure 3 and Figure 4 indicating that the correct name under which they operate vary from one organization to another:

Figure 3. Team across departments
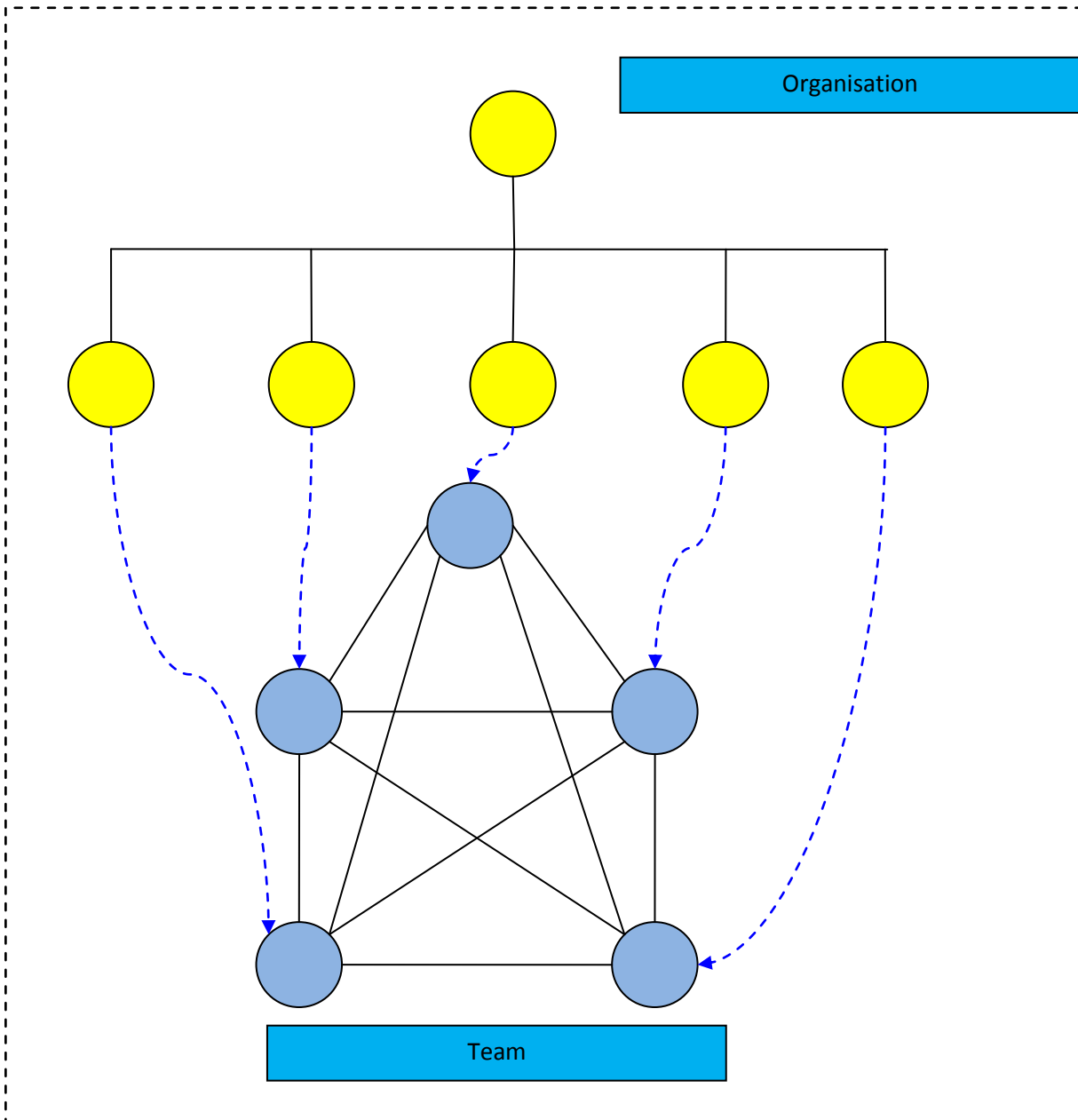
Source: Buchanan A., - Organizational Behaviour. An Introductory Text, 4th edition Prince Hall, 2001.

