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STUDY ON COMMUNICATION TEAM'S MEMBERS ROLES

Case Study

Keywords

Test Belbin
Team

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JEL Classification

M12, M19

Abstract

The implementation of the management strategy for increasing the competitiveness of modern organizations is more effective if it is correlated with the organizational communication strategy. Team communication of an organization must be an agile one, its agility depending decisively on the way it was constituted, the assigned role for each team member, the statuses etc. A valuation of all skills and abilities of each member of the communication team is therefore required to harmonize and integrate the team into the overall structure of the company. The objective of the paper is to identify the extent to which the formal role of each team member is the same (almost the same) with the role determined by applying the Belbin test. The results of the research are prerequisites for development of measures for individual professional development and integration /reintegration of team members in order to increase agility.

1. Introduction

In the last years, scientists of all categories have conducted various research projects regarding organizational communication from different perspectives, such as: human resources, management, psychology, sociology, organizational studies, public relations etc. Organizational communication is a field of study within the communication science. Organizational communication is seen as a technical-economic and social process that provides contact, data, information and knowledge exchange between the departments and units of an organization. In this process are involved not only the employees but also other related actors, including stakeholders (with their goals such as attending objectives, attending performance, being informed etc). When the organizations become bigger and more complex, organizational communication has to align to the organizational needs. In this context, the communication processes in a given organization is about creating and exchanging information in a dependent relations network, as transmitting news about the work from organization to employees and through employees. Organizational communication is an exchange of messages in the internal and external environments of the organization. (Fellows, N. V. 2012). In the middle of this flow of information, internally and externally, is a department with an important, even decisive role in organizational communication, namely, communication or public relations department. The communication team works hard to promote an image, both internally and externally to the wider public, including the media. This means communicating effectively to a wide range of people. This definition describes the communication environment of a company named AQUA – the focus of present research (a company that is state owned and has monopoly on public services – water supply for a region from Romania). The composition of the team in the

Communication Department, its structure, dynamics, interpersonal relations within it have a great importance in the success of the activities carried out within the framework of organizational communication.

2. Theoretical Aspects of working teams and their roles

According to Draghici, A.(2007) working group means a group of people who works together to achieve a common purpose. Emphasis on the collective nature of the work, involves social relations between members of the group and the coordination of convergent efforts in order to achieve the common objective.

According to Illingworth, Vicki, and Peter Hartley(2013) group work is used for many reasons: to develop appropriate skills in collaboration, to simulate a real work environment and is considered by some to "lead to greater efficiency and effectiveness" – West(1994) whilst others believe that "teams have inherently inferior to individuals, in terms of efficiency" – Finley and Robbins (2000). One of the key questions is whether or not group-work produces a better outcome than working as individuals. Robbins and Finley (2000) wrote about some of the common myths surrounding group-work and challenge the assumptions many make with the view that "teams are here to stay," so we should find ways of ensuring they are effective. (Illingworth, Vicki, and Peter Hartley, 2013)

According to Draghici, A.(2007), today, advanced production systems, working group studies have deepened, revealing new aspects of them, which contribute to increasing the effectiveness of teamwork. In the labor process are two types of groups.

-Informal groups, groups that develop on the basis of a mutual attraction between individuals. From the first studies in which is reflected the importance of the impact of the informal groups on behavior in the workplace were set to a series of

conclusions on models of interaction between group members, as well as the importance of informal interactions, which are likely to affect greatly the work done in groups.

-Formal groups, where members are appointed according to their activity and the function that holds each.

The members of a group reflect a number of issues in relation to how you should behave or act in a social environment. Both groups are formal and informal have a significant influence over the behavior of the group work as a whole.

The group coordinator's responsibility is to identify certain factors that affect the desire for group success.

3. Research Methodology and Results

The analysis should include members of Communication Department and skills necessary to achieve good communication both internally and externally. In this research it was done a test, according to Draghici, A. (2007) to characterize the role of employees in the Communications Department of AQUA Company. The method used was Belbin test, a survey based on a self-perception view. The research objectives were: (1) identifying and evaluating potential role in team communication and (2) establish some observations regarding the link between formal role - job description and research results. The sample for employees of the Communication Department was 5, 100% representativeness, named CB, OH, SM, LM and CG. There were 5 collected questionnaires. The research has been developed in 10 March 2014.

