

TEAM WORK IN SA COMPANY - BUILDING AND MOTIVATION

PhD Student **Simona LUPULEAC**
“Gheorghe Asachi” Technical University of Iasi,
E-mail:anomisw@yahoo.com

The purpose /Objectives/ Methodology: *To analyze of the practices, the project team building and motivation in a Romanian company. For this analysis, we chose the company to which have as main activities: advice - finance projects. Research methodology is direct observation, interview and survey the team project members.*

Assumptions: *Companies in Romania are more focused on teams composed of members with experience in the field for over 3 years, age of members is over 35 years, and most are men, the team structure varies from one project to another; the factors motivating the team members are social factors.*

Results/Sales: *Better understanding of the role of solidarity, cooperation and teamwork for the organisations' performance.*

Originality: *Maslow's pyramid applied on team.*

KEYWORDS: *team projects, role, motivation, benefits.*

Foreword

“Performed several times daily as much of my life outside and inside is built with the efforts of my fellow men, living and dead, and how much should I try to give back as much as I received.” (Albert Einstein)

Man is a social being thus he needs to interact with people. Almost every individual has experienced, in one way or another, how it is to work in a group – from his childhood games to wherever he is now earning his living. How people combine effort and imagination to improve quality of life by common objectives form the basis for society, family and functioning society. Teamwork is essential for competing in today's global arena, where individual perfection is not as desirable as a high level of collective performance. Most companies realize that teamwork is important because either the product is sufficiently complex that it requires a team with multiple skills to produce, and a better product will result when a team approach is taken.

When working as a team no matter how good each is separately but collaborate matter how well the team members. It is about creating a team to imbibe that mixture of experience, skills, maturity, energy, determination and creativity. It is very important to know how to choose people who want to work but equally important is being able to motivate. We all know that teamwork and motivation are closely linked. Managers or team coordinators want efficient and honest work focused on the objectives of the organization. Performance and results may be obtain but only if those placed in key positions motivates his team better.

Research

To investigate teamwork in a company in Romania, we chose the company to which has the activity: advice - finance projects. Within this company I looked, in particular, the project team formation and motivation. To do this research we have relied on these methods: direct observation, interviewing human resources manager and project manager of the company SA, questionnaires completed by members usually make up the project team, research bibliography.

Project team building

How similar or different should be members of a team? When forming a team or recruit new members, leaders and others are struggling to hire people who have the skills necessary to contribute to team tasks. In a team has to go beyond those relatively stable traits of individuals, namely, personality, motivation, knowledge and skills required for a specific job. Features that must take into account longer for teamwork are collective or individualistic perspective in collaboration with others, preference for teamwork, communication skills, cooperation and responsiveness. The attraction-select-wear (ASU, Schneider, Goldstein and Smith, 1995) argues that teams attract and select individuals alike with other members, the different being forced to leave the group. Another theory (theory of similarity-attraction, Byrne, 1971) says that we are attracted to those we like and with which we manage to organize and get values appropriate social world.

The project team within the firm to be a heterogeneous team, composed of individuals with different training and experience, characterized by higher quality decisions, higher level of conflict, satisfaction variable members with a number, generally, of 7 members, aged between 25 and 40 years. Mutual respect and responsibility in teamwork characterized. Team SA is a dynamic team consisting of senior consultants with experience in the field of at least three years and outstanding results, junior consultants, specialized consultants, experts in quality management and support staff. During the research, we found that member team were in a ratio of about 60% women. We found that women focus more on the involvement of other colleagues in team activities than men do, while men focus more on task. In this respect, I see members of the group functioning as a positive.

Team Building in the SA company is based primarily on establishing trust and cooperation, but also made in group activities. Selection of project team members is taking into account several aspects. First team is formed taking into account the nature of the tasks to be solved in conjunction with the skills and knowledge necessary to carry out those tasks. Also, consider obtaining a corresponding diversity of technical expertise in the field of personality compatibility members and their agreement regarding the style of work.

