

Volumen 5 - Número Especial- Octubre/Diciembre 2018

REVISTA INCLUSIONES

REVISTA DE HUMANIDADES
Y CIENCIAS SOCIALES

ISSN 0719-4706

Homenaje a
María de Lourdes Navarajo Ornelas

MIEMBRO DE HONOR COMITÉ INTERNACIONAL

REVISTA INCLUSIONES

Portada: Felipe Maximiliano Estay Guerrero / Códice Nuttal

221 B

WEB SCIENCES

CUERPO DIRECTIVO

Directora

Mg. © Carolina Cabezas Cáceres
Universidad de Los Andes, Chile

Subdirector

Dr. Andrea Mutolo
Universidad Autónoma de la Ciudad de México, México

Dr. Juan Guillermo Mansilla Sepúlveda
Universidad Católica de Temuco, Chile

Editor

Drdo. Juan Guillermo Estay Sepúlveda
Editorial Cuadernos de Sofía, Chile

Editor Científico

Dr. Luiz Alberto David Araujo
Pontificia Universidad Católica de Sao Paulo, Brasil

Cuerpo Asistente

Traductora Inglés

Lic. Pauline Corthorn Escudero
Editorial Cuadernos de Sofía, Chile

Traductora: Portugués

Lic. Elaine Cristina Pereira Menegón
Editorial Cuadernos de Sofía, Chile

Portada

Sr. Felipe Maximiliano Estay Guerrero
Editorial Cuadernos de Sofía, Chile

COMITÉ EDITORIAL

Dra. Carolina Aroca Toloza
Universidad de Chile, Chile

Dr. Jaime Bassa Mercado
Universidad de Valparaíso, Chile

Dra. Heloísa Bellotto
Universidad de Sao Paulo, Brasil

Dra. Nidia Burgos
Universidad Nacional del Sur, Argentina

Mg. María Eugenia Campos
Universidad Nacional Autónoma de México, México

Dr. Lancelot Cowie
Universidad West Indies, Trinidad y Tobago

Dr. Francisco José Francisco Carrera
Universidad de Valladolid, España

Mg. Keri González
Universidad Autónoma de la Ciudad de México, México

Dr. Pablo Guadarrama González
Universidad Central de Las Villas, Cuba

Mg. Amelia Herrera Lavanchy
Universidad de La Serena, Chile

Dr. Aleksandar Ivanov Katrandzhiev
Universidad Suroeste Neofit Rilski, Bulgaria

Mg. Cecilia Jofré Muñoz
Universidad San Sebastián, Chile

Mg. Mario Lagomarsino Montoya
Universidad de Valparaíso, Chile

Dr. Claudio Llanos Reyes

Pontificia Universidad Católica de Valparaíso, Chile

Dr. Werner Mackenbach

*Universidad de Potsdam, Alemania
Universidad de Costa Rica, Costa Rica*

Mg. Rocío del Pilar Martínez Marín

Universidad de Santander, Colombia

Ph. D. Natalia Milanesio

Universidad de Houston, Estados Unidos

Dra. Patricia Virginia Moggia Münchmeyer

Pontificia Universidad Católica de Valparaíso, Chile

Ph. D. Maritza Montero

Universidad Central de Venezuela, Venezuela

Mg. Liliana Patiño

Archiveros Red Social, Argentina

Dra. Eleonora Pencheva

Universidad Suroeste Neofit Rilski, Bulgaria

Dra. Rosa María Regueiro Ferreira

Universidad de La Coruña, España

Mg. David Ruete Zúñiga

Universidad Nacional Andrés Bello, Chile

Dr. Andrés Saavedra Barahona

