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DIFFICULTIES OF TEAMWORK BASED ON EXAMPLES OF GEORGIAN COMPANIES

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ABSTRACT. The aim of the paper is to understand the individual differences and similarities of the staff, which is a crucial factor for the success of modern organizations. Diversity is the focus of every organization. A deep interest in diversity should become a central priority in all aspects of business. Diversity causes differences, and differences bring potential problems in relationships. It is impossible to deny this, but it is also very important that diversity has a huge potential for opportunity. For this, it is necessary to define the theoretical foundations and develop methodological and practical recommendations for their implementation. The methodological basis of the research is the methods of systematic and comparative analysis, empirical generalization and theoretical research, analysis and synthesis, generalization and abstraction. Main results of the paper and scientific news: The relationship between workforce diversity and synergy is discussed; Based on the research, the circumstance has been revealed that in most of the organizations operating in the Adjara region, in particular in Batumi, the concept of diversity is not considered in the process of developing a human resources strategy.

Keywords: Human resource management, diversity, teamwork, performance, difficulties

Introduction

The popularity of teams in a global environment is constantly growing. Global managers, in the context of workforce diversity, are becoming increasingly aware of the added benefits of team building. These benefits can be improved and increased productivity; Given the fact that, unlike traditional hierarchical governance, teams give their members some freedom, then under perfect management it is possible for each team member to make a full effort to accomplish a particular task or goal. Freedom evokes a sense of high satisfaction, which contributes to better working conditions.

In any type of organization, the foundation of an organizational behavior system is made up of individuals who have combined their efforts to create it (e.g., company owners and managers). The philosophy of organizational behavior of the organization's management (theoretical model) includes a set of assumptions and beliefs of its leaders and managers about the real state of affairs of the company, its production tasks and a possible ideal system.

In this paper, we discuss the role of four major theoretical models of organizational behavior: Namely: the role of authoritarian, guardian, supportive and collegial models.¹ The choice of organizational behavior model is determined by many factors. Organizational behavior models are influ-

¹ Paresashvili N., Fundamentals of Organizational Behavior, Meridian Publishing House, Tbilisi, 2013, 61 p.

enced by the priority philosophy, vision, mission, and goals of the organization and its managers. As well as external factors that also often lead to the use of a particular model [1].

Individual and environmental factors in organizations influence the behavior of individuals and the level of work performed by them. Clearly, managers expect their subordinates to deliver the best they can. One of the important functions of a manager is to pre-determine the desired result.

However, in the pursuit of any goal, the act of performing a particular task is accompanied by behavior characteristic of a particular individual that is related to many factors. It is the predetermination and proper planning of these factors that increase the likelihood of achieving a high quality of performance. Performance-related behaviors for the manager include actions such as identifying problems, planning, organizing, and controlling employee performance and creating a motivating work environment for employees [2].

Literature review

In the late 1950s, Leon Festinger proposed the theory of cognitive dissonance, which explains the link between addiction and behavior. Cognitive dissonance is any inconsistency that a person may see between two or more attitudes or attitudes and behaviors. Festinger argued that any form of inconsistency creates discomfort, which is why people try to reduce dissonance and hence discomfort. People will find a stable state where dissonance will be reduced to a minimum [3].

By focusing on performance-related behaviors, managers are looking for ways to achieve optimal performance. If employees do not work well or consistently, managers should investigate the problem. This needs to happen constantly monitor the relevant skills and abilities of employees to reduce the likelihood of job performance problems. In addition, managers need to be constantly on the lookout for an ongoing upgrade of employees' skills through various planning activities in an era of rapid change [4].

The issue of responsibility of both the manager and the employee is already clearly important here; it is essential how the manager takes action to eliminate problems and how adequately the employee realizes the performance problem [5].

Therefore, it is necessary to provide continuous training of employees. 23% of respondents think that managers implement a policy of continuous training of employees, while 56% of respondents believe that part of the specific measures are taken for the professional development of employees, while 20% think that nothing is done in organizations in this direction.

Methodological approach

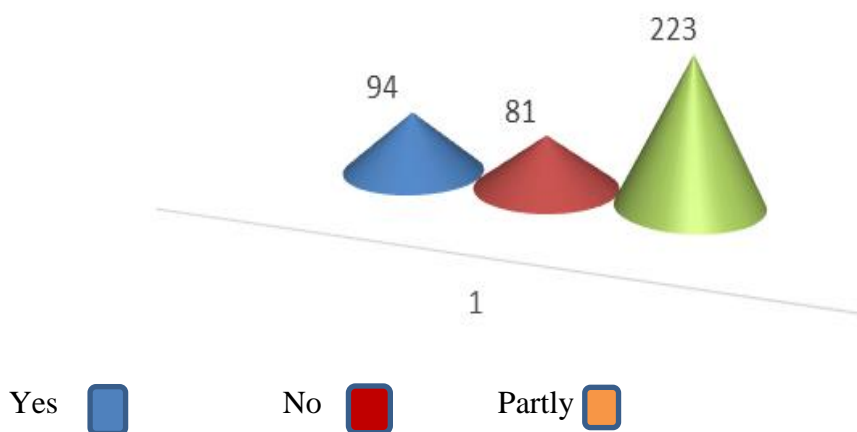
Descriptive and analytical research design is followed in the study. We conducted the study on the available information that was published on the social pages of the certain websites and libraries. The article describes the relationship between workforce diversity and synergy at companies.

