ABSTRACT

In the past researches have been done on the individual performance in relation to organizational performance, for this emotional, social, some psychological, and strategic aspects have been studied. As organizational performance can be studied on multiple dimensions, the studies have been generally done on team building, team performance, etc. In today’s competing world, the organization though acknowledge that key behind success lies with the people, but it is the team which is also pervasive in organizations worldwide and plays a major role in its performance and success. The researchers have employed qualitative, quantitative and experimental methods for exploring, analysing and improving the various aspects related to organizational performance. The other factors like personality, ethnicity, culture, values and education are also major factors influencing organizational and team performance, but have been covered less so far.

The purpose of this study is to understand and explore the relationship between the personality of employees at work on the performance of team as a whole not as an individual and identify the specific personality traits which contribute to the performance of team.

An individual’s traits and tendencies, which is amalgamation of emotion, feeling, action motivation and thought defines its Personality. Work Personality is defined as the individual’s traits, habits, and attitudes related to the concept of employment, and one's reaction to that concept. These are the specific personality traits that directly relate to work performance. It helps in establishing the most efficient and effective match between people and work roles. Personality traits, which are the distinctive patterns of behaviour that characterize an individual, have been found to play a key role in an individual’s effectiveness at work. It helps to match a person’s characteristics with those required for successful performance on the job. It helps to identify an individual’s preferences and motivations and how they relate to different occupations and work environments. In team building the work personality can help to resolve conflict and improve team communication. The work personality consists of those capabilities that satisfy fundamental work role requirements, i.e., work attitudes,
values, habits, and behaviours that are essential to achievement and maintenance of suitable employment.

Research over the past years has indicated that workers’ personality traits are related to job performance in a wide variety of occupations. Personality traits, which are the distinctive patterns of behaviour that characterize an individual, have been found to play a key role in an individual’s effectiveness at work. The identification of work personality traits influencing organizational teams’ performance. As this identification is important, it will help in understanding the role of personality on organizational team performance with reference to the work assigned to the team and understanding the different aspects of the personality which are part of selecting appropriate individual as well as forming a suitable team of a particular task.

Teams have certain features that characterize them as “real teams.” They have clear boundaries that clearly demarcate them from other work units within an organization, team membership is clear, and define. And, they are stable over time (i.e. few changes in the team member). Performance of great team involves a great deal of communication and coordination among members thus, team members work interdependently together. Apart from their work they have varying degrees of authority over their work.

Most commonly, teams are viewed as a three-stage system where they utilise resources (input), maintain internal processes (throughput) and produce specific products (output). Assuming this model, the necessary antecedent conditions (input) together with the processes (throughput) of maintaining teams define the characteristics of effective teams. Analysis of antecedent conditions and team processes often highlight issues for team development and training. In contrast, outcomes (output) are generally used to judge or evaluate team effectiveness.

Performance in an organization is not an individual activity but a team based activity and hence the personality of all the team members influences the organizational team performance. Performance is a dependent activity based on basic three aspects i.e. individual, group and organizational. Team performance dimensions are principally goal setting, communication, conflict, interpersonal relationship and cohesiveness. An
individual performance is based on the personal skills, knowledge and his personality. The above dimensions of performance are somewhat influenced by the work personality constructs of an individual, like task oriented, social oriented, achievement oriented and adjustment.

Given the importance of teams in the workplace, researchers have long been interested in how team members interact with each other. When a group of diverse individuals works together, predictable patterns of behaviour, known as group dynamics, develop. Examination of group dynamics focuses on the influence of the individual on the group and the group on the individual. Individual differences, such as personality traits, may influence group interactions. This may involve an individual team member’s personality or the mixture of personality traits within the team. Therefore, personality traits may relate to the level of satisfaction team members experience in working with the team.

Gap identified said was that the personality as whole was more covered rather than its work related aspect. And the studies done so far are more focussed on individual performance rather than team performance. Most of the aspects in the studies were on the team success than on team failure.

The use of teams in organizations has increased dramatically over the last half century. Organizations continue to restructure work around teams rather than individual jobs. Individual differences, such as personality traits, may influence group interactions. But formation of team isn’t a surety for organization or team success. To avoid failure, the organizations must focus on proper team formation keeping the personality attributes influencing team performance and its dimensions (depending on the basis of task assigned). To achieve this, the organizations must understand what influence does work personality trait has on team performance and choosing the attributes according to the task in hand.

*The present doctoral work attempts to address the problem of avoiding team performance failures or otherwise based on the understanding that is gained as regards the work personality attributes which convincingly influence the team performance along the chosen dimensions of the essential team functioning processes.*
The objective of the study is to identify the work personality traits influencing the organizational team. And to assess the relationship between identified work personality traits and Goal Setting Process, Communication, Conflict Resolution and Maintenance of Interpersonal Relationship and Cohesiveness processes in a team.

Based on the application, objective and mode of enquiry, the study is applied in nature, descriptive as well exploratory and uses structured mode of inquiry i.e. quantitative research. Information for the study was collected using Primary Data and Secondary Data. Primary data was collected using structured questionnaire, designed keeping the objective of the study.

Secondary Data was collected using the government reports, company reports, reports by financial institution and market survey.

The questionnaire was designed based on the variables identified as presented in the list below model, keeping the Likert type scale in mind. Total of 20 demographic and 176 questions were framed (which included the dependent and independent variables) for the study and questions were positive as well as negative (ratio 1:2) for each variable. Then another pilot study was done again on the employees by distributing questionnaire (in 4 sets) over a period of one month and Cronbach’s alpha reliability test was conducted on it, which was $\alpha = .943$.

Cluster Sampling was used to study population for this study is teams in manufacturing and service sector in India. 12 organizations were selected, from the manufacturing and service sector, which was further classified into Automobile, Pharmaceuticals, Information Technology and Online retail, on the basis of their performance report for past year (considering that organization has been operating in the Indian Market for at least 3 years and is among top 5 performing company in the concerned sector)

On the inference drawn we can conclude that team work is one of the most influential personality traits on the team’s performance and so was self-control, based on this we can say in performing teams teamwork plays a major influencing factor over their performance as a team and self-control which a personality trait representing stress tolerance construct of the work personality. The study has shown that in social
orientation and stress tolerance are major plays in the performance of the team in organization, as it significantly influences goal setting, conflict resolution and interpersonal relationship. The other construct which influence the most stress tolerance and task orientation on conflict resolution.

It can be said that most of the teams are affected by the personality traits like teamwork, adjustment, concern for others as they have shown the most significant relationship. Overall trait ranking.

This study helped in rating the personality traits identified which can be further utilized for team selection and avoiding the team related issues which might cause issues in its performance. The traits and their relationship with various performance variables helps to decide which personality trait is more significant in case of which type of task (structure or aspect).

The study will help in understanding the role of work personality trait in organizational team performance. Significance of team performance is widely seen in the international organizations and there is huge set back due to their failure. Hence, the study will help in understanding the various performance related aspects which are influenced by the work personality traits and will help in reducing team relate failure.

This study helps in identifying the traits which help in Team’s Performance, these can be studied independently and in detail, for future. It can also be done with some moderators like ethnicity, structure, gender etc. And could be carried out in other sectors to understand the impact of work personality traits on team performance.

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