Universidad San Clemente de Ojrid de Sofía, Bulgaria

Dr. Efraín Sánchez Cabra

Academia Colombiana de Historia, Colombia

Dra. Mirka Seitz

Universidad del Salvador, Argentina

Dra. Leticia Celina Velasco Jáuregui

*Instituto Tecnológico y de Estudios Superiores
de Occidente ITESO, México*

COMITÉ CIENTÍFICO INTERNACIONAL

Comité Científico Internacional de Honor

Dr. Adolfo A. Abadía

Universidad ICESI, Colombia

Dr. Carlos Antonio Aguirre Rojas

Universidad Nacional Autónoma de México, México

Dr. Martino Contu

Universidad de Sassari, Italia

Dr. Luiz Alberto David Araujo

Pontificia Universidad Católica de Sao Paulo, Brasil

Dra. Patricia Brogna

Universidad Nacional Autónoma de México, México

Dr. Horacio Capel Sáez

Universidad de Barcelona, España

Dr. Javier Carreón Guillén

Universidad Nacional Autónoma de México, México

Dra. Isabel Cruz Ovalle de Amenabar

Universidad de Los Andes, Chile

Dr. Rodolfo Cruz Vadillo

*Universidad Popular Autónoma del Estado de
Puebla, México*

Dr. Adolfo Omar Cueto

Universidad Nacional de Cuyo, Argentina

Dr. Miguel Ángel de Marco

Universidad de Buenos Aires, Argentina

Dra. Emma de Ramón Acevedo

Universidad de Chile, Chile

Dr. Gerardo Echeita Sarrionandia

Universidad Autónoma de Madrid, España

Dra. Patricia Galeana

Universidad Nacional Autónoma de México, México

Dra. Manuela Garau

Centro Studi Sea, Italia

Dr. Carlo Ginzburg Ginzburg

*Scuola Normale Superiore de Pisa, Italia
Universidad de California Los Ángeles,
Estados Unidos*

Dr. José Manuel González Freire

Universidad de Colima, México

Dra. Antonia Heredia Herrera

Universidad Internacional de Andalucía, España

Dr. Eduardo Gomes Onofre

Universidade Estadual da Paraíba, Brasil

Dra. Blanca Estela Zardel Jacobo

Universidad Nacional Autónoma de México, México

Dr. Miguel León-Portilla

Universidad Nacional Autónoma de México, México

Dr. Miguel Ángel Mateo Saura

*Instituto de Estudios Albacetenses “don Juan
Manuel”, España*

Dr. Carlos Tulio da Silva Medeiros

Diálogos en MERCOSUR, Brasil

Dr. Álvaro Márquez-Fernández

Universidad del Zulia, Venezuela

Dr. Oscar Ortega Arango

Universidad Autónoma de Yucatán, México

Dr. Antonio-Carlos Pereira Menaut

Universidad Santiago de Compostela, España

Dr. José Sergio Puig Espinosa

Dilemas Contemporáneos, México

Dra. Francesca Randazzo

*Universidad Nacional Autónoma de Honduras,
Honduras*

Dra. Yolanda Ricardo

Universidad de La Habana, Cuba

Dr. Manuel Alves da Rocha

Universidade Católica de Angola Angola

Mg. Arnaldo Rodríguez Espinoza

Universidad Estatal a Distancia, Costa Rica

Dr. Miguel Rojas Mix

*Coordinador la Cumbre de Rectores Universidades
Estatales América Latina y el Caribe*

