ANALYSIS OF A MODEL OF TEAMWORK BY HILL

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Abstract:

The contemporary management of the intellectual capital of an organization, as a major determinant for efficient and effective operation of the organization has access to the teamwork. Teamwork means quality leadership which is necessary for a successful team management. In the theory and the practice are given a number of models for teamwork and team leadership, however, in this case the subject of this paperwork will be the analyzing of the model of team leadership according to Hill. According to this model there are two functions of team leading established: leading functions in the team and leading functions out of the team.
In the first part, which refers to the functions of leadership in the team, are set two major categories: team leader's tasks and the built relationships and atmosphere in the team. In terms of the functions of the leader out of the team, the model focuses on two categories, namely: the functions of leadership out of the team, but within the organization and leading functions of the team outside the organization.

Keywords: team, leadership, teamwork, efficiency and effectiveness.

INTRODUCTION

The managing of human resources represents one of the main determinates about properly managing of the whole process of the organization, with which her efficiency and effectiveness are achieved. It is a need which represents necessity in all different spheres of the organizational functioning. Every organization, no matter if it belong to the public, obliging or economic sector, has a need of appositely managing of human resources. For that purpose, modern approach in managing impose the need of team working and hegemony.

"The individual can work very hard, but his effort would not be transfer on the effort that the whole team can make. But when the team develops its adjust, there

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appears the common way for all. In the team there is a common purpose, common vision, when everybody can understand each other effort" (Sengi 2007).

Team working enables the successful communication in the organization and develops a culture in which the need for dependence of all its members in the process of reaching successful working predominates. It is based on a strategy which enable strait of ideas, knowledge and information. It produces possibilities for organizational and cultural development. Team working also enable separate achievements to be seen as one whole but not as a fragment part which create negative energy (Smilevski 2000) which reflects with unsuccessful working of the team and the whole organization system. The positive energy is imperative for effective teams. "The more influence and power you give the others, during working together, the more they will stay with you" (Maslow 2004).

In condition when the leader has great expectations, the results of team working are also great. In contrary, lower expectations brings lower results. In context with this is the mood of the leader, too. In case, his personality distinguish with positive mood, than the success will be easily reached. A big roll here takes the necessity of trust of the leader to the team. His trust represents positive expectation.

In theory, there are a lot of models which have one purpose-to give a complete picture and adequate directions of leading and functioning of the teams, like successful guidance of the team work. Common for all of them is the need of respect, developing and using the intellectual capital in the organization, which will give the expected results from the work in conditions resulting from effective team working.

PRACTICAL AIM AND METHODOLOGY OF THE SURVEY

The practical aim of the research stems from the perception of the need for developed leading abilities of the managers which will directly affect the proper placement of the organizational framework in the entire organization. The main carrier for achievement of this objective is the designed model that can be called a key tool for achieving and maintaining of the organizational efficiency and effectiveness. Its value increases even more and as a result it gets universal dimensions that arises from the fact that it can be used in all areas of work in the public and business sector, as well as in the organizations with service activity. It provides opportunities for proper and successful implementation of the work processes in the organization and beyond.

The methodological goal of this research allows perceiving the needs for developed leading capabilities to managers who are a necessity for implementing the offered model. Based on a consulted theory, experiences from previous research and personal experiences of the author, created a draft model, which is a modified form of the Hill's model for teamwork. This model was studied in terms of its usefulness, acceptance and applicability. For this purpose, it was carried out a survey through a questionnaire with 63 questions that are expressed in the form of a scale of attitudes and opinions with marks from 1 to 5. The survey was conducted on 594 respondents in three sectors: public sector, business and service activities.

Table 1. Structure of interviewees by sector

Number of interviewees in public sector	Number of interviewees in business sector	Number of interviewees in service sector	Total number of interviewees
384	108	102	594

The results of the research were the basis for intervention in the proposed model, after which was established a new modified version that will be explained in the further part of the paper. Such established model was implemented on a pilot basis in three organizations, one in each of the three mentioned areas.

