Motivation and Personalities' Traits in Team Management

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Abstract

To be an effective leader, it is expected that one must know how to motivate his/her team well. To do this, one factor that he/she must consider is the personality and behavior of each member of the team. There are various ways in assessing everyone's personality traits. Including being very close to team members, utilizing emotional intelligence to understand deeply the cognitive, behavioral, and emotional attitude, as well as the astrological traits. Despite that, the two authors have the belief that astrology is not an approved science and cannot be considered or approved as the main source to grasp individuals' characters, but it has been used among the other said methods to plan the useful ways to motivate the team. Research has suggested that by using this approach, a thorough understanding among each member of the team will suffice and a healthy working relationship is attainable. In fact, the authors of this paper have conducted research on a group of 40 individuals that constitutes a project team from different disciplines, backgrounds, and nationalities. The research has shown this approach is effective among the leader and his employees resulting in 90% of the participants showing interest and enthusiasm to better job performance. As a result, a more harmonious working relationship between the superior and his subordinates as well as among the colleagues was achieved.

Key words: Motivations, Team Management, Astrological traits analysis, Emotional intelligence.

Introduction

Managing a team is a core function of a leader. It is believed that the company's people can either make or break an organization. Thus, it is important that a leader should be knowledgeable about human behavior (Tosi & Pilati, 2011, 1). One important aspect that a leader should examine is the employee's personality since it affects a variety of issues in organizational behavior, human resource management, and strategic management (Anderson, 2007, 2). A survey conducted by the *Gallup Organization* conducted on 80,000 managers reveals that managers who discover the uniqueness of each person and capitalize on these differences are what distinguish a truly remarkable leader (Buckingham, 2005). In knowing his/her team's individual personalities, a leader could lead them effectively. There are in fact various ways of assessing a person's personality such as behavioral models, personality tests, personality dimensions, among others (Tosi & Pilati, 2011, 1). However, the focus of this paper is to analyze the personality traits of each employee by engaging him/her in different situations and monitor their behavior and make use of the available personnel information like the birthdate to overview their star sign as well as the health and social background. These types of personality assessment have become rampant now which is not only used with the existing employees but for hiring new employees as well. In fact, large companies in India and in other advanced markets are using astrology to hire the best suited professionals (Saha, 2016). This paper will specifically look into the advantages of knowing the behavioral reactions and feedback of different situations, the employees background experience health and social wise, and studying their star sign by reviewing their astrological nature and traits which will help the leader implement the most effective way to deal and motivate them and to develop a customized motivation and guidance techniques for each individual that will eventually result in enhanced job performance for the team members.

Purpose of the Study

The Project Director and his assistant, who are the author and co-author of this paper, have conducted an experiment on a team consisting of 40 individuals (3 or 4 from each of the 12 zodiac signs) which completes a project team during a period of twelve months. The first four months were divided into two parts. Part one was to study and review the team members available data which the project director and his assistant have access to like background, culture, health, social

state, date of birth and place of growth. The second part was to build different situations and observe the team reactions and emotional intelligence (EI) level. The second four months, the authors have used the resulted information from the first four months to tailor specific Key Performance Indicator (KPI) for everyone based on the results of the first four months of the experiment were for setting and implementing specific key performance indicators (KPIs). Finally, the last four months were for assessing the results.

Literature Review

Team management plays a significant role in ensuring the team members are motivated and perform better, thus fostering the achievement of organizational goals. It involves ensuring that the workers are happy, motivated and are engaged, which is enhanced by understanding their consequent needs and concerns and the effective ways of addressing the same. One of the steps the authors have used in the research to foster a managed, motivated, and well performed team is understanding the team member's cultural, health, and social background. Understanding a team member's cultural background will foster the development of healthy work culture as he or she will be aware of one's language and norms (Natale, 1998). Understanding the language of the team member will foster clear communication, thus fostering improved individual performance. Besides, collaboration with other team members will be enhanced as social interactions will be possible, thus clearly communicating team goals. This will ultimately foster improvement in team performance.