Dr. Luis Alberto Romero

CONICET / Universidad de Buenos Aires, Argentina

Dra. Maura de la Caridad Salabarría Roig

Dilemas Contemporáneos, México

Dr. Adalberto Santana Hernández

*Universidad Nacional Autónoma de México,
México*

Dr. Juan Antonio Seda

Universidad de Buenos Aires, Argentina

Dr. Saulo Cesar Paulino e Silva

Universidad de Sao Paulo, Brasil

Dr. Miguel Ángel Verdugo Alonso

Universidad de Salamanca, España

Dr. Josep Vives Rego

Universidad de Barcelona, España

Dr. Eugenio Raúl Zaffaroni

Universidad de Buenos Aires, Argentina

Comité Científico Internacional

Mg. Paola Aceituno

Universidad Tecnológica Metropolitana, Chile

Ph. D. María José Aguilar Idañez

Universidad Castilla-La Mancha, España

Mg. Elian Araujo

Universidad de Mackenzie, Brasil

Mg. Romyana Atanasova Popova

Universidad Suroeste Neofit Rilski, Bulgaria

Dra. Ana Bénard da Costa

Instituto Universitario de Lisboa, Portugal

Centro de Estudios Africanos, Portugal

Dra. Alina Bestard Revilla

Universidad de Ciencias de la Cultura Física y el Deporte, Cuba

Dra. Noemí Brenta

Universidad de Buenos Aires, Argentina

Ph. D. Juan R. Coca

Universidad de Valladolid, España

Dr. Antonio Colomer Vialdel

Universidad Politécnica de Valencia, España

Dr. Christian Daniel Cwik

Universidad de Colonia, Alemania

Dr. Eric de Léséulec

INS HEA, Francia

Dr. Andrés Di Masso Tarditti

Universidad de Barcelona, España

Ph. D. Mauricio Dimant

Universidad Hebrea de Jerusalén, Israel

Dr. Jorge Enrique Elías Caro

Universidad de Magdalena, Colombia

Dra. Claudia Lorena Fonseca

Universidad Federal de Pelotas, Brasil

Dra. Ada Gallegos Ruiz Conejo

Universidad Nacional Mayor de San Marcos, Perú

Dr. Francisco Luis Giraldo Gutiérrez

Instituto Tecnológico Metropolitano, Colombia

Dra. Carmen González y González de Mesa

Universidad de Oviedo, España

Mg. Luis Oporto Ordóñez

Universidad Mayor San Andrés, Bolivia

Dr. Patricio Quiroga

Universidad de Valparaíso, Chile

Dr. Gino Ríos Patio

Universidad de San Martín de Porres, Per

Dr. Carlos Manuel Rodríguez Arrechavaleta

Universidad Iberoamericana Ciudad de México, México

Dra. Vivian Romeu

Universidad Iberoamericana Ciudad de México, México

Dra. María Laura Salinas

Universidad Nacional del Nordeste, Argentina

Dr. Stefano Santasilia

Universidad della Calabria, Italia

Mg. Silvia Laura Vargas López

Universidad Autónoma del Estado de Morelos, México

Dra. Jaqueline Vassallo

Universidad Nacional de Córdoba, Argentina

Dr. Evandro Viera Ouriques

Universidad Federal de Río de Janeiro, Brasil

Dra. María Luisa Zagalaz Sánchez

Universidad de Jaén, España

Dra. Maja Zawierzeniec

Universidad Wszechnica Polska, Polonia

Editorial Cuadernos de Sofía / Revista

Inclusiones / Santiago – Chile

Representante Legal

Juan Guillermo Estay Sepúlveda Editorial

Indización y Bases de Datos Académicas

Revista Inclusiones, se encuentra indizada en:



Information Matrix for the Analysis of Journals



CATÁLOGO



DOAJ DIRECTORY OF
OPEN ACCESS
JOURNALS





WZB

Berlin Social Science Center



uOttawa

Bibliothèque
Library



REX



Uniwersytet
Wrocławski



Stanford University
LIBRARIES



PRINCETON UNIVERSITY
LIBRARY

WESTERN
THEOLOGICAL SEMINARY



ROAD

DIRECTORY
OF OPEN ACCESS
SCHOLARLY
RESOURCES

TEAM EFFECTIVENESS AND HR MANAGEMENT

EFFECTIVIDAD DEL EQUIPO Y GESTIÓN DE RR.HH.

Ph. D. Mariana Usheva

South-Western University “Neofit Rilski”, Bulgaria
dr.usheva@abv.bg

Ph. D. Maria Valerieva Danchova

South-Western University “Neofit Rilski”, Bulgaria
dr.usheva@abv.bg

Fecha de Recepción: 29 de junio de 2018 – **Fecha de Aceptación:** 09 de agosto de 2018

Abstract

Leading issue in the functioning of every contemporary organization is the effectiveness of teams and teamwork as a key and competitive advantage. Building and developing the team does not happen “naturally” in the work process but is sequence of the deliberate efforts of everybody. The team is a live organism, where all elements act synchronically. The cooperation between separate members shall be directed towards mutual completion of the contribution of everybody as the separate individual contributes for this using their knowledge, skills and talent in the best way. Unifying the abilities of all members, directing the efforts for increase of strong features of the organization and minimizing the weak ones are fundamental for achieving the strategic goals of any organization. **The main goal** of this report is to identify the issues of team effectiveness and human resources management. **The main research methods** used in the report are content-analysis, comparative method and intuitive and systematic approach.