ANALYZE OF THE MODEL OF TEAM WORKING ACCORDING TO HILL

This model put the accent of team hegemony on the leader function respectively the agency as charge element of hegemony. The agency means relief or establishment of relations and connections which enable simplification and precise transaction of the working tasks. That is implemented in all levels of hierarchical designation. In situation when the manager exert amplification of already existing actions of the organization the leader with his agency enables realization of the idea and impel the process of its pursuance. The agency is the main tool which helps the development of the organization with recognition and instigation future potentials which may be creatively used. It is a process which is realized on all levels of the organizational designation. Abreast of the inside agency there is a need of agency with the outside environment, which represents an imperative about reaching the complete efficiency of organization. These relations enable an innovating process which represents one of the key characteristics of a good leader.

These skills originate from building conditions in the team and in the organization about acceptance of innovation and the changes as impelling force about development, which in the past represented a cause for reaction of the personnel, and to some parts of the management structures.

The functions which are necessary to every leader are the following: functions in the team and functions outside the team.

Functions of the leader inside the team impose the need of qualification of tasks, as well as forming and developing relations in the team.

When the process of qualification of the tasks is realized the future activities and actions of the members in the team accrue, the need for qualification is imposed about numbered precondition. One of them is the illustration of aims. When we are talking about the aims, before their explanations and with that to be chosen and accepted from the team members, the same should satisfy some characteristics. Firstly, they should be well devised and to give a chance to perceive the wanted. Other characteristic is their realization which impels the morality and motivation of the performers. During this process, it should be taken into consideration what the already brought purposes have in common. Their defining means precise qualification of time frame. Their right qualification should impel the feeling of challenge in every team member.

One of the leader's tasks is the organization of the work in the team. Organization means creating organizational presumptions in order to reach the purposes of the team effectively and efficiently. Establishment of the organization means correct formation

of the team with members who will completely confirm the demands which originate from the given purposes. The manager must hold on the principles that the teams should distinguish with character differences, abilities, knowledge, and specialized proficiency.

The role of the manager in situations like this, is to make integration and coordination, which will enable the team to be one union.

Making decisions is a need of every manager. The changes are eminence of team work, and the same are accepted as a challenge from managers' side. Those changes objectively create space in case of problems, which necessarily must be well managed. Managing means making decisions, and their realization. The most effective way for making decisions, is forming complementary teams, which contain the rules of (P) manufacturer, (I) integrator, (E) entrepreneur and (A) administrator. The different roles in the team create conditions for achieving its short and long-term efficiency and effectiveness.

With purpose of properly transaction of more complex tasks, where the need about higher degree of specialization of capabilities and knowledge comes from, there comes the need for adequate training of the team members.

"Contemporary access to managing indicates to a fact, that organizations have that value, as the value of their capital" (Loncarevic, Masic and Djordjevic 2007). This indicates the requirement for permanent accomplishment of the personnel, and the members of the team, too, who will enable developing of some specialized skills, which will bring new tasks, accepted as a challenge.

Every working process is dispatched with requirement for control. First phase of its introduction is set appointing for work. With other words, those are measurable aims, which are used to compare the results, which are perceived upon degree of effectiveness and efficiency of the working processes. Standards are set at the beginning, when the teams are made, and the manager can choose appositely equip. During the formation of a team there are requirements about qualification of standards which refer to activities realized about team work. That enables keeping up the working direction and ability for amendatory actions by the manager if there is a deviant behavior during realization of the activities.

The inside functions of the manager of the team also refers to establish relations between the members of the team. In condition when one team is in its forming phase, but its members do not have experience for team working, it appears a necessity for commands. These kinds of teams are usually made by young enthusiasts who have a motivation, but their lack of knowledge can be fulfilled with direct influence of the manager in the role of mentor. Contrary to these teams, there are other teams where the members have bigger experience, but are not fulfilled with motivation and belonging. These conditions impose the necessity of learning, where the manager should accommodate his style of leading towards the situation.

Good atmosphere in one team means developing collaboration, which should be made between all of the members in the team. The team should cooperate and there has to be collaboration between the members of the team and the manager of the same. Collaboration means exchanging ideas, attitudes and opinions. The results are going to be noticeable, which is a pre-condition about efficient functioning of the team. Collaboration is built on honesty and responsibility.