Conducting research and results

It was also interesting how the respondents assess the manifestation of nepotism in the process of continuous training (retraining) of employees in the organization (Figure 1..). However, it is unfortunate that in the context of a course governed by justice and democratic principles, a fairly large proportion of respondents acknowledge that the use of systems to promote career growth takes place precisely in the context of nepotism.

Only a small proportion of respondents (20%) denied the facts of nepotism, while 24% confidently confirmed the implementation of continuous programs under the influence of nepotism, while the highest percentage - 56% - partially considered the facts of nepotism, i.e., neither denies nor confirms it; Therefore, we think that this is a rather significant circumstance, as it is categorically contrary to the principles of justice and democratic governance.

Figure 1. Attitudes towards the manifestation of nepotism in the process of continuous training (retraining) of employees in organizations



We are interested in the management course in relation to the staff to the extent that as a result of the decisions they make, people develop specific attitudes towards specific events and processes, which is based on their professionalism, values and traditions.

There is a cause-and-effect relationship between attitudes and behaviors. Therefore, attitude towards a particular action determines a particular behavior. At different times, in different countries, as a result of studies conducted by scientists, different conclusions have been drawn regarding the relationship between attitudes and behaviors.

According to some studies, attitudes are not related to behavior or, there is a weak connection between them. Nevertheless, we suggest that behaviors may even predict behavior. For example, if we reduce or eliminate the facts of nepotism in our study and everyone is informed about this action, of course, this will lead to staff activation and work performance improvement in terms of taking measures to promote future career growth [6].

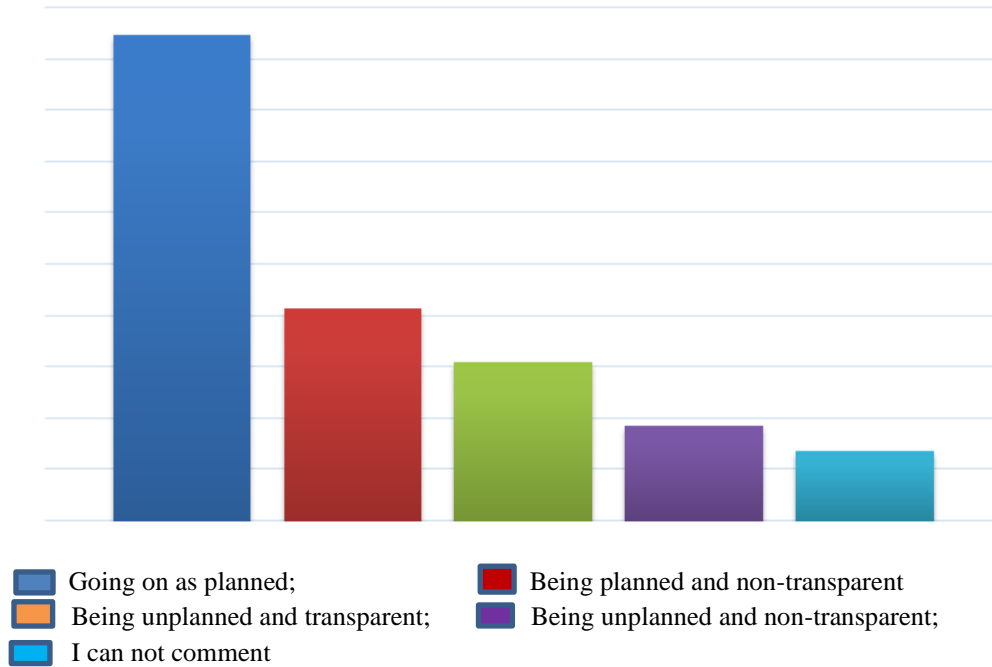
We focus on work-related attitudes. This refers to the positive or negative assessment of various aspects of the work environment by staff. Most studies of organizational behavior are interested in three attitudes: job satisfaction, service involvement, and commitment to the organization. For the positive attitude of these three attitudes it is necessary to maintain a balance between the goals of the organization and the interests of the employees [7].

Figure 1.3. Shows whether the balance between the goals of the organization and the interests of employees is maintained. As already mentioned, a fairly high percentage gave us an intermediate answer (in part), indicating that they are not satisfied with the balance between the goals of the organization and the interests of the employees; 10% say there is an imbalance between these two indicators.

The rest of the respondents, most of whom were ruling persons, believe that the balance is maintained. This clearly shows the different attitudes we have towards the assessment of events.

