

Role of Personality Traits on Team Cohesion and Team Effectiveness - An organizational case study

Prakshi Jain¹

¹Symbiosis Centre for Management and Human Resource Development, SCMHRD, SIU, Symbiosis International (Deemed University), SIU, Hinjawadi, Pune, Maharashtra, India,

¹prakshi_jain@scmhrd.edu

ABSTRACT

Purpose: The objective of the study is primarily concerned with team performance getting affected with members' personality traits. This study is conducted by analyzing the members for their personalities affecting team cohesion and effectiveness.

Approach: A structured questionnaire measuring personality and team effectiveness were administered to 100 employees of various retail stores of TITAN Company Limited in the Western zone of India. The retail store outlets included units selling products such as Eyewear, Jewelry and Watches of TITAN. A 5-point Likert scale has been used for quantification of the responses to be collected.

Findings: Traits like introversion, extroversion, openness, confidence building are some of the traits that are majorly affecting the team cohesion. Another aspect that was found is that these traits also affect the productivity of the employee.

Implications: The impact of personality traits on a specific group is self-evident. In any case, it's not satisfactory how the association among character and group cohesiveness stirs that end up in group execution. This examination assists with looking out an improved understanding into that relationship by displaying that specific character attributes can change the group condition. Until this point in time, a comprehension of how qualities of character impacts group cohesiveness will support directors and pioneers to encourage group achievement and recognize which of those are basic to their exhibition.

Keywords

Personality, team performance, organization, cohesion, effectiveness

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

Introduction

An early meaning of team cohesion is "the all outfield of powers which follow informed individuals to remain within the gathering." (Festinger, Schacter & Back, 1950, p164). During a survey of group attachment writing, Salas and partners (2015) depict how groups are often useful for authoritative viability however they ought to be strong so as to be powerful. Salas et al. (2015) depict group attachment as "the common bond/fascination that drives colleagues to stay together and to want to cooperate." The five practices of a firm group are: Trust, Conflict, Commitment, Accountability, Results.

A high performance team insinuates a social affair of goal focused individuals with explicit authority and fundamental capacities who form a group, create, and produce transcendent results. The function looks for after execution enormity through shared destinations, shared organization, facilitated exertion, open correspondence, clear employment wants and assembling working standards, early trade-off, and a robust sentiment of duty and trust among its people.

Organizational Culture is the total direct of individuals who are a piece of an association and the suggestions that the people annex to their exercises. Authoritative culture is made out of a couple of characteristics that go deprived from high to low. Every association has a specific motivation for all of these characteristics, which, when merged, describes the affiliation's exceptional culture. Affiliated people settle on choices, on the value their affiliation determines for the characteristics and eventually change their lead organizing obvious game plan of characteristics. Every association makes and keeps up an

excellent culture, which gives rules and cut-off points to the direct of the people from the association. We ought to research what segments make up an affiliation's lifestyle.

OCTAPACE CULTURE joins ethics, values, feelings, points of view, gauges, ethos, air, condition and culture. The eight segments of OCTAPACE culture are Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation which are principal for a strong and compelling association. (lucidoutsourcing.com) A culture with OCTAPACE values has the more critical chance of achieving high commitment and satisfaction, collaboration, advancement and free movement of correspondence inside the association. The most huge piece of hierarchical culture are the characteristics it rehearses.

- The underlying objective of this study is to find out whether personality types affect organizational teamwork. As I was working with the company, I realized that some stores had team synergy, while some did not, and this is directly correlated with the store productivity. While I was taking interviews of the employees, they showed certain personality traits which spoke a lot about their team dynamics, and their individual productivity. Therefore, the motivation behind this study to delve deeper and find out more about the fact that whether these personalities were affecting team performance, and in turn employee productivity.

Team Cohesion in a workplace

Whether or not we work, attend class, or play sports, we've got all been a small amount of a gathering at some point or another. A segment of those gatherings may have some great occasions, ground-breaking, and productive while others

were disagreeable, insufficient, or troubling. While various gatherings work outstandingly together, veritable advancement starts from being on a solid gathering. Extended gathering connection within the workplace has realized extended accomplishment, work satisfaction, partner certainty, and lessened strain.

Team Cohesion happens when a gathering remains combined while endeavoring to attain a mutual goal. Being a solid gathering infers that not solely are bundle destinations met at now, everyone looks like they need added to the final accomplishment of the assemblage. Individuals on a sturdy gathering will when all is alleged in done highlight more normally assembling instead of their individual selves and are logically awakened to maneuver toward the gathering objective.