Complementary teams represent "a sum of individuals and cultures, which think and behave with different manners. That makes a conflict, which is provided if it is functional, and it is functional if it is found of common respect" (Adizes 1994). Team's hegemony means ruling the teams made by individual who have different styles. Successful manager has one purpose and that is to create conditions in which the differences in opinion will become common. Team hegemony means ruling the teams made by individual who has different style. When the different interests of the individual are added, in case like this is, the conflict in the team is inevitable. But, as it is said before, in case the manager succeeds to make it functional, the conflict will reach its own constructive dimension, which is fund of creating synergy as eminence of successful teams, as the process of managing conflicts, as well.

Other part of making relations, as inside function of the manager of the team, is building relationships. The elementary way about this activity is successful communication. It enables achievement of information which is necessary about implementation of working processes in the team, but at the same time enables understanding the differences between every individual and attempts those differences to be used in positive direction. Every person who begins in team work brings his own and different interests. With building common relations and constructive collaboration and communication, individual interests become a part of the common interest in the team, respectively, individual needs becomes common needs.

The role of the manager, in this situation is to perceive and satisfy the necessities. Relations in the teams will be constructive with element of creativity and innovation, also in case if they are based on previous embossed principles. In case the whole work is based on effectively communication, then this principle is enclosure of the effective team working. Embossed principles should enable permanence of team aims, developing positive attitude building feeling of expect on every member in the team, and also his opinions, attitudes and ideas, and bringing decisions upon facts (Petkovski 2000).

The function of the manager is not referring just to the inside functioning of the team. Successful managing means establishment of the relations with outside environment, too. One task that the manager has during building these relations is promoting. The manager makes introduction of the team in front of other teams in the organization. He promotes the purpose of forming and functioning of the team, which is in assembly of the common vision and mission of the organization and as role in implementation of strategies. Promoting the team can be made in level on all organization and out of its ranges, all steiholders who are directly or indirectly involved with complete organizational activities.

Successful determination of conflicts imposes the necessity of skills for negotiation, which is fund for effective and efficient hegemony. Negotiation means "Confer with other person, with desire to make a compromise to organize or something to be done" (Petkovski 2000). Negotiation is implemented like in a team, and its surrounding, too. It means creating condition in which the sense of collaboration will predominate. Established skills that the manager possesses, enables negotiation upon fund of previous appointed interests, instigation of new ideas, and even critics of the interests, common creating of objective criterions and priorities about deciding during negotiation and as entirely passing of own interests, which should be transformed into team interests as a part of the organization.

In case like this, very often the members of the team and the team itself are involved. It makes stress and frustrated behavior of every member in the team. Very often that revolt becomes from the fact, that teams are carriers of some changes which refers to the whole organization, but there are consequences to the outside world, too. Changes bring conflicts. The manager's skills in these situations are to protect members from all unpleasant influences from outside.

Assessment of the conditions in the rest of the teams or all organization is fund for building relations. Assessment means "to be seen" and "to be heard", the reality and perceive all resemblances and necessities, which are its characteristics.

Communication represents a tool for building connections in the team and at the same time it is necessary for building connection outside the team, in a way of widening information. So, the need of informing on time, for aims and activities of their work represents a factor about successful functioning on the rest of the teams and whole organization. But, it must not be forgotten the fact of the successful communication and persecution of information from outside to every member of the team.

In this way the team reaches its own maximal effectiveness which distinguishes with: common devotion, good communication, mutual trust, ethical hegemony, inside and outside support, negotiating skill, and clearly built aims and purposes.

EMPIRICAL RESULTS

After the survey and realized quantitative analysis, it was made a comparison between the results obtained for each of the three categories of participants (public, business and service sector).

The obtained data indicate on equal opinions of interviewees from different industries, in terms of more requirements concerning the ability of managers. Namely, the question is of the need to perform a thorough analysis of the current situation that should be achieved. The interviewees placed a priority on the way to solving the problems by respecting the principles arising from the way of decision-making and their implementation in teams to solve problems. The need for teamwork and the development of communication that is based on self-criticism, flexibility and kindness are elements that, according to the interviewees should be dominant features in the everyday work of the organization. Their views are approaching in order to the creation of material and technical conditions and ensuring adequate human potential in order to introduce "healthy " organizational climate. The equal views are also received with the need for full and proper implementation of the process of planning the work at all levels of hierarchy.

What can be observed are the high expectations of the interviewees from the public sector in terms of the need for competent managers as leaders of teams.