Figure 4.The team that crosses organizational
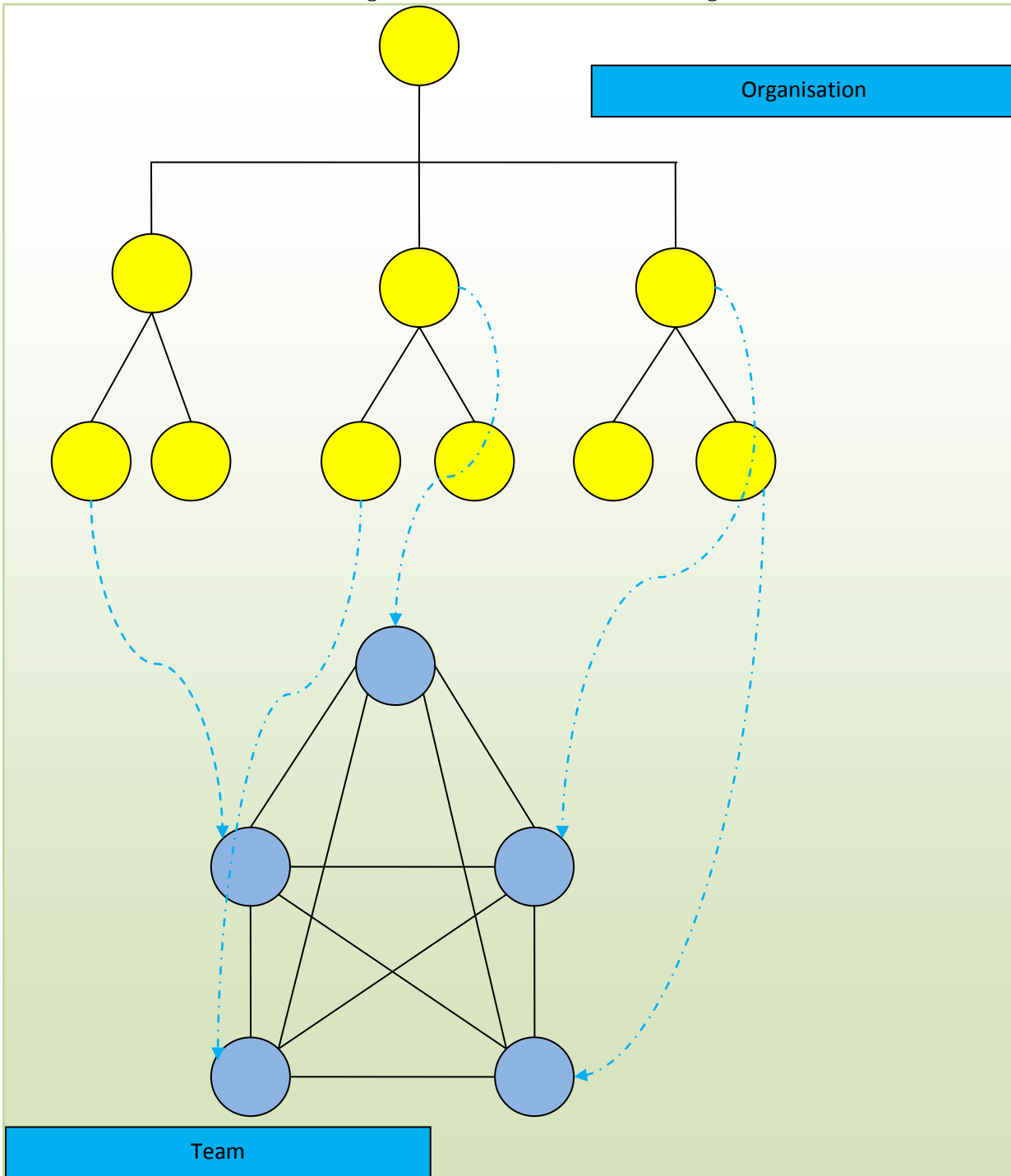
Depending on the establishment, objectives and working tools that appeal teams meet the following teams work: [HJ Harrington, Harrington JS, 1995 SC Certo, 2002; Cooper C (editor), 2005]