So what does it take to make a group strong and by what means can group pioneers help their colleagues succeed?

As indicated by Bruce Tuckman, an understanding scientist in bunch elements, there are four phases in group improvement that can be utilized to evaluate a group's cohesiveness. These four phases are Forming, Storming, Norming and Performing. By understanding these stages, pioneers and colleagues can comprehend why certain practices are occurring and roll out educated improvements.

The First Stage–Forming:

Forming is depicted by individuals of the get-together getting familiar with one another through relationships and social assessments. Exactly when laborers are new to a gathering or another gathering is being manufactured. Partners need time to adjust to their condition and fathom who does what, what the cut-off points are, and discover how the gathering limits all things considered. Group pioneers can help colleagues during this stage by:

- Setting up clear targets.
- Setting up both gathering and individual objectives for each colleague.
- Actualizing group building exercises to permit individuals to become acquainted with each other.

The Second Stage – Storming:

Storming is generally depicted by hardship, all things considered in light of the route toward working up occupations. Partners may consistently experience energetic impediment and may show rehearses unsurprisingly with expecting to fulfill their individual destinations instead of fill in as a gathering. Partners may get watched about the situation done, or should be done, and the boss may as often as possible experience push back. In the event that your group is in this stage it is imperative to:

- Set up structures and strategies that are trailed by all colleagues.
- Resolve strife as it happens; openness is of the utmost importance and it is significant for singular colleagues and the board to feel good communicating.
- Disclose these phases to colleagues so they can have a superior comprehension of why struggle emerges.

The Third Stage – Norming:

Norming marks where battle begins to get settled and is replaced with joint effort. Solidarity is developed between the individuals, and people begin to join their undertakings and work together as they continue looking for a common goal. In this stage, pack gauges are developed and people every now and again feel great giving each other analysis which empowers addition to trust. When your group has arrived at this stage it is essential to:

- Have steady gatherings to guarantee that everybody is as yet moving in the direction of a similar objective and alter varying.
- Permit colleagues independence to move in the direction of their objectives.
- Keep on executing group building exercises both inside and outside of the work environment to keep correspondence open and dynamic.

The Final, Fourth, and Most Exciting Stage – Performing:

In this last stage, groups are generally performing at a perfect level, which implies each individual is stressed over gathering accomplishment instead of only solitary affirmation. Each individual feels like they have an explanation and that they are regarded. In this stage, each individual grasps that their duties are noteworthy and they should be glad to confront difficulties if they trust it will benefit the gathering. Gatherings who progress to the performing stage perceive how worthwhile participation is in achieving the goals they have chosen to achieve. These gatherings have a veritable sentiment of gathering connection. When your groups have arrived at this stage it is critical to:

Praise your triumphs!

- Reforecast and target new objectives, while proceeding to have predictable gatherings to guarantee everybody is on the same wavelength.
- Permit the group some space to decide – over controlling at this stage may make groups relapse back to bring down stages.
- Note that groups will vacillate all through these stages particularly when new colleagues join and others leave. Generally speaking, group union is significant in the work environment as it prompts more prominent organization achievement, improved representative fulfillment, and expanded inspiration. Group union can be educated, in spite of the fact that groups must treat the procedure naturally. Remember that openness is absolutely vital, and jobs must be characterized unmistakably. A durable group can be little or huge, and based locally or globally. Regardless of what the group dynamic, all colleagues must have an away from of their individual job, the group objective, and trust that every individual is contributing.

Literature Review

Personality

Personality originates from the word *persona* (Latin) which intends to depict the conduct, character, or a private individual.

This is done in light of the fact that there are particular attributes that are just controlled by somebody. Alwi et al. (2003) clarified that the importance of character is reflected in the very idea of the demeanor of an individual or a country that recognizes others or country. While character as indicated by Allport (Hall and Lindzey, 2005) is a powerful association inside the person as a psycho-physical framework that decides the remarkable route in adjusting to the earth.

Personality or Character is a depiction of the person's mental self-portrait that impacts an individual's conduct particularly and progressively, it is on the grounds that the conduct may change through the way toward learning or through experience, instruction, etc. This sentiment explains the conclusion by Setiadi (2003) that character is the dynamic association of the framework that decides the individual psikofisik that decides his change in accordance with the earth particularly"

Seeing your character characteristics is the underlying stage in adequately achieving your targets. Having the choice to abuse your characteristics and moreover perceiving how to strengthen your inadequacies is the establishment of progress. Right when we use our character to choose decisions generally proper for ourselves, we will undoubtedly find trustworthy happiness and satisfaction. So likewise, understanding the characters of others will help us with framing more grounded associations.

