

IMPLICATIONS OF HUMAN BEHAVIOR ON TEAM WORK

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Abstract. *Types of personality of individuals are part of human behavior and is the most important question that creates a specific kind of behavior, and is always a theme of the analysis and question for a lot of specialists in this field who are experiencing and studying this field. In the analysis team relationship and the objectives to be carried out, can all be found confidence, and acceptance, cooperation between the members, the recognition values individuals, competence and loyalty. Positive image and cooperation represents the image that each member of the team and she creates front of partners and the team as the form that determines behavior.*

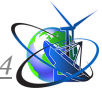
Key words: *Personality types, interpersonal relations, team spirit, cohesion, needs.*

Introduction

The acceptability of the behavior is evaluated according to the social norms being regulated by the social control. Social control leads to the conformity and fulfillment of the rules of human society, or of a social group, work group, through the internalization and positive or negative capitalization of norms and values. The positive capitalization refers to the rewards granted to individuals, and the negative capitalization refers to the sanctions and punishments applied to them. As such, there is a difference between human behavior and social behavior, with social behavior being behavior directed specifically toward other people [2].

Thus, **human behavior** represents the behavior of human beings influenced by certain factors, such as:

- emotions are a complex of psychological phenomena occurring in a human body, expressive behaviors and conscious experience; [2];
- social norms that represent the influence of social pressure perceived by the individual in the performance or non-performance of certain behavioral actions;
- the values,
- the constraints represented by forcing an individual to participate in the achievement of the proposed objectives by threat, intimidation;
- beliefs - represent the social influence towards an individual to adopt certain ideas, actions, using rational and symbolic means;
- the attitude is a synthetic component of the moral personality and represents the criterion for evaluating human behavior;
- connection- represents the relationship between the people with whom they communicate individually;
- the culture which represents that set of attitudes, objective values, common practices that characterize the work group;
- ethics represented by the morality of individuals;



- hypnosis represents the mental state induced by hypnotic indications;
- authority, which represents the attitude of bosses towards subordinates and refers to both obligations and belief;
- genetics, which represent the varieties of human organisms;
- perceived control of behavior. [studied from various academic disciplines – psychology, sociology, economics and anthropology]

Generally human behavior is classified into:

- common behavior,
- unusual,
- acceptable,
- out of accepted limits.

Main text

The personality types of individuals are part of human behavior and represent the most important cause that creates a certain type of behavior, always being a topic of analysis and discussion for a lot of specialists in the field who experiment and research this field. Taking into account the aspects of human personality types, one of the most appropriate theories that can be used in this study related to organizational stress is the **psycho-analytical theory** of personality types according to Fromm. This theory claims that the social unconscious can be better understood by explaining the economic systems, and therefore, Erich Fromm determined five types of personalities taking into account the economic valences.

Presentation of the five personality types in Erich Fromm's vision:

The receptive type is characterized by individuals who expect to receive what they need to complete tasks, and if they cannot get it immediately, they will wait for it. Representatives of this type are those who are at the lowest level of society, they are used to obeying other members but at the same time they are greedy, lustful and optimistic.

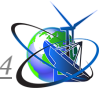
The explorer type is characterized by individuals who wait to take what needs to be taken, for them the value of things increases by the fact that they are taken by others, which means that ideas are plagiarized, love is obtained through force, etc.

The accumulative type is characterized by individuals who expect to maintain, because this type of individuals see the world in terms of possessions and potential possessions, arguing that those we love are things to be possessed, bought, or kept. This type of individuals are stubborn, stingy, unimaginative, economical and practical.

The type of marketing is characterized by individuals who expect to sell, and for them success lies in how well they can sell themselves and how well they advertise themselves. Basically they are the type of individuals who represent today's society, being opportunistic, childish, indiscreet and useful.

The productive type is characterized by individuals who create a false appearance, do not run away from freedom and responsibility, do not agree to rules or conformities.

The receptive, exploratory, accumulative and marketing orientation works in the way of seeing and people with this type of personalities claim that they are defined by what they have, being driven by what they possess [7].