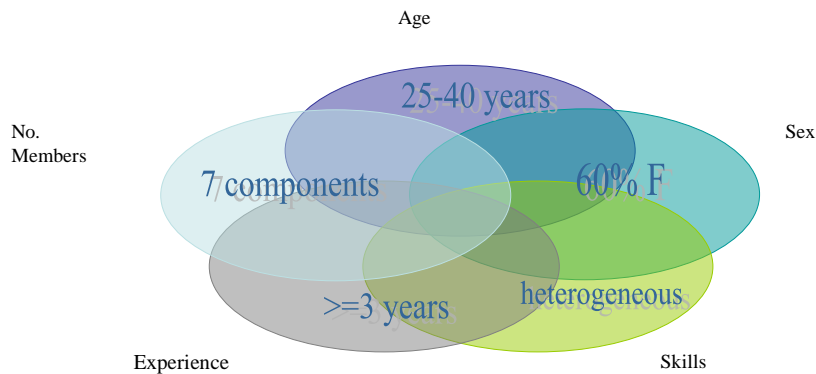


Figure 1 SA Team's Formula

Decision-making

Each member of the team brings the team a single bag of experience, knowledge and skills in these conditions is sometimes difficult to take decisions. If this problem occurs it is dealt with, usually, Delphi technique, which consists of the collection in subsequent rounds (two or three, usually) personal opinions expressed by team members, without requiring them to consult among themselves. After completion of each round, individual opinions are unified and sent to review team members and then are ask again to express its position. Thus, each member sees as evolving into a consensus, but without knowing who adopted a position once and without subjective influence and the potential effect of face-to-face interaction. Resulting decision must reflect an agreed position of all team members.

Performance

For the company to teamwork is important. Its significance is the date and nature of activities carried out and the specific company. Depending on the results of the company, is found that teamwork in SA organization is a performance. There are four central factors underlying their activities: team objectives are clearly understanding and undertaken by all team members; procedures for making decisions and planning activities involving the team as a whole; all team members are clarifying in the process (to done, by whom, when, with what resources); team review and periodically review their work.

For the SA team to be a performance, should be followed certain guidelines. They are: building a team takes time, team leaders listen and support solutions that were proposed by the team, changes for the better they brought teamwork are generalized, not team is allowed to resume some old practices have since agreed, the decision taken in the actual hiring team leads its members to solve problems, strengthen the team requires a constant concern, and assist the team manager.

Motivation

If you want to make things happen the ability to motivate yourself and others is a crucial skill. At work, home, and everywhere in between, people use motivation to get results. Motivation requires a delicate balance of communication, structure, and incentives.

Psychologist Abraham Maslow (1908-1970) has advanced the concept of hierarchy of needs. A need is a personal requirement. Maslow assumes that there are a variety of needs that people want and require that met these needs can be arrange according to their importance in sequences known as Mallow's hierarchy of needs. At the bottom are physiological needs, the things we need to survive. These needs include food and water, clothing, shelter and sleep. In the light of these needs are met by the employee a worth salary. La next level is the need safety and security of those things that is necessary for physical and emotional safety. Security needs can be satisfied with jobs, health insurance, pensions and labour protective conditions. Follow the social needs that relate to human requirements of love and affection, the need to receive and give respect and affection and a sense of belonging to an organization and a segment of society. In a broader sense, the work environment and the informal organization can satisfy these needs. Social relations, after the work - family and friends, for example - are also necessary and important. Next level needs of esteem, or self and refers to the respect and gratitude of others (esteem of others) and our own performance and value (esteem - but not narcissism - the principle of "respect yourself, to be respected "). These needs can be satisfy by their own skill - physical

and intellectual - in promotion top jobs with increased responsibility, or other honours and awards, or other forms of recognition. The highest level is the need self-actualization (professional achievement), the need for increased and developed as man and becoming professional and social. These are the most difficult to meet the needs and understanding their satisfaction tends to take diverse forms and essences, from individual to individual