To a great extent, finding someone with fluctuating character characteristics can be worthwhile. Associations incorporating individuals with backwards characters can move each person to see conditions from a substitute perspective. In the workplace, differentiating character credits are basic to causing an alternate work space where advancements and moving musings to can thrive. All the while, it is similarly basic to surround yourself with people who have tantamount focus feelings, characteristics, and targets. If you are regularly a helpful individual yet choose to enclose yourself with opposite people, you will more than likely become progressively negative. This sort of destructive character trademark can be unfavorable to the workplace. Enlisting agents while contemplating their character (through lead based requests questions, character tests, etc.) can help empower a complete and positive working environment.

Job Performance

Job Performance evaluates whether an individual plays out a vocation well. Occupation execution, concentrated scholastically as a feature of modern and authoritative brain science, likewise frames a piece of HR the board. Execution is a significant measure for authoritative results and achievement. John P. Campbell portrays work execution as an individual-level variable, or something a solitary individual does. This separates it from all the more including builds, for example, hierarchical execution or national execution, which are more significant level factors. (Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993).)

Personality encompasses a person's relatively stable feelings, thoughts, and behavioral patterns. Each of us has a unique personality that differentiates us from other people, and understanding someone's personality gives us clues about how that person is likely to act and feel in a variety of situations. To manage effectively, it is helpful to understand the personalities of different employees. Having this knowledge is also useful for placing people into jobs and organizations, most personality measures are faked (Reilly & Warech, 1993). However, evidence has suggested that personality measures are valid predictors of diverse job-related criteria (Goldberg, 1993). Unlike many measures of cognitive ability, personality measures typically do not have an adverse impact on disadvantaged employees (Hogan, Hogan & Roberts, 1996) and thus can enhance fairness in personnel decisions. Recent research showed that personality dimensions are related to job performance (Rosse, Stecher, Miller & Levin, 1998; Wright et al., 1995)

The Big Five model:

Analysts (Goldberg, 1992) acknowledged The big five model as a character theory. Five principle measurements of character which were proposed were Agreeableness, Neuroticism, Openness to encounters, Extraversion, and Conscientiousness. An extraversion character is generally connected with neuroticism and inspiration which impacts negatively for singular exhibitions. Colquitt'09 in his examination implies that the neuroticism character impacts and offers sway on the existence of fulfillment. Five primary measurements will help to explore and examine the distinct capabilities of an individual in the working environment. Barick and Mount in 1991 decided that individuals as extroverts eg., certain, expressive, amiable, garrulous. Apart from that, extraverted individuals similarly will be in general be sure as stated by Watson and Clark in 1997. Johnson [1997] explored a positive connection among outgoing people and employment fairs. An Extroverted individual is considered as the key for fulfillment of occupation. Sinha and Watson in 2005 said that the social butterflies or in particular extraversion positively affects a representative's work. Barrick and Mount in 1991 indicated that the exceptionally faithful characters are dependable, poise, decided and solid. Uprightness likewise adverts characters with an inclination to design, compose and deliberately suppose towards the objectives and become effective in finishing their chores Costa and McCrae, 1992. Encounter receptiveness is characterized similar to a creative, going amiss methodology and liberal individual (Al Qahtani, 2011) and a psychological capacity Colquitt, 2009. Pleasantness is characters with kindness, mindfulness and amiability. It identified practices in relations. Interestingly, low suitable people or obnoxiousness have an absence of want to give collaboration with the others because of their not confiding with individuals.. This impacts associations with different people across the organization. Pleasantness practices of representatives or associates despite everything boost association exhibitions however it's anything but a principle benefactor of things for an association to induce fruitful. An individual keeps an eye on pleasant conduct and has effective associations with others (Organ and Rayan, 1995).

Openness

People high in openness will undoubtedly be inventive researchers and value taking on new activities and troubles. People low in this quality will when all is said in done be less imaginative and may not do well with change.

Conscientiousness

People high in doubts are adequate at planning, sifting through nuances, and agreeing to time requirements. They are in like manner mindful of others and perceive how their decisions and exercises can affect individuals around them. People who are low in second thoughts dither on or disregard to complete assignments. They in like manner will when all is said in done keep away from plans and continue with tumultuous lives.