Keywords

Team – Teamwork – Effectiveness – Human resources management

Resumen

Problema primordial del funcionamiento de cada organización contemporánea resulta la eficiencia de los equipos y el trabajo en equipo como ventaja clave y competitiva. La creación y el desarrollo del equipo no ocurren de modo “natural” en el proceso del trabajo sino como consecuencia de esfuerzos concienzudos de todos. El equipo es un organismo vivo en el que todos los elementos actúan en sincronía. La interacción entre los distintos miembros se debe dirigir a una complementación mutua del aporte de cada uno y cada individuo contribuye para eso usando sus conocimientos, aptitudes y talento del mejor modo. La unión de las capacidades de cada miembro, la dirección de esfuerzos para el aumento de los puntos fuertes de la organización y la minimización de los puntos débiles son fundamentales para lograr las finalidades estratégicas de cada organización. **La finalidad principal** del presente artículo es identificar los problemas ante la eficiencia de los equipos y la gestión de los recursos humanos. **Los métodos principales de investigación** utilizados en el artículo son análisis de contenidos, método de comparación y enfoque intuitivo y sistemático.

Palabras Claves

Equipo – Trabajo en equipo – Eficiencia – Gestión de personal

Introduction

In practice people often do not differentiate “group of people” and “team” and this causes many misunderstanding in managers and officials regarding designation and use of the team work organization. We shall mark that the team is not only a combination of people (employees, colleagues, partners), working together. Not every group of people is teamwork.

A group of people we call “team” only when present are certain characteristic as for example presence of mission; common goal, important for the organization; necessity, desire for mutual work and building a team for certain project; opportunity for distribution of specific tasks and responsibilities in team between the team members; the participants in the team trust each other; there is presence of informal contacts and support for team existing long-time; opportunity for free share of ideas, comments, opinions; creating mutual dependency on specific tasks; making decisions mutually and with consensus; tolerating, accepting, promoting and using the differences of teamwork members; flexibility and opportunity for experimentation and changes in preliminary plans; constructive criticism, avoiding critical remarks on a personal basis, criticizing ideas rather than people; care not only for their own development but also for the development of their colleagues in the team.

Effective teams

Most generally a team can be defined as a group of people having unified their competences in reaching certain goal.¹ Precondition for achieving certain goal is the presence of key competences upon synchronization of which defining is the role of the team leader. Possible approach which to define the human resources policy is the one placing in the middle of the human resources management system the sum of competences of employees reflecting to the full extent the requirements of enterprise’s business strategy². Revolutionary approach from industrial to information age brings changes in the understanding of managers for human resources management in organizations and the managerial approach for reaching effectiveness³. Definitive significance has the accurate and clear formulation of the organization aim on which depending is the accurate identification of the team’s mission.

The dedication to the common goal is a function of the convincingly set cause, thus reaching internal motivation of team members which they take as something justifying the necessity of putting efforts. An important aspect for reaching motivation is the stimulation as for reaching the effectiveness it shall be adequately personalized in accordance with the contribution to every team member. One of the most important, in managerial terms,

¹ Ts. Iliev, Leadership and team management (Sofia: Personal Consult. 2009).

² R. Dimitrova and R. Vladov, Competence profiles of people working in the Information and Communication Technologies sector, (Sofia: Management and sustainable development. 2017).

³ R. Dimitrova and R. Vladov, Competence models in the information technologies sector, (Economic Processes Management: International Scientific E-Journal. 2018 Available: <http://epm.fem.sumdu.edu.ua>).

“key precondition for effective use of entire possibilities potential of the personnel, is their identification with the organization, when their goals are in line with the management.”⁴

Besides through accurate determining of the key competences and forming empathy towards the common goals, team effectiveness is reached through developing adequate work environment. Upon analysis of the environment, the impacting factors may be summarized such as: leader support, hierarchic organizational structure and adequate stimulus system.⁵ The leader support is an important condition for guaranteeing resource assurance of the teamwork. Another beneficial factor for the effective functioning of the team is environment that does not have very strict hierarchy. Of great significance for the teamwork is the competence and experience of team members along with the knowledge and skills⁶, and stimulation is a leading motivation factor⁷.