From the procedure of comparison can be concluded that there are differences in a number of statements between the results obtained by the interviewees in the various fields. This was mainly a result of the nature of their work (administrative versus production-oriented institutions and services). Namely, it is a different organizational culture, a different philosophy in terms of attitudes and opinions of organizations in different activities and different views, opinions, needs, interests, values, expectations and beliefs of the employees.

What can certainly be noted is the fact that interviewees from the business sector provide answers that lead to a fairly lower percents with respect to the expectations of their managers versus those in the public sector and the service industries. It is probably due to the fact that in the public sector and service industries, according to the nature of the work managers are much closer to the employees, they collaborate more and have more communication, i.e. they know each other more.

The need of the manager to develop conditions in which is accepted different opinion in decision making and problem solving is synonymous for a successful managerial behavior and functioning of the public sector and service industries. What can be observed, based on the processed data is the fact that this opinion to a much lesser extent share the employees in the business sector. This condition can result from the conditions of the workers in the economy, fully engaged in the production process in the organization, resulting in the formation of mental models implying that the right, the responsibility and the need for making decisions and solving problems is only part of the operation of the manager or the management team. In contrast, the public sector and service industries are kinds of work that are directly related to the need for frequent communications with the staff manager, conditions of frequent consultations and opinions on certain issues that arise in the everyday working process, leading to the formation of views that are based on the fact that during the decision process the manager needs and has obligation to ask and also accept (always or occasionally) for different opinion by his subordinates.

These differences suggest that in these various fields, the use of teamwork is more prevalent at all levels of structure in the public sector and services, while in the economy the conditions of the work itself provides job in teams to higher levels of organizational hierarchy. In this context it can be concluded that there is a difference with respect to the organizational culture, i.e. norms on which it is built and developed.
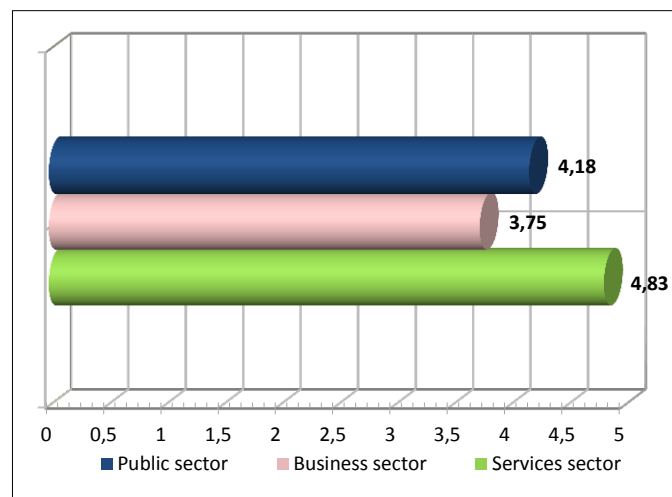
Figure 1. Manager as a team leader should be able to grow
in a condition that accepts foreign opinion

Especially attractive are the differences in the views of respondents in commercial and service activities, the need to build methods for evaluation of performance and payment system. These differences arise from the type of products which economic activities can easily be observable, and usually measured material, while in services the opportunity to be measurable is much smaller. In addition to this move is the fact that the system of calculating the pay for performance and the previously defined rules, a condition which is characteristic of the economy long term and a built- in element of their organizational culture. For these reasons, employees in this activity probably think it's something you already have and you do not need modifications to it. In contrast, services for the specifics of the business and the nature of the products (services) that provide, highlight the need for building methods which will be evaluated and will be calculated their salary. In the past, they were often measured at their job, not by the quality of the performance. Their system of evaluation should be based on pre-set and accepted standards that will facilitate the process of monitoring, control, evaluation of its own performance, and self-control.
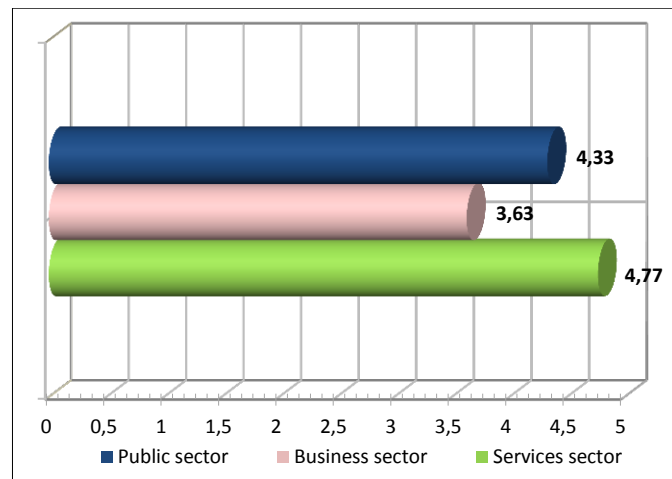
Figure 2. Manager as a team leader should possess built methods for evaluation of the work and payment system for the human resources