Extraversion

People high in extraversion value meeting new people and implanting themselves into get-togethers and conversations. They will when all is said in done reason allies to viably and have a tremendous social event of associates. People low in extraversion, in any case called insightful individuals, slant toward separation over association. They moreover endeavour to keep up key good ways from easy going chit chat and being at the point of convergence of thought.

Agreeableness

People high in agreeableness show an affirmed stress for others. They are known for getting others in a tight spot and feeling compassion toward the clashes of others. On the other hand, people low in agreeableness will when all is said in done act impolite and discourteous towards others or even use control to put their own needs over some other individual.

Neuroticism

Somebody high in neuroticism will in general be touchy, focused, and on edge. They may get pushed and upset without any problem. Individuals low in neuroticism will in general be sincerely steady and don't permit stressors to impact their state of mind.

Myers-Briggs Type Indicator

Isabel Myers and her mom, Katherine Briggs made this test. They made the principal evaluation during the 1940s dependent on their recognition with Carl Jung's hypothesis on character types. Myers and Briggs didn't mean to bring up individuals' blemishes yet rather meant to assist individuals with bettering themselves so they could carry on with a more joyful life. They utilized four unique scales in their appraisal:

What stimulates you and gets you energized?

Extraversion (E): Are you an individual who draws vitality from the outside universe of individuals, things, exercises or association more often than not? (Watchwords: outer, outside

push, works out, considers numerous things, engaged with individuals/things, collaboration, activity, do-think-do)

Introversion (I): Are you an individual who draws vitality from the inward universe of thoughts, feelings or impressions more often than not? (Catchphrases: inward, inside push, keep down on remarks, considers profoundly hardly any things, engaged with own idea, work alone, hold, think-do-think)

Where do you put a large portion of your consideration?

Sensing (S): Do you like to learn through the five detects, seeing what is at this very moment more often than not? (Watchwords: The five detects, what is genuine, functional, present direction, realities, utilizing set up aptitudes, utility, bit by bit)

Intuition (N): Do you like to learn through an "intuition," seeing what may be more often than not? (Catchphrases: intuition, hunches, what could be, hypothetical, future prospects, understanding, acquiring new abilities, oddity, jump around)

What do you esteem most when settling on a choice or judgment?

Thinking (T): Do you incline toward sorting out and organizing data and choosing in an intelligent, target route more often than not? (Catchphrases: head, coherent framework, objective, equity, investigate, standards, reason, firm however reasonable)

Feeling (F): Do you lean toward sorting out and organizing data to choose in an individual, esteem arranged path more often than not? (Catchphrases: heart, esteem framework, emotional, kindness, praise, agreement, sympathy, caring)

What do you show apparently more often than not?

Judging (J): Do you incline toward carrying on with an arranged and sorted out life and are solid on dynamic more often than not? (Catchphrases: plan arranged, manage, control circumstance, settled, run one's life, set objectives, conclusive, sorted out)

Perceiving (P): Do you incline toward carrying on with an unconstrained and adaptable life and are solid on data assembling more often than not? (Watchwords: unconstrained arranged, stream along, adjust to circumstance, conditional, let life occur, accumulate data, open, adaptable)

In light of how they addressed inquiries in every class, members get a four letter code utilizing one letter from every one of the four classifications recorded above (e.g., ISTJ, ENFP). These four letter codes classify people into 16 distinctive character types.

Employee Performance

A few specialists concur that performance alludes to the level of achievement in executing the errands and the capacity to accomplish the planned reason, among others, by Hakim (2006) who characterizes that the presentation of the worker is because of work achieved by people that are customized to the person's job or undertaking inside an organization at a specific timeframe, which is related with a specific standard size or estimation of the organization in which the individual

works. As indicated by Singh and Billingsley (1996) that the exhibition is the consequence of work performed by representatives as per the goals to be accomplished in the work performed.

Gomes (2003) cited Bernardin and Russell who expressed that presentation is a statement of data for the assessment of work achievement rate in accomplishing objectives. Assessment of Kirkpatrick and Locke (1996) expressed that the accomplishment is a term that identifies with the quality and profitability of the outcomes (yield) of an individual or social order work to improve the individual or gathering execution is a significant piece of all administration levels. Execution usage of an individual to accomplish organization objectives must be joined by sufficient abilities and bolstered in a solid self-inspiration. As per Hersey and Blanchard (1992) that the presentation is a component of inspiration and capacity. To finish the errand or employment, one must have a level of readiness and a specific degree of capacity.