In their development J. Katzenbach and D. K. Smith⁸ focus their attention on three main characteristics of the team – competence, devotion to the common goal and coordination of actions. In other scientific researches the accents falls on key features such as: supporting and stimulating the team’s potential capacity structure.⁹

We cannot disagree with the thesis that “managers forming and using teams cannot only recognize them as successful activity factors. In accordance with the misplacement of the accent from individual work towards teamwork determined and analyzed shall be the issues related to group dynamics, comprising the problematic of organizational behavior.”¹⁰ Adequate misplacement of accents and enclosing the overall work of personnel by the manager guarantees constructing a high-efficiency team. In this sense, according to us necessary is paying special attention to another moment, namely performing situation analysis by the manager as part of the managerial competence and performing actual managerial control during assembly, support and control of teams in the organization. The situation analysis “should start with internal audit of structures, processes, competences and capabilities of separate units in the organization itself. Formulated shall be the procedures and approach of organization for dealing with current issues”¹¹ In fact, namely the situation analysis can give a fair image of what resources does the organization have for building and further successful long-term work of highly-efficient teams.

⁴ D. Yaneva, Motivational factors for increasing the efficiency of labor (Sofia: University of Forestry, IX-th scientific conference with international participation: Management and Sustainable Development, 2007).

⁵ Ts. Iliev, Leadership and team management (Sofia: Personal Consult. 2009). 5

⁶ V. Kyurova and D. Yaneva, Human resources – important tool for developing effective marketing policy of touristic enterprises, (Blagoevgrad: Economics and Management, vol. 4. 2012).

⁷ Parvanov, P. Legal Opportunities for Making Bulgarian Tourism a Socially Oriented Industry - Social Economy in Constrained Resources - Theory and Practice, Blagoevgrad, 2017: 84-116.

⁸ R. Hackman, Leading Teams: Setting the Stage for Great Performances (Boston: Harvard Business School Press, 2002).

⁹ R. Hackman, Leading Teams: Setting the Stage for Great....

¹⁰ M. Filipova, Leadership in changing world (Blagoevgrad: South-Western University Neofit Rilski, 2016).

¹¹ V. Kalaydzhieva, Innovation, entrepreneurship and competitiveness of enterprise (Blagoevgrad: South-Western University Neofit Rilski, 2017).

Teamwork and human resources management

As a start of teamwork in Europe considered is the experience of Volvo managers who radically change the work organization in one of the factories of the company back in the 70s of XX century. Until then characteristic units for the factories are the brigades managed by a formally assigned director. In the light of decreasing trust of company users resulting of low-quality work, irresponsible attitude towards the labor and technological discipline and employees, Volvo managers make a decision to form the so-called “autonomous groups” which to replace the formal groups of workers. They work in different way as for example the participants in the autonomous groups resolve their internal issues about discipline and work quality by themselves without waiting for orders by the management. Teams are now responsible for the quality of what they produce, i.e. the responsibility is not borne entirely by the direct manager. A little later the company introduces a compensation system bound to the end results of the autonomous group. The Volvo model was followed by Olivetti, SAAB, Philips, Fiat Auto, Toyota Motor Company, Fasson France, Grupo Luis Simoes, Nokia, SOL Services, Crysler Corporation, Florida Power, Rodney Hunt Company, San Diego Zoo, Fritto Lay, Ciba Geigy, Hewlett-Pakcard, General Electric, Brabantia Solid Company, Texas Instruments Europe Company, Avery Dennison and others. This way namely those autonomous groups are also predecessors of contemporary teams. In its essence the team is a group of two or more people working together for the achieving of a common goal. The two main elements are interconnection and sharing of objectives.