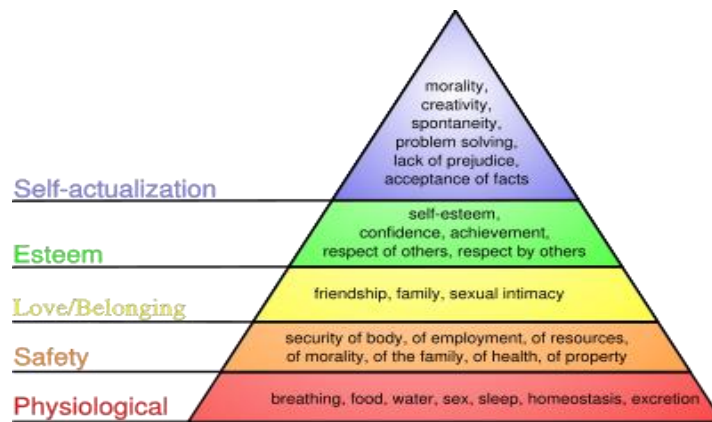


Figure 2 Maslow's hierarchy of needs

Following the firm to survey, based on Maslow's pyramid, have results which are most pressing needs they felt the project team members and which are motivators' main work they submit.

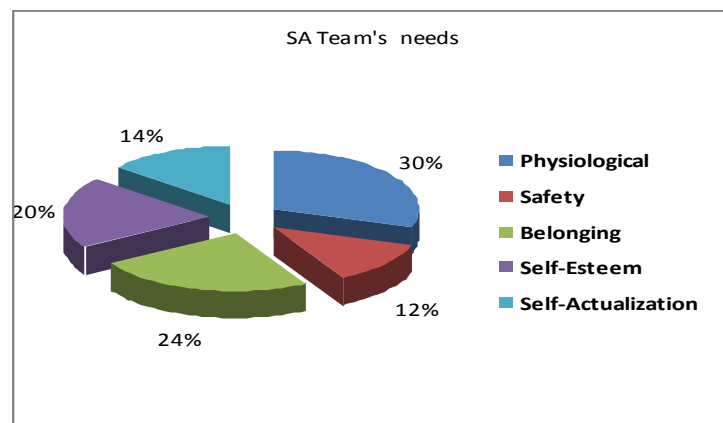


Figure 3 SA Team's needs

Following the interview the HR manager of the company SA, a result, that SA has the following methods, which cover the needs of its employees:

Factors motivating SA practitioners to meet the physiological needs of employees:

- Providing adequate salaries and benefits compared with the general level of wages the organization.
- To use effective working methods.
- Being aware of personal problems of employees by helping them whenever necessary.

Factors motivating SA practitioners to meet the social needs of employees:

- Employee interest in that person.
- Regularly praising members for their efforts.
- To help subordinates to find more efficient ways of solving tasks.
- Organizational culture strong. (Employees feel they are part of an organization with values and norms established).
- Announcing the changes to be introduced into the organization by requesting the opinion and support staff.
- By setting objective criteria for evaluating job performance and pay staff.
- Organizing recreational activities (sport, cultural) for employees of the organization.
- Needs for recognition of employees to be cover as follows:
 - Offer employees the opportunity to demonstrate skills-variety in job tasks.
 - Employees are responsible for special projects.
 - Avoid excessive control of employees. It organizes regular meetings with each to review the results and decide on future work.
 - To pay some benefits (company cars, bonuses) to very good employees.
 - The existence a fair system of promoting based on results at work.
 - To cover training needs of employees as follows:
 - It facilitates the expression of creative employees.
 - Allowing freedom of project team members in making decisions that directly affect the way in which they work.
 - To stabilise with each member of the team plans to detail his or her career goals.
 - Employees are involved in setting personal development programs.
 - The existence of the organization promote from within policy
 - Periodically, employees are responsible for unusual activities, offering training courses.
 - The delegation of tasks requires creative solutions to problems.

Conclusion

Teamwork is essential to achieve performance and achieve goals. Team building and motivation they are processes that require considerable effort and knowledge. People form teams, and we must understand the human issues related to work in collaboration. Organizations require teams to establish and then achieve their objectives so as to enable them achieve their goals. For a team to be a performance, should be followed certain guidelines. To be motivated and committed employee, organizations must have some ways to meet the needs of employees. Ways must be appropriate to reward both team and individual efforts.

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