The Belbin test contains seven sections, each relating a different aspect of group work. Each section has eight statements that describe eight attitudes or reactions to the situation described in that section. Some statements attitude approaches to the subject more than others. Also, it can be seen that the several claims may be true at

the same time. To evaluate situations distributed 10 points between the various statements depending on the importance or degree of their truthfulness. The ratio of the 10 points indicates the likelihood of the subject's action given more or less frequently, as described. There is no "right" answer, each profile is unique. A statement can be assessed with a value of from 0 to 10, but all points in each section should be 10. There are 8 roles, each making a different contribution to a team's success (showed in Table No. 1). The research independent variables used were: age, gender, position held and the education background, showed in Table No. 2. The responds were given fast and spontaneous for identifying the reflex behaviour of the investigated subjects.

4. Conclusions

Features team communication roles can be seen below in Table 3. In the Department of Communications of the Aqua Company, two employees have Implementer role, two have Completer Finisher role and one employee has the role of the Resource Investigator. In conclusion, the team must be homogenous for working effectively together. Furthermore, the research results will allow to the management to improve communication system by improving communication skills of communication team.

References

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Appendice

Table No.1
Characterization of the team's roles according to Draghici, A. (2007)

Role	Characterization of the role	Weaknesses tolerated	Recommended allocation of tasks
Coordinator CO	Mature, confident, good leadership, clear objectives, prove decisions, delegates well, knows the strengths and weaknesses of the team and ensure that each potential member is used within.	Can be seen as manipulative, running personal work.	It has to be the best person to coordinate team efforts, to ensure that everyone has a useful role and the team moves towards goals.
Trainer SH	Challenging, dynamic, works well under pressure, effort and courage to overcome obstacles, make up how the team effort is made, directing our attention to the objectives and priorities.	May cause, can hurt feelings.	It should be the best person to overcome obstacles, create a sense of urgency and ensure that discussions are translated into action.
Creator PL	Creative, imaginative, unorthodox, solve difficult problems, redefining problems; bring forward new ideas and strategies with special attention to major issues and possible achievements of the problem addressed by the group.	Ignore the details, too busy to communicate effectively.	Should do most of the troubleshooting or responsible for generating new strategies or problems and propose solutions team remaining.
Monitor Evaluator ME	Sober, strategic, analytical, sees all options, judge accurately, analyzing problems, evaluating ideas and suggestions that his team can make better decisions.	There is enthusiasm and ability to motivate.	Should be responsible to ensure that all options that deserve to be taken into consideration are taken into consideration, should have a key role in planning, an arbitrator in case of controversy.
Resource investigator RI	Extrovert, enthusiastic, communicative, explores opportunities, develop connections, explore and report news, events and resources from outside the group, creates external contacts that may be useful to the team.	Too optimistic, lose enthusiasm once the first wave of excitement passed.	Should be responsible for creating external contacts and exploring new opportunities, needs an opportunity to negotiate, but must report to the group.
Team worker TW	Support members in their strengths, help in weaknesses, improving communication within the group and team spirit in general.	Undecided in situations requiring quick decisions.	Should play a flexible role, using his skills to help with the sides of the work that others cannot achieve. Should use interpersonal skills to avoid conflicts.
Implementer IM	Transform concepts and ideas into practical working methods, ensuring systematic and effective working plans.	Relatively inflexible. React slowly to new possibilities.	Organizer should be responsible for procedures and practical steps to be taken before the team takes important decisions.
Finisher CF	Make sure the team is protected from mistakes made by commission or omission; actively seeking work aspects that need attention, maintain a sense of urgency in a team.	It has a tendency to work too much.	Should ensure that deadlines and quality standards are met. Responsible for dealing with errors.

Table No.2
Independent variables

<i>Independent variables</i>	<i>Characterization of variable</i>
Number of employees	5
Average age of employees	Between 28 - 46 years
Gender	Feminine
Level of training	University in percentage 80% but they are also 40% postgraduate studies.

