



Employees with Unique Characteristics Are Closely Linked to Their Ability to Work Well as a Team

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Abstract

In the world, every person has a different personality. In an organization, the personality of every employee is very important and is the key to the success of the organization. Human personality refers to unique psychological characteristics and behavior patterns. It includes the following aspects: Firstly, personality characteristics such as extroversion, introversion, and a combination of both. Secondly, values, which are views on the world outlook and outlook on life, are crucial in the workplace. Thirdly, motivation, which addresses why and how employees work efficiently. Finally, emotional stability determines the ability to control emotions. Studies have shown that an emotionally stable person is of the highest quality in both work and life. The impact of employee personality on the organization is mainly reflected in the following aspects: Firstly, job performance, which assesses the effectiveness of completing tasks. Secondly, teamwork ability, which involves collaborating effectively with others. Finally, leadership style, which greatly influences employees and is crucial for enterprise development and talent retention. Organizations can manage employee personality in the following ways: Firstly, talent selection, by choosing employees with suitable personalities based on job requirements. Secondly, training and development, by offering personalized training opportunities. Thirdly, leadership style, by adapting different styles to accommodate various employee personality types. Next, job design, by aligning job roles with employee personalities. Finally, creating a positive atmosphere, by embracing and respecting diverse personalities. Studying employee personality can help organizations better understand employees and enhance their performance and satisfaction.

Keywords

Behavioral science; Positive behavior; Psychological; The intricacies of management; Exploring management; Cooperative spirit of group; Teamwork awareness; Emotion regulation strategies

Understanding the behaviors and attitudes of individual employees has become a vital aspect of business because those factors influence an employee's productivity, group performance, and overall productivity of the company (Hajiali et al., 2022). The behavior of an individual within an organization impacts the perception and experiences of others and the performance of a company (Katsaros et al., 2014). The trait theory and the Big Five personality model could be used to understand the actions of employees and how they influence the performance of others and groups. Since personality is comprised of characteristic patterns of thought, emotion, and behavior, the behavior of employees can be influenced to change in the desired direction. However, businesses cannot sustain themselves without relying on groups and teamwork (Franz, 2012). An understanding of how individual behavior and organizational structure affect group performance is needed in order to create highly functional groups and teams. In addition, an

understanding of how organizational structures could affect the actions of employees and teams is needed to avoid conflicts and tensions that emerge from rigid structures. The purpose of this report is to understand the relationship between the actions of employees, group performance, and organizational structure, and how this relationship impacts organizational performance.

1. People as Individuals in an Organization

Personality is one of the key components that influence the behavior and reaction/response of employees in a work setting. Personality can be defined as characteristic patterns of thought, feeling, and behavior (Engler, 2013). Therefore, an employee's attitude towards other employees, managers, and the organization as a whole makes the difference between excellent and dismal performance. The trait theory could be used to better understand human behavior within an organization. Trait theory states that personality is made up of habitual patterns of thought, emotion, and behavior (Engler, 2013). Therefore, the type of emotions that employees hold toward their work environment and the people within have a powerful impact in determining the behavior of employees in a work setting. Thoughts and emotions influence how one experiences and perceives the surrounding environment. These experiences and perceptions shape employees' attitudes toward the organization and other personnel (Sulantara et al., 2020). For instance, the Walmart employees who held demonstrations back in 2016 perceived a lack of appreciation and appropriate compensation, which implies that the employees (at that time) had a negative attitude towards Walmart and its management. The negative attitude was likely generated after a series of experiences that were not pleasant (emotion) and not as expected (thought). In that regard, how employees experience their environment has a significant impact on their behaviors and attitudes towards work, which in turn are linked to their overall performance within the organization.

The perceptions of employees within the organization influence their productivity and efficiency levels. Employee satisfaction level is largely determined by how they perceive benefiting from an organization (Katsaros et al., 2014). For example, if an employee is not satisfied with the wages paid or the communication of the management, he/she will develop certain traits in response to the situation that has been perceived either negatively or positively (Sonntag et al., 2023). Therefore, the perception of employees within an organization can be influenced by external conditions, which include their relationship with the management. However, employees who perceive a company as an opportunity to advance their careers and explore their skills will develop a positive attitude towards the company and its culture. An example is the company culture at Google, where employees are allotted free time to work on projects that matter to them. As a result, the employees at Google are always motivated to work towards enhancing their capabilities and skills, which in turn benefits the organization since the improved skills and refined knowledge are retained within the company. Therefore, the attitude that Google employees have toward the company has contributed a lot to the innovative power that the company has developed over the years.

The Big Five personality model could be used to better understand the different types of traits that motivate diverse behaviors. The five traits include agreeableness, conscientiousness, neuroticism, extraversion, and openness to experience. People who score highly in openness tend to be very curious and enjoy new experiences (Allik, 2002), which is an important trait in organizations where change is periodic. People with a high score in conscientiousness tend to be very organized and pay attention to detail (Allik, 2002), which is a good qualification for roles that entail analysis. People who score high in extraversion tend to be very sociable while those who score low prefer solitude (Allik, 2002). People who score highly in agreeableness tend to be highly empathetic (Allik, 2002), which implies that one with this quality can be an excellent leader. People who score highly in neuroticism tend to experience dramatic mood swings and emotional instability (Allik, 2002), which are not good traits for employees working directly with customers. The Big Five personality model could be used to understand the different personalities of employees and how those personalities could impact employees' performance in relation to the prerequisites of the position they hold in an organization. Different roles at the organization require different personalities based on the expectations and responsibilities assigned.