- EDI - improve departmental team composed of employees of a department headed by a manager and is structured in connection with the work. Theory discussed self-managed teams and special purpose teams show that there are differences in nuance rather than notions among them; [SC Certo, 2002];
- EIP - process improvement team. This team focuses on work processes and not on task. Meets weekly meetings to discuss and analyze work processes, can be called multi-functional team;
- CC - Quality Circles. This team has revolutionized the Japanese economy, and is found under the name of Quality Control Circles. It was designed as a tool for motivating employees in order to reduce costs and increase quality. Such a team is composed of employees of the department meetings come with proposals for improving the work environment; [Cooper C (editor), 2005];
- EO - Operations team. It's the kind of team that's resolved their problems are not an ordinary n t a s n look emergency;
- EA - autonomous team. This team is built on a longer period of time and the major objectives of the company, has a great interdependence own budget, hire and dismiss employees, call the experts etc.

Self-managed teams, task forces, PPE, EDI, etc. are critical to good management by both teams value and the value of employees. Value is reflected in the cohesion of teams of members and the effort to achieve a common goal.

Effective team work is characterized by the following:

- Clearly defined objectives;
- Relevant skills of members;
- Mutual trust among all team members;
- Joint commitment and loyalty;
- Good communication and feedback;
- Negotiation skills mutual relations of the members;
- Leadership and motivation of the team leader default;
- Support the organization for team success[Robbins S., Coulter M., 2005]. It can be inferred that effective team consists of "n" subordinate members of a head and each member plays a role depending on qualifications, skills, abilities, knowledge, etc..

Human behavior is the behavior of human beings influenced by factors such as:
- emotions - is a complex psychological phenomena occurring in the human body, expressive behaviors, and conscious experience, [Myers, David G., - 2004];
- social norms, which represents the influence of social pressure perceived by the individual in the performance or non specific behavioral actions;
- values;
- constraints by forcing an individual to participate in achieving those objectives by threat, intimidation;
- beliefs - is social influence to an individual to adopt certain ideas, actions using rational and symbolic means;
- attitude - is a synthetic component of moral personality is the evaluation criterion of human behavior;
- link - the ratio of people communicating individual;

- culture, which is that set of attitudes, values, goals, common practices that characterize the working group;
- ethics, morale represented individuals;
- Hypnosis - is the mental state induced by hypnotic instructions;
- authority, which is the attitude towards subordinates heads and covers both the obligations and beliefs;
- genetic varieties representing human bodies;
- perceived behavior control.

In general human behavior has different senses:
- common behavior,
- unusual,
- the EKCYP,
- outside acceptable limits.

The acceptability of behavior is evaluated according to the social norms of social control is adjusted. Social control leads to compliance and fulfillment of the rules of human society or a social group, working group, the internalization and positive or negative capitalization norms and values. Recovery refers to the rewards positive individuals and negative capitalization refers to sanctions and penalties imposed on them. As such, there are differences between human and social behavior, social behavior being specifically directed behavior by others. [www.wikipedia.com]

Personality Types: psycho-analytical theory of personality types by Fromm.

Personality types of individuals are part of human behavior is the most important issue that creates a certain type of behavior, always a topic of analysis and discussion for a lot of specialists who are experimenting and researching this area. Taking account of human personality types, one of the most appropriate theories that can be used in this study about organizational stress is **psycho-analytic theory** of personality types by Fromm. This theory argues that social irresponsibility can be better understood by explaining economic systems, and therefore, Erich Fromm led five types of personalities in economic terms.