Nowadays team does not only mean “good relations” or “understanding between people” solving their internal issues with discipline and quality of work but a working unit with the respective status in the company. Maybe the full definition of team we find in the development “Effective communication and work in a team”¹²: A team is a derivative of small group and is a purpose-formed association of people united to perform a particular task beyond their individual capabilities. Under the team, we understand a high degree of division of labor, complementarity among members and excellent coordination based much more on the imperative of goals and activities than on the dictates of formal authority. As a small group in which individuals do their work, the team is a union of interacting individuals in the face where everyone feels their membership and membership of others and is involved in cooperative activity to achieve a common goal set before the unit. In this process people interact, affect each other, exchange information, confront, observe norms, and make common decisions.

According to the same essay a team is a type of relatively constant group formed for regular execution of certain tasks and assuming combination of activities of members.

Teamwork turns into main indicator for estimating and managing the officials in Bulgarian state administration in 2009 with the definition of teamwork as work in cooperation for achieving common goal¹³.

¹² Effective communication and teamwork, Project “Developing capacity of workers in the American University in Bulgaria for improving the quality of work and interaction with administrative authorities and other NGOs”, Effective communication and teamwork, (funded by Operative Programme “Administrative Capacity”, co-funded by the European Union through European Social Fund, page 3 http://www.aubg.bg/sofia/RapidASPEditor/MyUpload Docs/2_handout_team_work.pdf)

¹³ M. Dimitrova, Constructing and developing government officials performance assessment in the Bulgarian public administration, (Sofia: New Bulgarian University, Annual Publication “Public Administration Center”, vol. 6, 2011, http://ebox.nbu.bg/pa2011/14_M.DIMITROVA.pdf).

Teamwork is prioritized as being created by a person's individual qualities separately and firmly defines team communications and overall relationships as the foundation of a quality work. Organizations increasingly acquire the appearance and character of team-centered structures. Looking at the organization of the future, Peter Drucker describes it as "less lawyers, more information and a form of work structured around the team". In a typical situation, teams typically perform better than individual work. This is true for cases where the tasks require variety of skills of a different nature, various experience and breadth of judgments. Two of the most popular team types are multifunctional and self-governing. An effective manager is required to demonstrate good skills in team management. For successful leadership it is said that it is "brazing individuals with different backgrounds, experiences, personal qualities, and turning this solder into a productive workgroup."

All activities related to execution of specific tasks and achieving the purposes identified may be determined as challenges and the challenges faced by the leader who should effectively manage the team are complex and conditioned on many factors with various character and nature. Of major significance is the role of the leader responsible for the formation and maintenance of basic conditions for construction and existence of team as an organizational structure¹⁴, which is part of his vocational competence. "Competence includes understanding of human relations on one hand and as result the skill to apply this practically in the specific context."¹⁵ Realistic planning and organization of work where the group is focused shall be followed by coordination and control of achieved results.

Three are the fundamental factors which the effective leader shall observe when managing human resources, focusing on teamwork:

- **"We" and not "I"** ¹⁶ –the successfully achieved results by the team shall be shared in the team. Highlighting personal contribution is inadmissible when the desired status is not the result of individual work;
- **Connection to the team**¹⁷ - the essence of team leadership is associated with qualities such as "empathy", "trust" and "sincerity". The leader shall prove and defend his position as person which the other people will believe in through charisma, expertise, proven success and clear vision;
- **Team of leaders**¹⁸ - the self-confidence of the leader is proven through successful delegation of responsibilities keeping power and control over the team. The best team leaders realize the achieved positive results are a reflection of their activity.

We may say that contemporary European companies nowadays well-combine the individual and group work with teamwork. They are convinced that teamwork has no alternative in case of issues with the competitiveness and organizational efficiency. Examples are companies such as Board na Mona, Vitae, Multiasistenza, Fasson, Fiat Auto, Texas Instruments Europe, VSFL, Netwerke Service, PC Systems, Leicester Royal

¹⁴ M. Stankova, Touristic destinations and suitable development, (Sofia: Trakia-M, 2016). 5

¹⁵ G. Angelova, Negotiation Techniques, (Blagoevgrad: South-Western University Neofit Rilski, 2014).

¹⁶ D. Miller, Brilliant teams: What to Know, Do and Say to make a Brilliant Teams (Sofia: Amat – AH, 2012).

¹⁷ D. Miller, Brilliant teams: What to Know, Do and Say to make a...

¹⁸ D. Miller, Brilliant teams: What to Know, Do and Say to make a...