The need for career development with respect for the principle of equality, as well as determining the quality criteria showed differences in attitudes and opinions among participants in the economic and service activities. Previously it was found that teamwork is more often a feature of the operation of all levels of placement in service industries, and the economy most teams can not be formed in all processes at all levels. If you conclude that the team is "place" that allows regular monitoring of the achievements of each member, based on quality criteria and the principle of equality, we come to believe that it provides many opportunities for career and professional development. Because the applicability of this condition in services, which is a segment of their organizational culture and climate respondents from this area easily recognized this need, as opposed to the economy.
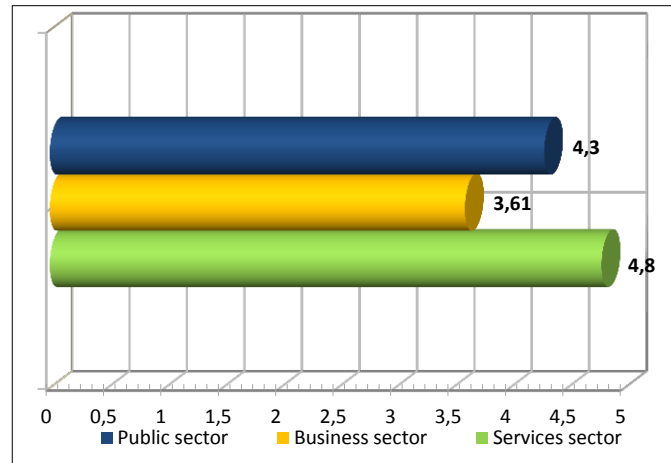
Figure 3. Manager as a team leader should be able to build organizational system that applies the concept of career development under the principle of equalty

These data and comparable indicators provided perceiving the actual situation and needs of organizations of different activities, which execute their incorporation in a model that aims to provide an increase in the state to achieve maximum efficiency and effectiveness of the process at work in organizational systems various spheres of activity.

Survey was conducted to obtain data that would go toward upgrading the model. Then came the process of its testing service business organizations, and the public and business sector. Testing has shown that this model is the most accepted, with the possibility of its full implementation in the public sector, especially in the areas of education and health facilities. This is primarily due to the fact that to these activities, very often is given great importance to the management with an emphasis on teamwork and developmental (strategic) planning.

The model showed interest in organizations that deal with services. It should be noted that some of the elements of this model represent a characteristic of the everyday work of these organizations, even though some individuals have certain backups about the applicability of the model, which is based on the assumption that in practice they will face the problem of lack of human resources and that their mentality, i.e. organizational culture is not on the required level.

This model biggest dilemmas for acceptance and opportunity for full implementation caused the business sector, which was more or less expected, but encouraging that a number of them expressed open interest and desire to implement it.

CONCLUSION

The basic and main feature of this model is that it can be applied in different spheres of action, or it gets the universal dimensions. The advantage of this model is that it is analytic, general, practical, and useful and represents a guide for the functioning of every team. Its elements and their practical use enable appositely leading of a team and improvement of its effectiveness and efficiency. Teams that are built in this way create conditions for accomplishment all of the given tasks on time and a better working climate. They represent a place and a condition where every member of the team knows his own role and gives the best of him. Every member develops a feeling of devotion. These teams distinguish with common trust and respect, and also good communication which may be constructive and open.

The need for practical implementation and full implementation of the model is verified by testing, which enables it to be treated in organizations of various activities, as preferred option which would have brought their work to the point of maximum efficiency and effectiveness.

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