Douglas McGregor's Theory X & Y:

Douglas McGregor (1960) formulated his theory that identifies with human inspiration. Be that as it may, this hypothesis additionally is identified with human conduct which is Theory X and Theory Y alluding to individuals' disposition and conduct to the world. Individuals in Theory X have negative impressions of others with negative mentalities. Those in Theory Y have a contrary perspective on Theory X which is to expect individuals are commonly persevering, keen and trustful, and dependable. Ones who fall under category of Theory X accept that people are lazy and detest work, maintaining a strategic distance from the errand given at whatever point conceivable, keep away from duty, and have no desire. This kind of individual must be forced or compelled by the chief to achieve the goals set by authority. Similarly, working negatively with the impression of the earth will bring about an redundancy of execution. Hypothesis Y expect people commonly will, in general, be aggressive, self-inspired, knuckle down, work out a way to get your hands on, acknowledge obligation, and appreciate the work obligations. These theories of X and Y help us understand the contrasting personalities present in an organization, and how such leadership affects team performance. Theory Y will lead to a better organizational structure.

Team Performance:

Aguinis [2009] explained that "the meaning of performance does exclude the aftereffects of a worker's conduct, however just the practices without anyone else. Execution is about conduct or what representatives do, not about what representatives produce or the results of their work". Representative execution speaks to the final conviction of the worker about his commitment and conducts within the accomplishment of the association. Representative execution can be taken within the point of view of three components which improve it conceivable to perform quite others, determinants of execution can be, as an example, "definitive information", "procedural information" and "inspiration" (McCloy et al., 1994). HR rehearsals positively affect execution of people. Huselid'1995 have contended that the

viability will move on the conduct of representatives because of human asset the executives, which likewise demonstrates a positive affiliation.

For performing 'to satisfy commitments or necessities; achievement of something as guaranteed and expected (American Heritage College Dictionary 2007). Despite the fact that in the task of the executives assemblage of information, there is genuine utilization of the term 'execution', the wording ordinarily has a few ramifications relying upon the setting wherein it is applied. Ordinarily, the term is utilized for connoting the aftereffects of activities and furthermore in recognizable proof of an individual as well as a gathering which is being profitable and productive (Yasamis et al, 2002; Ahadzie et al, 2008). All the more vital, an exceptionally performing workplace lays emphasis on progress of the effects on the individual working in the association just as the effects of methodology, strategies, physical condition, innovation and devices for the upgrade of group work(Ahadzie Metal.,2008). Group execution can be characterized as "it is the goal or emotional judgment of a group that how adequately a group can meet its esteemed destinations' ' (Salas et al., 2009, referred to in DeChurch& Mesmer-Magnus, 2010 p.34). So as to guarantee effective group execution, each person of the group must finish group objectives doled out to them through their particular aptitude and abilities while exploring group forms (Bell, 2007). Indisputably, group Performance assists with having Judgment about how adequately a group/gathering can meet its esteemed objectives. Prior Researchers likewise have taken autonomous factors, for example, correspondence, outer assistance, group improvement, fulfilment, the executives responsibility, support, trust, great targets, remuneration, strengthening, colleague inclusion and colleague determinations. Out of them we have chosen Compensation, Empowerment and Team Member inclusion because of simple accessibility of instruments of variable.

Remuneration and Team Performance

Numerous effective associations utilize groups in which work structures are actualized through remuneration frameworks as one of the focal venture arranging components. The group efficiency is controlled by connecting it with the accomplishment of group targets, in any case, rewards bring about embracing the remuneration courses. Impressively, pay is based for advancement of individual commitments to generally execution (Zenger and Marshall, 2000; Aime, 2010). As per DeMatteo (1998), exact exploration on pay strategies in a group situation shows that a remuneration technique helps in improvement of group execution. Nonetheless, the suitable structure and arrangement of motivating forces for groups is considered as one of the most testing assignments (Irlenbusch and Ruchala, 2008), it aides and impacts in advancing the motivation of individual colleagues (Balkin and Swift, 2006), moreover, it additionally empowers relationship and co-ordination among people [Scott and Tiessen in 1999], and the nature of the cooperation methodology that happens among individuals (Chang 2010). Numerous studies has proposed that mixed gathering remuneration and dedicated prizes must be deliberately thought of, inside which groups perform generally ineffectively when blended prizes (for example

group based prize plans enhanced by singular motivators) rather than veritable group rewards were conceded in regard of execution on exceptionally free work (Wageman, 1995; Irlenbusch and Ruchala, 2008). In like manner, the boundaries of pay estimation depend on bunch compensates and incorporate gathering pay increase on a yearly premise and edges benefits for all, acknowledgment and energy about all colleagues. Subsequently, the examination assesses an interceding component of the techniques for worker pay in certain group reward circumstances over connection between group improvement practices and group execution.