Tab.1. Theory of personality types after E. Fromm

TYPE	SOCIETY	FAMILY	ESCAPE FROM FREEDOM
RECEPTIVE	The peasant society	Symbiotic (passive)	Authoritarian(masochist)
EXPLORER	The aristocratic society	Symbiotic (active)	Authoritarian (sadistic)
ACCUMULATIVE	The bourgeois society	Retractable (puritan)	Perfectionist to the destructive
MARKETING	The modern society	Retractable (infantile)	Automatic conformer
PRODUCTIVE	Community humanist socialism	Loving and with reasoning	Freedom and recognized responsibility and accepted

Source: [7]

This theory demonstrates the five personality types according to the society in which they are built, the perception for family and the perception for escapes from freedom.

E. Fromm explains that individuals have needs presented by the need to find out the answer to the question of their own existence, explaining the meaning of life being the basis of every culture.

Tab. 2. The Needs Relationship Characterization of needs

TYPES OF NEEDS	CHARACTERIZATION
THE ASSOCIATION	Individuals seek to overcome separation from their peers, this type is characterized by Nazism, that is, self-love.
CREATIVITY	Individuals seek to overcome their sense of being passive creators, this type is characterized by destruction, as they try to overcome passivity by destruction, hating instead of loving.
ROOTING	Individuals need to feel at home in a rooted universe. The fraternity of individuals can also have a pathological side due to different personalities.
THE SENSE OF IDENTITY	Individuals do anything to try to conform in order to remain part of the group, but pretend to have the identity of others instead of developing their own.
FORM OF ORIENTATION	Individuals with this type of need require a bad form of orientation, and if there is no explanation they will create one by rationalizing. This is explained due to their desperate convictions on the one hand, and on the other hand they want to have a form of rational orientation, involving the cause.

Source:[1]

Like any cooperative group, the team inevitably intervenes in solving human problems, and these will be overcome only if within the team there is cohesion among the members.

The team does not exist, and there can be no teamwork, unless a certain cohesion is created with certainty. The valence of the working group, i.e. the attractive value for the group members has two main sources: the attraction that shows the group's activities and the attractiveness of the members. Trust in partners and cooperation definitely implies requirements for the objective to be achieved and the need for convergence of efforts. However, the first place is the trust in the partners, because this is the only way to create and maintain a climate of cooperation necessary for the good performance of the activity. A shared past of success and



cooperation intensifies current cooperation within work teams and leads to progress and cooperation.

In the analysis of the team relationship and the objectives to be achieved, we find trust and acceptance, cooperation between members, recognition of the values of individuals, competence and loyalty. The positive image and cooperation represent the image that each member of the team creates towards partners and towards the team as a form that determines behaviors. This positive image, the imprint of security, loyalty and the spirit of cooperation creates a plus of guidelines oriented towards cooperation. Cooperative behavior is constantly reinforced and rewarded with each initiative of a subject. The reward received tends to fix the behavior which triggered the initiative and which is quickly learned. Within the cooperation between the working groups, a mutual reinforcement is produced, used to maintain the resolution frequency of the behavior but also to solve the problems of each person that may appear at various levels [6].

This means that any positive individual behavior in relation to common success provides an overall approach and reasoning as a source of intimate satisfaction and stimulation of renewal. The good ideas of the members stimulate the group, leading to the increase of the interaction between them. Each member receives a new contribution as a chance and as a joy. Rivalry between members contributes to the team's failure, its decline, or may lead to inferior competitive performance. Cooperative behavior is strengthened in the team when team members are aware of it and emphasize interrelationship and interconnection. In these conditions, the personalities of the members are not the same as the work levels, the very good initiatives have a non-negligible side effect, because within the group individuality is not accepted by the initiating teammate.

Team competition and cooperation greatly increases the group's performance, while allowing each personality to gain the influence and prestige it deserves. Team structures and leadership as well as the authoritarian level in a small group can destroy team spirit. This form of competition is an internal emulation, the stimulation of interactions and the group's dynamism being the most expressive form of the willingness to participate in the achievement of the proposed objectives.

Optimal work team size:

Teams made up of two members - who want to become permanent - run the risk of running into the same problems as a married couple, because harmony requires a true compatibility, affective, professional and ideological. Continued professional coexistence in a team of two ends up generating tension, sparks, ruptures, even if at the beginning there was mutual cooperation and sympathy. The more the pregnancy involves affection and affective relationships, the more a growing tension develops, leading either to separation or to the submission of one of the two who becomes auxiliary.

Teams made up of three members are the most effective in solving problems in getting a good solution. Three-member teams are inferior to six-member teams in terms of decision-making and interactions are weaker. The number of interactions in teams made up of three members is lower than the number of interactions in teams made up of six members. In this situation the leader is not stable, he plays an



important role in the organization of the team and in ensuring the cooperation between the group members.

