



WORKING GROUP VERSUS TEAM WORK

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Abstract

The cell organization is represented by the working group and not the individual, groups that are a major feature of life organization. Quality circles were designed as tools for building team spirit in Japanese companies as a tool to enhance group cohesion and the training of employees. The essential characteristic of human behavior and organizational performance is given by the working group and the influence on group members, so members of the group leader should use in order to achieve a high level of performance at work and improving organizational effectiveness. Division by function minimizes teamwork, whose role in implementing TQM is essential, given that many organizations are dominated by maintaining the traditional system are not promoting interactive communication between employees.

Key words:

Teamwork, quality circles, physical and intellectual division of labor, team work, group work.

JEL Codes:

M20, M54, O15

1. Introduction

During its development, the man turned to its environmental conditions, using tools made by him at work. Regardless of the form in which human activity takes place, this work differs from other beings. Work even in its simplest manifestation, is a conscious activity oriented, involving a particular purpose, goal, goal, the means necessary to achieve the purpose, according to a certain plan their use [Vague P., Stegăroiu I, 1998. p 7].

Peter Drucker, in his speech held in 1987 in front of a narrow circle of industrial companies in the US, said that the best managers in history were people who were responsible for the construction of the pyramids in Egypt. Babylon also offers many examples of management practices. The most important contribution to management thinking Babylonian's "Code of Hammurabi" which led to the government of Babylon in the period 2000-1700 BC. H. and contains many details of management practice as control, responsibility, etc. Moses is known as a leader and manager who has proven ability to govern, to make laws, to establish human relationships and between groups.

2. Team work

The cell organization is represented by the working group and not the individual, groups that are a major feature of life organization. Most of the organization's activities involve a degree of coordination of the work of

the Working Group, the leader of the group that wants to influence the behavior of members, being aware of the impact they have on organizational performance working group.

According to D. Carlson management organization is defined by aspects to consider:

- Forecast the development of economic phenomena and processes at both micro and macro (market research) function that identifies the major issues and provide some results that they design a manager and pursued;
- Setting objectives and means of achieving them (policies, criteria and standards of performance);
- Preparation of plans, programs, budgets, expenses and necessary means of control;
- Establish an appropriate organizational structure results they expect from his collaborators manager;
- Evaluation of results, identifying ways to improve their decision making and corrective measures;
- Practicing a policy of participating staff;
- Finding appropriate ways to support subordinates to advance;
- Understanding the needs and aspirations of staff;
- Granting the necessary trust subordinates;
- Ensure an effective work environment (incentive levers, respect, discipline, ethics, etc.).

Concepts developed in the West and Management by objectives (MBO), total quality management (TQM) and total management (TM) had and still have a tremendous impact on the success of Japanese companies in global competition, therefore, one of the basic ideas imposed by them refer to the necessity of teamwork and achieving superior performance is the use of pyramidal hierarchical management teams.

The most important aspects of teamwork are:

- The impact of quality circles in global competition;
- The importance of Total Management teams;
- The human factor to success in implementing TQM principles.

One of the concepts relevant to the individuals and groups, behavior guidance techniques in group management, teamwork, and impact on quality of these approaches are valid concept in both theory and practice of contemporary business - is reflected in the management of large Japanese corporations.

First steps towards quality study are based on statistics and the company in an effort to include all components of quality. In the 50s, E. and J. Juran Deming quality revolutionizing business practice including the role / place team in Human Resources Management. Professor Kaoru Ishikawa Japan introduced the concept of Quality Circle, a group of employees informal meeting regularly to analyze what improvements could the manufacturing process to improve quality, what difficulties they faced a department or another, or how to ensure continuous improvement of human resources etc. [E. Deming, 1986; Juran J., 1986. www.wikipedia.org]

Quality circles were designed as tools for building team spirit in Japanese companies as a tool to enhance group cohesion and the training of employees. Since the 70s, companies also resorted to TQM Quality Circles and the use of other concepts used by Japanese firms, slowly recovering lost ground above; global competition between large corporations remain extremely sharp and is impossible to predict what the future will rely tools corporations in pursuit of superior performance. [Drucker P., 1999]

Management as an art involves mood generated by the desire to solve correctly manager to accept the organization's problems and progress beyond the individual issues that may hinder him. P. Drucker shows that in this context management is the art, the way of doing business. Management is the art by which managers distribute their efforts to achieve equilibrium toward which the organization.

In their vision, H. & J. Harrington Harrington groups / teams work plays a crucial role in the attempt to

introduce continuous improvements in business organization because all organizations operate and are managed on the basis of strategy, mission declared of proposed objectives, for which generally individuals rarely work in isolation from their peers. The groups are a feature of all social situations and people can be members of one or more.