Empowerment and Team Performance

Employee Empowerment is viewed as basic in advancement of the imagination of representative's (Zhang and Bartol, 2010). Strengthening of workers inside a specific level of independence in task accomplishment gives a valuable deftness to the information culture of association, and it empowers and rouses the representatives to accomplish what they mean to accomplish with more significant level of information sharing among hierarchical individuals (Oliver et al., 2006). Strengthening animates information sharing among representatives and, thus, is known to help raise the authoritative execution level (Srivastava et al., 2006). Strengthening of the group will really share control, officially or casually. This sort of shared administration by means of strengthening is known to be best applied to information groups occupied with complex work where errands are exceptionally related, requiring elevated levels of inventiveness (Pearce, 2004). Group Performance can increment if colleagues are given adequate position and obligation relating of dealing with their own work at the work environment and permitting them to don't hesitate to explore and advance all alone with individual regard for and investigation of raw numbers around, and performs better than the ones being continually coordinated and directed intently by their group leaders. Team performance is being measured by the rating scores that the employee receives yearly. I cannot provide the scores achieved by the employees as it is confidential company data. Empowerment of employees will help in building positive personalities, which will further help in building a team structure.

Involvement of Team members

Enthusiastic association of colleagues is basic for performing undertakings, accomplishment of objectives and targets at all degrees of a gathering in an association. Nonetheless, accomplishing objectives and destinations are typically needy upon the powerfully association of various people of various groups/gatherings (Anantaraman, 1984). It is frequently expected that groups where there is high association of individuals brings about an expansion in the efficiency level and aides in accomplishing their ideal objectives and destinations without any problem. Progressively raised degree of affiliation/contribution will bring about increasingly productive outcomes and will build the group execution. Moreover as expressed by Ives et al., 2013 that contribution is intended to end or it is end itself the more you included the more outcomes are upgraded and results are improved.

Guilford (1959) characterized personality as the exceptional attributes for which people appear to be unique from others. This is often appropriateness by McCrae and Costa (1989) has characterized character as a private conduct which cares individual exceptional attributes such as hostile, faithful, persevering, sluggish, autonomous, legit, and agreeable and various others. Moreover, Robin (2003) sees the character as a mixture of the mental characteristics of someone. At long last, character expressed because the moderately steady example of practices and reliable interior expresses that clarify a person's conduct propensities (McShane and Von Glinow, 2000). Character characteristics are given the impression to impact execution and vocation bearings (Barrick and Mount, 1991; Hough and Furnham, 2003). The activities or conduct of representatives will assist the association with realizing the association destinations (Salzman, 2000; Blackburn, 2006). Something else, if terrible disposition is appeared by the workers will affect awful exhibitions to an association. No matter whether a personal as a supervisor or subordinate representatives will manage individuals or people that haven't got an identical character within the work environments. Colquitt (2009) expressed character is about what individuals resemble and also the capacity of what individuals can do. Involvement of team members pertains to how engaged an employee is to his/her organization. This is a trait that helps in building team cohesion.

Research Design

A questionnaire was distributed to 100 respondents lying in the age group of 25-50 with a mix of gender and various other demographic profiles. Respondents belonged to the Retail sector with products like Eyewear, Jewelry and Watches. The researched company is TITAN Company LTD mentioned as 'source' from hereon. The survey was conducted for the West zone retail stores. A 5-point Likert scale was used for quantification of the responses to be collected. The questionnaire measured the personalities of employees. It was a standardized questionnaire for all employees. The employees were also interviewed to understand more about their behaviour and personality. The communication with the respondents was finished utilizing non-random sampling procedures of accommodation sampling strategies. Moreover, authorization from every respondent was acquired by mentioning them to give a verbal assent. Likewise authorization was acquired authoritatively from the association before moving toward the workers. Respondents were offered Information to show the reason and the significance of this examination. The finished polls were gathered and reminded the respondents to illuminate the analyst on the off chance that they wished to pull back from this investigation before the information was handled.

Questionnaire

1. Background Information
2. Motivation at job
3. When does an employee lose connect with job
4. Idea of teamwork
5. Does anyone's behaviour in particular affect the team dynamics in a positive or negative way.