Figure 2. Employees' attitudes about the planned and transparent process of the management process

Do you think that the management process is planned and transparent? (Emphasis is placed on 4 main functions of management: planning, organizing, motivation, control)



We received quite a variety of responses to the planned and transparent management process.

A fairly high percentage (47%) gave us a positive answer, however, at the same time we received quite a variety of responses regarding the non-transparent and unplanned governance course, which may be due to ignorance, or opacity of the management process, or lack of interest in the final results [8].

In relation to teams, it was important how staff perceived the importance of teams and groups in general, their impact on organizational behavior. However, 63% believe that groups and teams cannot change individual motives and attitudes as well as influence individual behavior in the organizational environment. Only 26% believe that teams can change the organizational climate.

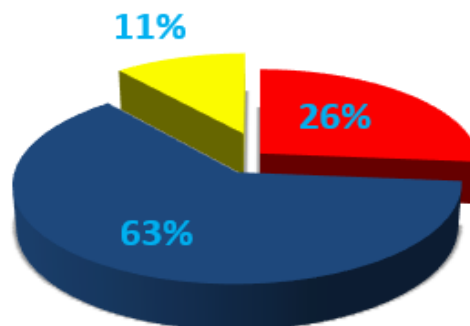


Figure 3. Influence of teams on individual motives and attitudes

Do you believe that groups and teams can change individual motives and attitudes? Can they influence individual behavior in an organized environment?

yes; ■ No; ■ partly; ■

As a result of processing the scientific literature, we learned about the views of scientists on team composition and the number of staff working on a particular problem. It is interesting to see how important both managers and subordinates perceive the importance of the number of team members [9].

Here, too, one of the answers requires a special analysis: the highest percentage of respondents believe that the number of team members is insignificant, the main thing is the common goals; A high percentage was of the opinion that the number of team members should be determined by the nature of the problem; Here, of course, the complexity of the problem is important, but the organizational form is based on certain regularities, which must be taken into account by managers.

Figure 4. Employee's evaluation of the frequency with which managers make creative decisions



1. Yes, always. 2. Often 3. Seldom. 4. Never

We got a pretty interesting picture of evaluating creative decision making by supervisors. 59% of respondents believe that the decisions made by managers are always or often creative. Among these respondents were managers who, in parallel with the tasks delegated by others, delegate and make decisions themselves (it is possible that this high percentage is due to this); However, 34% think this is a very rare occurrence; 7% think that the decisions made by the supervisors are not creative at all.

Conclusion

Based on the analysis of the results of our research, we think will be useful and interesting not only for our target organization involved in the research, but also for organizations operating in different profiles and different spaces in general.

Considering organizational units and self-development policies, managers must ensure high productivity. The system of equitable remuneration and incentives, which must be based on professionalism and personal characteristics, promotes the growth of team unity. We know that if a manager manages to make decisions based on the connection between an individual's professional qualities, work results, and incentive mechanisms, then his or her actions will be directly related to the achievement of the organizational goal.

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გუნდური მუშაობის სირთულეები ქართული კომპანიების მაგალითებზე დაყრდნობით

აბსტრაქტი. ნაშრომის მიზანია გააცნობიეროს პერსონალის ინდივიდუალური განსხვავებები და მსგავსებები, რაც გადაწყვეტი ფაქტორია თანამედროვე ორგანიზაციების წარმატებისთვის. მრავალფეროვნება ყველა ორგანიზაციის ყურადღების ცენტრშია. მრავალფეროვნებისადმი ღრმა ინტერესი უნდა გახდეს მთავარი პრიორიტეტი ბიზნესის ყველა ასპექტში. მრავალფეროვნება იწვევს განსხვავებებს, ხოლო განსხვავებები იწვევს პოტენციურ პრობლემებს ურთიერთობებში. ამის უარყოფა შეუძლებელია, მაგრამ ასევე ძალიან მნიშვნელოვანია, რომ მრავალფეროვნებას აქვს შესაძლებლობების უზარმაზარი პოტენციალი. ამისთვის აუცილებელია თეორიული საფუძვლების განსაზღვრა და მათი განხორციელების მეთოდოლოგიური და პრაქტიკული რეკომენდაციების შემუშავება. კვლევის მეთოდოლოგიურ საფუძველს წარმოადგენს სისტემატური და შედარებითი ანალიზის, ემპირიული განზოგადების და თეორიული კვლევის, ანალიზისა და სინთეზის, განზოგადების და აბსტრაქციის მეთოდები. ნაშრომის ძირითადი შედეგები და სამეცნიერო სიახლეები: განხილულია სამუშაო ძალის მრავალფეროვნებისა და სინერჯის კავშირი; კვლევის საფუძველზე გამოიკვეთა ის გარემოება, რომ აჭარის რეგიონში, კერძოდ ბათუმში მოქმედი ორგანიზაციების უმეტესობაში ადამიანური რესურსების სტრატეგიის შემუშავების პროცესში მრავალფეროვნების ცნება არ არის გათვალისწინებული.

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