Table No.3
Issues of identification of the communication team's roles

<i>Name</i>	<i>The formal role Job description</i>	<i>Roles according to Belbin test</i>	<i>Features</i>	<i>Recommended tasks</i>
CB	<ul style="list-style-type: none"> -is Head of Communication Department, - is involved in important decisions pertaining to the activity of the Office, - realizes the communication strategy of the institution, - follows the implementation of the objectives, - establishes the budget for information campaigns and advertising, - ensures the organization's interface with external audiences, -deals with the relationship with the media. 	Main role Implementer IMP	<ul style="list-style-type: none"> - transforms concepts and ideas into practical working methods; -ensures systematic and effective of plans. 	<ul style="list-style-type: none"> -should be the organizer and responsible for procedures and steps to be taken before practice.
		Reserve role Completer Finisher CF	<ul style="list-style-type: none"> - makes sure that the team is protected by mistakes made by commit or omit; actively seeking work aspects that need more attention; maintain a sense of urgency in the team. 	<ul style="list-style-type: none"> -should ensure that the deadlines and quality standards are met. -should be responsible for error handling.
Roles to be avoided: Team worker TW, Shaper SH.				
OH	<ul style="list-style-type: none"> -is Communication and Public Relations Specialist and event's organizer, - is operating more outside the office, -is involved in information and publicity actions, -manages databases of stakeholders, -updates the information on the company's website, -draws up printed materials on various topics of interest to the customers, -deals on office signage and brand, -manages the Visual identity Manual. 	Main role Completer Finisher CF	<ul style="list-style-type: none"> -makes sure that the team is protected by mistakes made by commit or omit; actively seeking work aspects that need more attention; maintain a sense of urgency in the team. 	<ul style="list-style-type: none"> -should ensure that the deadlines and quality standards are met. -should be responsible for error handling.
		Reserve role Shaper SH	<ul style="list-style-type: none"> -is challenging, dynamic, work well under pressure, -has courage to overcome obstacles, - seeks to impose a form of group discussion and group activities as a result. 	<ul style="list-style-type: none"> -supposed to be the best person to overcome obstacles, - creates a sense of urgency and ensure that discussions are transformed into action.
Roles to be avoided: Resource Investigator RI, Plant PL.				
SM	<ul style="list-style-type: none"> -is Communication and Public Relations Specialist and deals with document management including 	Main role Resource Investigator RI	<ul style="list-style-type: none"> -is extrovert, enthusiastic, communicative; explores the opportunities, develops links; explore the ideas, 	<ul style="list-style-type: none"> -should be responsible for the generation of foreign contacts and explore new opportunities;

	<p>contracts for services and advertising, -manages the flow of information within the organization and also direct information to customers about the news, -plans presentations of company and other institutions related with the activity of the company.</p>	<p>Reserve role Coordinator CO</p>	<p>events; - creates external contacts which may be useful for the team; -pipelines negotiations. -is mature, confident, good leader; clarify objectives; delegate well; - knows what are the strengths and weaknesses of the team and ensure that each potential member is used to the fullest.</p>	<p>-needs an opportunity to negotiate, but must report back to the group. - has to be the best person to co-ordinate the efforts of the team; -should ensure that everyone has a role available and the team is advancing towards a common goal.</p>
Roles to be avoided: Implementer IMP, Monitor Evaluator ME.				
LM	<p>-is Secretary of the General Director of institution, -manages emails, fax correspondence addressed by the General Director of the institution and beyond, -receives foreign delegations, -maintains the Director's agenda, -schedules of meetings, working sessions.</p>	<p>Main role Implementer IMP</p>	<p>- transforms concepts and ideas into practical working methods; -ensures systematic and effective of plans.</p>	<p>-should be the organizer and responsible for procedures and steps to be taken before practice.</p>
		<p>Reserve role Coordinator CO</p>	<p>-is mature, confident, good leader; clarify objectives; delegate well; - knows what are the strengths and weaknesses of the team and ensure that each potential member is used to the fullest.</p>	<p>- has to be the best person to co-ordinate the efforts of the team; -should ensure that everyone has a role available and the team is advancing towards a common goal.</p>
Roles to be avoided: Resource Investigator RI, Monitor evaluator ME				
CR	<p>-is Communication and Public Relations Specialist Coordinator and Supervisor of the company's publications, -co-ordinates major publications eg. annual report, summary business plan, staff handbook, -is involved in written materials for the company's publications, -informs employees about the press and other topics of interest, -participates in events organizing for the youth, -initiates, participates and manages CSR campaigns.</p>	<p>Main role Completer Finisher CF</p>	<p>-makes sure that the team is protected by mistakes made by commit or omit; actively seeking work aspects that need more attention; maintain a sense of urgency in the team.</p>	<p>-should ensure that the deadlines and quality standards are met. Responsible for error handling.</p>
		<p>Reserve role Shaper SH</p>	<p>-is challenging, dynamic, work well under pressure, -has courage to overcome obstacles, - seeks to impose a form of group discussion and group activities as a result.</p>	<p>-supposed to be the best person to overcome obstacles, - creates a sense of urgency and ensure that discussions are transformed into action.</p>
Roles to be avoided: Team Worker TW, Coordinator CO.				