The essential characteristic of human behavior and organizational performance is given by the working group and the influence on group members, so members of the group leader should use in order to achieve a high level of performance at work and improving organizational effectiveness.

One way of organizing work that proved to be productive and efficient in terms of human potential recovery of an organization is to promote teamwork and strengthen a culture of teamwork. In this case, the organization's management's role is to direct the work teams to define the purpose of each and to provide functional resources.

The basic ideas of C. Babbage's conception are physical and intellectual division of labor. According to him, if specialization is good for workers, then why is not that useful for people of intellectual labor? C. Babbage stated that the division of labor is a very important principle for everyone who performs a certain task, work. He has compiled a list of specialization advantages, among which the most important are the following [Vague P., Stegăroiu I., 1998]:

- Specialization reduce material waste during the assimilation of the profession (when one is preparing for a new feature of the profession, he makes inevitable mistakes in product implementation, leading to losses, they can be reduced if the performer focuses on a task he learns to execute faster);
- Specialization eliminates time spent moving from a certain kind of work to another;
- Specialization enables a high level of skill in terms of theory, the quality improves as a result of the division of labor, repeatability operations resulting in increased execution speed and quality of work;
- Specialized in designing stimulates living labor saving methods;
- Specialization provides greater human identification task, if the individual is employed for the performance of several types of works, then it must be able to fulfill the hardest or most complex of all work performed.

The concept of group work emerged during research conducted by Elton Mayo famous and his team at Wester Electric plants Hawthore the 20s - 30s,

research attempted to find answers to a number of issues such as labor productivity growth in poor conditions of work. The conclusion reached from these studies was that in industry working groups appear as a defense against formal constraints, but also to meet the social and human requirements [Zlate M., 2004].

The highlight of the working group is that group members look on as the group itself. The working group consists of a number of individuals who meet the following conditions: [DI Smith, 2010]

- Have a common task and / or goal;
- Have a minimum set of accepted norms and values that govern their interaction relatively exclusive;
- Are aware of the identity of the group and its delimitation.

From the psychological point of view we can define the working group as follows:

- Individuals who interact with each other;
- Are aware of the psychological point of view, one another;
- They perceive themselves as constituting a group.

The Working Group has developed its own model of social relations and rules of the organization. Together as a group, individuals are more powerful and can propose major objectives, reflecting the essential advantage of the structure of groups / management teams; cost required for group membership take various forms, including a possible negative psychological impact. [Huczynski A., D. Buchanan, 2001].

Group leaders will work within the group as group members must cooperate with them to perform their work and therefore the group's activities are associated with driving. The leadership style adopted by the manager has an important influence on the behavior of group members. Approach in terms of human relations work contributed to the recognition of the importance of organizational and group work, values and norms in influencing behavior at work.

The concept of team is due to Kurt Lewin, he advanced the idea that the team represents the basic unit of organization.

Team is a working group whose members influence each other to achieve a common goal; not all groups are teams in the organization, but all teams are groups; transition from group to team requires members to help each volunteer to meet a goal of the organization. The use of the two concepts differentiated between them is due next aspect that through them can prove that team performance is superior individual performance or performance than the sum of an equivalent number of people working individually.

The years 1980 - 1990 bring us clarify the concept of group work and team work, therefore, in 1986 J. Adair claimed that team work is little more than a group of people who share a common goal superiority her from that individual contributions are considered as complementary.

More important than the indication of the differences between group work and team work is emphasizing another idea, namely the revival of dedicated research teams work; "Even if team work is one of the oldest social technologies of production, from this point of view, do not take a revolutionary aspect, she knows a flourishing substantial interest and attention from researchers and practitioners in human resources management" [Savoie A. Brown, L., 2000].

Other authors invoke the need for efficiency: "The current enthusiasm for teamwork in organizations reflects a deeper recognition, perhaps unconscious, that this mode offers the promise of faster progress than can be achieved through individual action or through mechanistic approach her work "[West M.M., CS Borrill, KL Unsworth, 2001].

2. Conclusions and recommendations

Working team brings together features that include and exceed those of the group specific effect of teamwork i.e. to generate positive synergy for a coordinated effort. This phenomenon results in a performance task that exceeds the sum of individual contributions to achieving them. Both in theory and in economic practice human factor provides key position for success in fulfilling the principles of TQM.

Division by function minimizes teamwork, whose role in implementing TQM is essential, given that many organizations are dominated by maintaining the traditional system are not promoting interactive communication between employees. Reorganisation human, entailing changes in order to stimulate enthusiasm for the work and motivation, creativity, can eliminate malfunctions of organizing human resources, either discourage or do not appear capable of providing the necessary tools to better performance from employees company. [Constantinescu LM, 2006].

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