Data Analysis

The survey data was collected and validated by interviews. 82 interviews across the three divisions were conducted. The data of high performers and low performers was given, and the analysis showed differences in the attitudes of high performers and low performers. This was further validated by taking into consideration the interviews of store managers. They confirmed the attitudes depicted by the people of their stores, and their personalities. Qualitative study was done of the interviews based on the Big-5 model, MBTI and OCTAPACE.

Findings

People were divided into two categories: High performers and Low performers. This data was provided by the company. When the employees were spoken to, both the categories depicted different personalities.

High performers: They were self-motivated. They showed elements of extraversion, and had convincing personalities. Openness, Trust, Agreeableness and Conscientiousness were high in these employees. When the high performers were studied, the interviews depicted high amounts of extraversion. They used verbatim like, "I like motivating everyone for work, and keep the store target above individual target."

Following are some statements made by the employees that prove these qualities

Statement0	Personality
"Store target comes above individual target for me"	Collaboration
"I am always excited for any new work that comes my way"	Agreeableness
"Our staff takes pride in the name of the company."	Loyalty
"Customer base is very strong"	Openness

These statements exhibit certain traits about employees which were studied through the verbatim, which in turn helped in assessing various personality types.

Low performers: These employees require hand-holding. These employees tend to have an introverted personality due to which speaking with new customers everyday becomes a bit difficult. Some employees lacked interpersonal skills.

Those people keep the store above their individual achievements, which shows high amounts of teamwork and collaboration.

The personality traits that prevailed in high performing stores were extraversion and openness. These people had good interpersonal skills and therefore showed teamwork.

Frontline Employees: High performers, Low Performers

Analysis of employees from interviews regarding the current situation of pandemic was also recorded. This data is relevant because it shows team dynamics at the time of crisis.

1. Pre-COVID - easier to sell as visual merchandising was right in front of the customers.
2. At the time of COVID, stores were shut so only online sales were happening
3. Post COVID - the experience of employees changed as more safety precautions have taken place. Team synergy became much more required as we were given additional responsibilities for the safety of every individual.

Discussion

Since leadership effectiveness is positively related to all five personality traits (Judge, Bono, Ilies, & Gerhardt, 2002), professional teams that are more experienced in teamwork may exhibit positive relationships between personality and leadership performance, but negative ones between contextual personality traits and performance. Second, professionals work together in teams for longer periods of time than students (professionals often work on a sequence of tasks within the same team (e.g. Barrick et al., 1998; English et al., 2004; Van Vianen & De Dreu, 2001)). The longer a team has to work together; the more team members will have to make an effort to be able to keep on functioning as a team. Contextual performance may become more important and personality traits related to it may thus exert a stronger impact on the overall performance.

A team comprises individuals & character is the mortar that holds the gathering together or except the engraving that obliterates it. Beauty care products of the gathering, solicitations, and what has been considered to be productive is dependent on the individuals. They should have the choice to coordinate, and they should be secured with each other.

Successful bunches know of their total characteristics and one's headway needs as a gathering. They realize what their defenseless sides are, and they willingly search for outside effects to change. Secondly, they revolve around an objective. Independently, they have well defined roles to add to the gathering, and there is similarly an aching to monitor who's triumphant. They have to know, "Would we say we are winning as a gathering? If not, what are we going to do to fix that?" It produces a sentiment of obligation.

Useful jobs in a gathering are essentially established on title, level in an affiliation, or previous experience. The old military instance of considering the way that they have stripes on their arms or stars on their lapel you have to consider them as a pioneer. Mental occupations are what we become in the gathering. Is it true that we are an adversary or a producer? Is it true that we are based on nuances and execution or would we say we are committed to aggregate facilitated exertion? Are we focused around results, connections, pragmatics, procedure, or advancement?

Shared group values help build cohesion. Individuals who esteem very similar things will in general be keen on performing work in comparable manners. They center around specific objectives and offer a typical language, despite the fact that they might be new colleagues. On the off chance that I realize your esteem winning, contending, and the manner in which we look and feel things, we could as of now get in a relationship regardless of whether we just interacted. Mutual qualities are particularly significant in recent times since associations are accomplishing such a great deal increasingly virtual collaboration. In many cases,

we have no chance to plunk down to have discussions any longer, but since we communicate a similar way or have similar qualities, those connections are simpler to amend. As we studied the various theories behind personality types and their effect on team cohesion, we were able to find out the personality types found in the various employees and how their performance affected team structure.

Limitations

Due to the COVID-19 pandemic, it was not possible to individually visit stores to understand more about their team cohesion and teamwork. There were aspects like health and wellness that were found to affect the performance of employees, but this can be taken up as a separate topic for investigation.