Infirmary, Brabantia, SOL Services, Nokia, Nota, Bonas Machine Company, Richard Sounds, Telepizza etc.

Types of teams

Despite the European tradition to work in a team many European companies need refreshment of the labor forms, including more intensive use of teamwork. The teamwork capabilities are one of the most pointed out by contemporary employers. And this is understandable because despite the positive signals the firms still prefer to hire part-time or temporary work employees because they are not sure in the sustainability of recovery. This is why it is very important to use various types of teams. Schematically the most common types of team may be presented as follows (table 1):

Work team	one of the most common types of teams. Work team is useful, for example, when necessary is daily and continuous production of certain commodity or service. It is characteristic for the routine work.
Project team	it is created to achieve specific, most commonly one-time result. Project type is useful when the purpose is creating new product.
Parallel team	it is created when necessary is the optimization of quality of work processes, perfecting the coordination and so on. It resembles a project team but the result sought by the parallel team is not so specific such as developing new product. A parallel team is needed when an problem should be solves without fundamentally changing the organization's structure.
Team of managers	it consists of managers coordinating and synchronizing all mutually-dependable structures of the organization (teams, work groups, departments, workshops, brigades). The managing team has a task of providing resources and guidance for reaching strategic goals of the organization.
Informal team	it consists of people of common interests and goals. The participation in such team is voluntary, the number of members vary in time, missing is clear border between the team and organization. The informal team often grows into parallel or project team.

Table 1
Types of teams

We may say that irrespective of the wide entry of teams in contemporary human resources management, neither in Bulgaria nor in other EU member-states there is no full satisfaction of the speeding introducing new ways of work such as teamwork. This dissatisfaction is due to several legitimate reasons in the business environment in Europe (including Bulgaria) that require urgent management actions for change of work organization as well:

- liberalization of markets;
- globalization of competition;

- introducing new technologies in production;
- necessity of light speed reactions by the companies when market shares shrink.

In other works Europe does not count only on its 30-year teamwork tradition but takes into consideration the presence of very serious reasons to use new ways of work. In the basic, naturally, placed is teamwork as a guarantee for improving the indicators such as competitiveness, effectiveness, market shares.

Teamwork in European and Bulgarian organizations

According to researches there are two main differences between teamwork in European and Bulgarian companies being the comprehension of the team notion and the approach for introducing teamwork. As a table it may be depicted this way (table 2):

Difference	Europe	Bulgaria
<i>Understanding teamwork</i>	<p>Accounted is the possibility of individually or in a group as well as, as a team.</p> <p>Teamwork is introduced and maintained in the company in the name of achieving preliminary set strategic goals (or when there is special occasion, for example increase of organizational efficiency indicators).</p>	<p>Identifying the functional department with a "team".</p> <p>Functional structure with functional departments, incident organization of team of managers.</p> <p>Organization of project team most often in cases when necessary is to speed the innovations in the company.</p>
<i>Approach for introducing teamwork</i>	<p>The introduction of teamwork in European companies is preconditioned by a complex of well-structured managerial actions – decrease of hierarchical levels, decentralization, readiness for providing teams with authority, special approach towards collecting participants in the team, institutionalization of team in the structure of the company, change in ways of training, assessing and rewarding the team.</p>	<p>It is generally accepted that teamwork is something usual, it exists by itself, that it is enough people to respect themselves and help and that in its essence this is the "team". Some companies define that they work in a team people in fact people perform their usual individual tasks (as per job description) and in the best case respect themselves and support each other.</p>

Table 2
Differences between teamwork in Bulgarian and European companies

Conclusion

As social creatures individuals live and work, unifying in various groups, aiming to satisfy their needs. Every group characterizes with specificity that affects the behavior and interception of its members building group norms which turn into generally valid for everybody.

When the common goal of the group turns into generally accepted for all members, the group turns into a team. The effectiveness of the team depends on the identification and empathy of members to that goal, satisfying some of their needs. This efficiency is not always measured in quantity but it is just as important for managers as it is for workers.