2. Actions of Individuals Working in Groups and Teams

Most groups within organizations are formed for the purpose of achieving a goal. However, working as a group presents challenges that could be overcome by understanding the characteristics of groups and the processes involved in forming a group. Within a group, the work output is based on an individual while teams have a collective output

(Franz, 2012). Businesses mostly operate in groups, where individual members focus on accomplishing individual goals (Keen, 2003). Teams have a collective identity that unites people together to accomplish a specific goal. Members of a group usually operate independently and are only required to coordinate their tasks. Members of the same group could be from different departments, but the coordination of their roles is needed to accomplish a task. It is important that the flow of information [between two or more people in a group] is reliable and precise. An individual in teams tend to work more closely together than in groups. Team members are required to work towards one goal and depend on each other to accomplish the goal set (Keen, 2003). Therefore, communication is very important when working with teams. How well a group or team coordinates its activities to deliver depends upon the efficiency of communication and the personality of the team or group members.

Individuals will tend to react or respond differently when they are working within the setting of a group or a team. A group or team consists of two or more people that identify with each other based on a common goal or a task that needs to be accomplished. At an organizational level, employees work in different departments that depend on each other to sustain the organization's objectives, mission, and vision. Similarly, employees depend on each other to complete tasks within the company, under one leader or manager. Therefore, groups are functional in any business that involves more than one person. But for individuals to work together there must be trust and understanding between them (Arifin et al., 2021). Trust is developed through communication and action while understanding is developed through communication and interaction (Brooks, 2009). The behavior of individual team members and the interaction level between team members can influence the attitudes and behaviors of other team members, which in turn affects the overall group performance. As a result, the company's performance will be compromised. Therefore, the interaction of team members and how they relate to each other has an impact on the overall organizational performance (Kalliath, 2009). From that perspective, the attitudes and behaviors of individuals in a group or team are as important as the structure and leadership of the group.

Successful companies leverage the power of group and team performance to boost their productivity and perceived brand value. For that reason, it is important for companies to understand the processes that are involved in the formation of groups. The group development process begins with the forming stage, where members of a group come together to achieve a common goal (Egolf, 2013). The second stage is storming, where members of a group begin to pair based on likes, abilities, and interests (Egolf, 2013). The third stage is norming, where the group begins to focus on task performance (Egolf, 2013). As a result, norms for task performance and group identity will emerge to further solidify the group. The fourth stage is the performing stage, where each member contributes as part of the group, and not as an individual (Egolf, 2013). The final stage is the adjourning stage, where temporary groups or teams (which have limited tasks) are dissolved (Egolf, 2013). An understanding of the group development process or stages could enhance an organization's ability to create and sustain highly functional groups and teams. An understanding of individual personality traits and the features of a highly functional group could improve the quality of groups or teams that are usually created to accomplish tasks or a specific goal.

3. Organizational Structure and Its Impact on Individuals and Groups

Every organization needs a structure to function and evaluate its performance with time, but the structure also needs to support the needs of employees. The organizational structure begins with the administration of an organization, whereby the roles and responsibilities of different positions are identified, evaluated, and documented for referencing (Baligh, 2006). The structure also includes the control of accessing information based on an employee's level of clearance. All these structures define how employees should operate and behave, as well as what is expected from them. However, organizational structures should be dynamic to accommodate change and make employees feel secure and valued (Baligh, 2006). Organizational structures could limit or expand the possibilities that employees have to succeed in their respective specializations. Therefore, the working conditions (environmental, financial, and social) should promote individual expression. Studies have shown that employees who have more freedom to express themselves in terms of decision-making or through their specialization make them fulfilled their role (Mullins et al., 2010). In that regard, organizational structures should be developed in a manner that gives employees the autonomy to enhance their abilities, skills, and talents.

Businesses need groups to function and achieve the overall goal or objective, but the dynamics of groups should be properly understood in order to create highly functional groups. Besides defining the roles of individual employees and managers, organizational structures also define the scope of groups, which includes their functionality, limitations, and responsibilities within a company (Robbins et al., 2012). Organizational culture is a combination of values and

behaviors that contribute to the social and psychological well-being of employees (Kalliath, 2009). Culture is supposed to unite people with a common interest, vision, or goal. Organizational culture is partly responsible for shaping how people interact within an organization and how meaningful those interactions are to the employees (Mullins and Christy, 2010). Company cultures with strong values that support diversity and inclusion will tend to motivate employees to work together. The physical environment and culture are among the determinants of personality (Robbins et al., 2012). Therefore, an organizations culture and the working environment have the potential to shape the perspectives and particular experiences of employees. Since employees are people with emotions and thoughts, they will habitually react to the nature of the environment based on what they perceive to be beneficial or limiting. For a group to function, it is important to understand how individual personality and organizational structure affect the efficacy of a group.

4. Conclusion

The behavior of an individual has a direct effect on the performance of a group, team, or company. The personality of an individual is unique, which is why open communication among employees or members of a group is encouraged. Positive or negative perceptions and attitudes have a significant influence on employee and group performance. The working environment and organizational structures could impact the perceptions and attitudes of employees. The perception and attitude of employees will be based on perceived value or benefit from the company (Ali, 2021). Therefore, the actions of an individual can affect the whole, but the leadership and management of the whole could be used to shape the perceptions and experiences of employees, which directly impact their attitudes and behavior. Overall, the organizational culture in any company is critical to the performance of groups and teams within an organization.

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