References

- [1] Aime, F., Meyer, C.J. and Humphrey, S.E. (2010) Legitimacy of team rewards: analyzing legitimacy as a condition for the effectiveness of team incentive designs. *Journal of Business Research*, 63(1), 60–6.
- [2] Alkahtani, A. H., Abu-Jarad, I., Sulaiman, M., Nikbin, D. (2011). The Impact of Personality and Leadership Styles on Leading Change Capability of Malaysian Managers. *Australian Journal of Business and Management Research* Vol.1 No.2, pp.70-99.
- [3] Alwi, Hasan, Sugono, Dendi, Adiwirmata, dan Sri, S. 2003. *Kamus Besar Bahasa Indonesia*. Balai Pustaka. Jakarta.
- [4] Chang, K.-C., Sheu, T.S., Klein, G. and Jiang, J.J. (2010) User commitment and collaboration: motivational antecedents and project performance. *Information and Software Technology*, 52(6), 672–9.
- [5] Chien, H.M. 2004. An Investigation of the Relationship of Organizational Structure, Employee's Personality and Ocbs. *Journal of American Academy of Business*. Vol.5, pp.428. Cambridge.
- [6] Colquitt, J., Le-Pine, J., & Wesson, M. (2009). *Organizational Behavior; improving performance and commitment in the workplace*. New York, McGraw-Hill, Irwin
- [7] Costa, P.T. & McCrae, R.R. (1992). *Revised NEO Personality Inventory (NEO-PI-R) and NEO Five Factor Model (NEO-FFI) professional manual*. Odessa, FL: Psychological Assessment Resources
- [8] Gomes, F.C. 2003. *Manajemen Sumber Daya Manusia*. Penerbit Andi. Yogyakarta.
- [9] Guilford, D. W. (1959). Consistency of the factorial structures of personality ratings from different source *Journal of Abnormal and Social psychology*, 44(3), 329-344.
- [10] Hakim, A. 2006. Analisis Pengaruh Motivasi, Komitmen Organisasi Dan Iklim organisasi Terhadap Kinerja Pegawai Pada Dinas Perhubungan Dan telekomunikasi Provinsi Jawa Tengah. *JRBI*. Vol 2. No 2. Hal.165-180
- [11] Hersey, Paul Dan Ken Blanchard. 1992. *Manajemen Perilaku Organisasi: Pendayagunaan Sumber Daya Manusia*, Cetakan Ketiga, Alih Bahasa Agus Dharma, Erlangga, Jakarta.
- [12] Hough, L. M., & Furnham, A. (2003). Use of personality variables in work settings. *Handbook of psychology*.
- [13] J. Setiadi, Nugroho, SE. MM. 2003. *Perilaku Konsumen Konsep Dan Implikasi Untuk Strategi Dan Penelitian Pemasaran*, Kencana. Jakarta.
- [14] Kirkpatrick, S., & Loecke E. A., 1996, Direct and Indirect Effect Of Three Core Charismatic Leadership Components on Performance and Attitudes. *Journal of Applied Psychology*. Vol. 81, pp.36-51.
- [15] McGregor, D. (1960). Theory X and theory Y. *Organization theory*, 358-374
- [16] McShane, S.L & Von Glinow, M.A (2000) *Organizational behavior*. McGraw-Hill Companies, New York
- [17] Organ, D. W. & Rayan, K. 1995. A meta-analytic review of attitudinal and Dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48: 775-802.
- [18] Organ, D.W. 1988. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: Lexington Books

- [19] Podsakoff, P.M. Mackenzie, S.B. Paine, J.B. And Bachrach, D.G. 2000. Organization Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*. 26. pp.513–563.
- [20] Robbins, S. P. (2003). *Organizational Behavior* (11th Ed.), New Jersey: Prentice-Hall.
- [21] Scott, T.W. and Tiessen, P. (1999) Performance measurement and managerial teams. *Accounting, Organizations and Society*, 24(3), 263–85.
- [22] Singh, K. And Billingsley, B. 1996. Intent to Stay In Teaching: Teachers of Students with Emotional Disorders versus Other Special Educators. *Re-Medial and Special Education*, 17. Pg.37–47.
- [23] Sinha, B. K., & Watson, D. C. (2005). Hostility and personality disorder. *Imagination, Cognition and Personality*, 25(1), 45-57.
- [24] Aguinis H (2009). *Performance Management*. 2nd edition, Pearson education, Inc., publishing as Prentice Hall
- [25] Huselid M (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Acad. Manag. J.*, 38(3): 635-670.