Test guidelines by E. Fromm

How well do you represent each of the following words?
Enter a note for each word: from 5-1 (5 = very good, 1 = no)

Tender		Charming		Ordered		Witty	
Naive		Arrogant		Stubborn		Indifferent	
Optimistic		Graceful		Reserved		Curious	
Fearful		Vainglorious		Suspicious		Unprincipled	
Idealistic		Confident		Economic		Youthful	
Subject		Explorative		Unthinkable		Opportunist	
Sentimental		Seductive		Obsessive		Stupid	
Loyal		With self-confidence		Household		Tolerant	
Eager		Hurried		Cold		Indiscreet	
Sensitive		Proud		Carefully		Open-minded	

Unrealistic		Aggressive		Hunks		Childish	
Devoted		Active		Practical		Purpose	

Test results:
Calculation:
Responsive score is the sum of column 1;
Explorative score is sum of column 2;
Accumulative score is the sum of column 3;
Marketing score is the sum of column 4;
Production is the sum of the score lines 1, 3, 5, 8, 10, 12 divided by 2.
Score:
12 to 24 are less;
25 to 36 are low to medium;
37 to 48 are high Environment;
49 to 60 are high.
Note: Your scores do not take seriously because it is presented only as guidance to better explain Fromm.
Source: http://websp ace.ship.edu / cgboer / frommtest.html

The **five** types of personalities are:

Responsive type is characterized by individuals who expect to receive what they need to tasks, and if they can not immediately get it, they expect it. Representatives of this type are those who are at the lowest level of society, accustomed to submit to other members but at the same time, they are greedy, lustful and optimistic.

Type explorer is characterized by individuals who expect to take what you have got, for they increase the value of things that they are taken from others, which means that ideas are plagiarized, love is obtained by diligence, etc..

Accumulative type is characterized by individuals, because such individuals see the world through possessions and potential possessions arguing that those we love are things possessed, purchased or held. Such individuals are stubborn, greedy, unimaginative, economical and practical.

Marketing type is characterized by individuals who expect to sell, and for this success lies in how well they can sell himself and how good is the creative and do it. Basically they are the type of individuals who represent today's society, being opportunistic, childish, indiscreet and useful.

Productive type is characterized by individuals who create a false appearance, not run away from freedom and responsibility, not like rules or compliance.

Receptive orientation, exploratory, accumulative and marketing, and people with this type of personality argue that defines them what they, being led by what possesses. [http://webspace.ship.edu/cgboer/frommtest.html]

Orientation productive works because our actions define who we really by what we are and what we feel. [www.webspace.ship.edu]

Theory of personality types by E. Fromm

TYPE	SOCIETY	FAMILY	ESCAPE FROM FREEDOM
RECEPTIVE	Cottage Society	Symbiotic (passive)	Authoritarian (masochistic)
EXPLORER	Aristocratic society	Symbiotic (active)	Authoritarian (sadistic)
Accumulative	Society	Retired (Puritan)	Perfectionist to the destructive

MARKETING	Modern society	Retired (infant)	Automatically conformist
PRODUCTIVE	Community humanist socialism	Loving and reasoning	Freedom and responsibility recognized and accepted

Source: http://webspace.ship.edu/cgboer/frommtest.html

This theory illustrates the five personality types depending on the company they are built, family perception.

Human needs.

E. Fromm argues that individuals need presented by the need to learn the answer to its own existence, explanation of the meaning of life is the basis of every culture.

Human needs by E. Fromm.

TYPES OF NEEDS	CHARACTERIZATION
ASSOCIATION	Individuals looking to overcome the separation from their peers, this type is characterized by narcissism, self-love that.
CREATIVITY	Individuals seeking to overcome the sense of being passive creators, this is characterized by destruction as they try to overcome the passivity of the destruction hating instead of loving.
Rooting	Individuals need to feel at home in a universe by roots. Fraternity and some individuals may be due to different pathological personalities.
Sense of identity	Individuals are all trying to conform to still make part of that group, but others claim to have identity instead to develop its own identity.
FORM GUIDE	Individuals need such guidance requires real form, and if there is any explanation they will create one through rationalization. This is explained because of their beliefs desperate on the one hand, and, on the other hand will have a form of sensible orientation, involving the case.

Source: www.webspace.ship.edu

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