In the dynamics of contemporary society, organizational structures are more complex and human resources management shall be focused more on relations development between the individual themselves as well as between teams. Factors affecting the team development and effectiveness may be sought in the following directions:

- clearly defined common goals;
- optimal use of available resources;
- mutual trust;
- shared leadership and delegating responsibilities;
- involving all members in the control;
- solving problems and making decisions;
- effective communication;
- stimulating creativity;
- objectiveness when estimating the teamwork's effectiveness.

In his activity every manager and leader encounters the environmental challenges. Of the knowledge and competences they possess for “establishing tendencies and dynamics of changes in the environment contributes to determining the guidance for further business development”¹⁹. The effective team can be determined as result of purposeful managerial solutions giving the direction of mutual activity of team members for quality achieving of preliminary set missions and goals, adopted by all.

References

D. Miller, Brilliant teams: What to Know, Do and Say to make a Brilliant Teams. Sofia: Amat – AH. 2012.

D. Yaneva, Motivational factors for increasing the efficiency of labor. Sofia: University of Forestry, IX-th scientific conference with international participation: Management and Sustainable Development. 2007.

¹⁹ V. Kyurova, Marketing in entrepreneur activity (Blagoevgrad: South-Western University Neofit Rilski, 2014).

Effective communication and teamwork, Project “Developing capacity of workers in the American University in Bulgaria for improving the quality of work and interaction with administrative authorities and other NGOs”, Effective communication and teamwork, (funded by Operative Programme “Administrative Capacity”, co-funded by the European Union through European Social Fund, page 3 http://www.aubg.bg/sofia/RapidASPEditor/MyUpload Docs/2_handout_team_work.pdf).

G. Angelova, Negotiation Techniques. Blagoevgrad: South-Western University Neofit Rilski. 2014.

K. Kamenov and Kr. Hadzhiev and A. Asenov, Human. Teams. Leaders. Sofia: Luren. 2001.

M. Dimitrova, Constructing and developing government officials performance assessment in the Bulgarian public administration. Sofia: New Bulgarian University, Annual Publication “Public Administration Center”, vol. 6, 2011, http://ebox.nbu.bg/pa2011/14_M.DIMITROVA.pdf.

M. Filipova, Leadership in changing world. Blagoevgrad: South-Western University Neofit Rilski. 2016.

M. Stankova, Touristic destinations and suitable development. Sofia: Trakia-M. 2016.

P. Lencioni, Five main weaknesses during teamwork. Sofia: Publishing House East-West. 2006.

Parvanov, P. Legal Opportunities for Making Bulgarian Tourism a Socially Oriented Industry - Social Economy in Constrained Resources - Theory and Practice, Blagoevgrad, (2017): 84-116.

R. Dimitrova and R. Vladov, Competence profiles of people working in the Information and Communication Technologies sector. Sofia: Management and sustainable development. 2017.

R. Dimitrova and R. Vladov, Competence models in the information technologies sector, (Economic Processes Management: International Scientific E-Journal. 2018 Available: <http://epm.fem.sumdu.edu.ua>).

R. Hackman, Leading Teams: Setting the Stage for Great Performances. Boston: Harvard Business School Press. 2002.

T. Peters and R. Waterman, To perfection in corporate management. Sofia: Publishing House “Science and Art”. 1998.

Ts. Iliev, Leadership and team management. Sofia: Personal Consult. 2009.

V. Kalaydzhieva, Innovation, entrepreneurship and competitiveness of Enterprise. Blagoevgrad: South-Western University Neofit Rilski. 2017.

V. Kyurova and D. Yaneva, Human resources – important tool for developing effective marketing policy of touristic enterprises. Blagoevgrad: Economics and Management, vol. 4. 2012.

Para Citar este Artículo:

Usheva, Mariana y Valerieva Danchova, Maria. Team effectiveness and HR management. Rev. Incl. Vol. 5. Num. 4, Octubre-Diciembre (2018), ISSN 0719-4706, pp. 12-21.

**CUADERNOS DE SOFÍA
EDITORIAL**

Las opiniones, análisis y conclusiones del autor son de su responsabilidad y no necesariamente reflejan el pensamiento de la **Revista Inclusiones**.

La reproducción parcial y/o total de este artículo debe hacerse con permiso de **Revista Inclusiones**.