Teams consisting of four members are significantly larger in size and become capable of superior missions than teams consisting of three members. The division of labor necessarily begins if the tasks demand it, a basic structure is developed that does not need to be complicated.

The optimal size would be between five and six members, as the interactions between the members are richer and more productive and the division of labor can be achieved without losing the general perception of work, and internal problems are easily solved.

Composition of the working team:

Effectiveness in communication requires a homogeneity of the members, the level of culture, mental frames of reference and mental balance, etc. Homogeneity is the indisputable factor of cooperation and efficiency of individuals who thus agree much more easily on the socio-emotional level, having more energy to achieve the objective. This transposition of characteristics from the point of view of the objectives necessary for cohesion does not require similarity of personalities, although it is more difficult to achieve if the members are of different cultures.

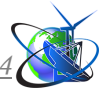
The homogeneity of behaviors is the factor that enriches the exchange between the creativity of the group and the efficient division of the roles of the members. If within the team exchanges have a formative role, for each individual the heterogeneity of skills energizes and enriches the team. Different qualifications increase the interdependence of members and the complementarity of interventions, so that they can become a coherent team and an important factor of efficiency and progress.

Different characters can function perfectly as a team if they are by natural inclination or by education and training able to cooperate.

Co-opting has emerged as a key to form cohesive teams, being a main objective of sociometrics, much more than the formation of work groups according to their informal and spontaneous structure. The affective and positive quantity found in the totality of the interpersonal relationships in a group does not guarantee the quantity and quality of the work performed by the group. A work team is not a psycho-group, where only affective reports intervene, efficiency requires accommodation, and competence takes priority over the anticipation and incompetence of the sympathetic person who will eventually catch up.

Herbert A. Thelen in *Dynamics of Groups at Work*, of Chicago Press [4], claimed that what matters is goodwill, the will to do something specific, and not ideology. Ideological differences are not an obstacle to agreement as long as there is a common will to act, but when these are lost, ideological differences will appear. Belonging is not only a fact, it is a feeling, even a will. Belonging to a group guarantees participation and cooperation, being a singular experience of what cohesion is at the group level. In psychoanalytic terms, team and team spirit are impossible to define.

Research on work teams by some French authors demonstrates that the team represents a specific communication process, in which any obstacle imposed on the



freedom of communication ends up essentially reducing the rank of the structure, without genuine membership: any kind of barrier to communication affects members team, unity of spirit and action. The emergence of a common language, recognized in a cohesive group, is found naturally in work teams. Understanding in a team is not only formed on the basis of verbal communication, mimic perception, attitudes, sketches of movements, informing teammates about the intentions or the reaction of some members, are essential. The intensification of team communication takes place when the main values are threatened, namely cohesion and the achievement of an objective.

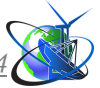
Insofar as moral values are social values, it is not surprising that team membership quickly becomes an ethical issue. This ethics has the merit of escaping both the psychoanalytic reduction of what we call moral values and modern challenges to authority. The famous internal power also called pressure to conform, as well as obtaining a change in attitude or behavior among participants, is the direct result of the sense of belonging of the members. A group where we will feel alienated, and even more so a group where we will feel despised, has only one power of coercion, namely the physical one, therefore it develops a superiority in the balance of power. Ultimately, team spirit, which has become a value, a norm, is the criterion by which a colleague is judged.

Summary and conclusions.

The team does not exist, and there can be no teamwork, except to the extent that a certain cohesion of the group is created. The valence of the working group, i.e. the attractive value for the group members has two main features: the attractiveness, which shows the activities of the group and the attractiveness of the members. Trust in partners and cooperation definitely implies requirements for the objective to be achieved and the need for convergence of efforts. The research on work teams by some French authors demonstrates that the team represents a specific communication process, in which any obstacle imposed on the freedom of communication ends up essentially reducing the rank of the structure, without authentic membership. This means that any kind of barrier to communication affects team members, unity of spirit and action. Cooperative behavior is strengthened in the team when team members are aware of it and emphasize interrelationship and interconnection. In these conditions, the personalities of the members are not the same as the work levels, very good initiatives have a non-negligible side effect, because within the group individuality is not accepted by the initiating teammate.

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