Additionally, understanding a team member's social background will help the manager understand their social needs and key motivation approach such as social support and their relations with other people, thus comprehending them better. By understanding their social background, the manager will be able to know what they lack, their expectations, and their social life, thus knowing them deeper. This will be effective in the team performance as the manager

will be able to know to read their emotions, such as when they are not happy with their role, thus ensuring they feel comfortable in the team (Natale, 1998). While most managers are constantly glued to passing instructions to their employees, understanding their social background will make them feel proud and happy as they feel appreciated. Understanding their health background will also ensure the manager understands them better as he will be aware of the kind of roles to accord who and when. This will create a comfortable working environment.

Observing an employee's reactions and emotional intelligence in different situations could help the manager understand the employee better, thus fostering effective team management. The workplace is marked by the occurrence of different situations, and in the view of understanding an employee better, the manager should observe how an employee reacts, manages, regulates his or her emotions. This is important to the manager as it will foster an understanding of how an employee reacts both internally and externally (Lee, 2017). Besides, how one reacts demonstrates how he or she handles interpersonal relationships, which are crucial in building trust among the team members and the manager. Also, emotional intelligence determines one's self-awareness, which is crucial in understanding one's skills, fears, capabilities, weaknesses, and strengths.

On the other hand, emotional intelligence is all about fostering self-regulation, which entails awareness concerning the internal emotional impact posed by a certain situation towards an individual. By observing, the manager will know who to accord which role and what is the best tailored motivation for each individual as he will be aware who among the team members assumes responsibility in instances where one makes a mistake rather than blaming others. Also, who will be motivated by public acknowledgment and who will prefer to be acknowledged by award. Besides, emotional intelligence is helpful in the delivery of feedback and showing the

extent to which one cares, and thus, the manager will be able to understand the team members (Lee, 2017). Additionally, by observing each team member's emotional intelligence, the manager can understand their social skills better as it entails how one can build relationships with other people and the degree to which one cooperates and works with other people. Besides, the manager will understand how a team member can resolve conflicts depending on how he or she approaches different situations, thus trying to compromise everyone.

Moreover, studying the individual star can help the manager know more about each individual. Astrologers have been studying the effects of planetary activity and its relation to human behavior, personality, health, karma, among others (Hall, 2005, 7). One important aspect of astrology is the zodiac sign where people gain insight on their strengths, weaknesses, emotions, thinking, careers, and leisure activities that are best suited for them (Hall, 2005, 8). In fact, astrology is used by people to seek understanding in all walks of life. It is applied in different areas such as a psychological and counseling tool, making business decisions, and in career guidance (Hall, 2005, 8).

Several studies have been implemented concerning the use of astrological traits relating to a person's career. A research done by Kuo and Wang (2015, 76-89) investigated the CEO's constellation to determine their psychological traits to analyze its relationship to corporate financial leverage, performance, and growth opportunity. Results reveal that Leo CEOs have greater proportions in high leverage firms, Virgo CEOs have a greater proportion in low-average and high-ROA firms, and Pieces CEOs have a greater proportion for both low and high-MB-ratio firms. In addition, the CEOs with air-constellations are positively related to ROA. In general, fire-sign and earth-sign CEOs prefer high financial leverage, while air-sign CEOs are averse to such; fire-sign and air-sign CEOs have positive influences on firm profitability, while earth-sign CEOs have negative influences. Moreover, cash compensation will reduce the positive effect of air-sign CEOs on ROA (Kuo and Wang, 2015, 76-89).

Another study by Winston & Lawrence (2008, 123) in 2007 used an Expert System approach to implement career counseling to the needy youth in African high schools since they found out that graduates have chosen unsuitable careers resulting in poor performance in the

workplace. One of the evaluation tools that were used in this research is the Astrology Sin Model Analysis. The study concluded that a career diagnosis accuracy of 71% has resulted from the initial results of the evaluation model.

Furthermore, a study by Bennett and Barth (1973, 473) suggests the application of astrology on economics dealing with occupational choice, health economics, urban economics, and balance of payments problems. They argued that the longevity of astrology dates as far as the reign of Hammurabi between 1728 B.C. to 1686 B. C. Evidence of its existence also reveals that it has been discovered since 5000 B. C. (Gleadow, 1968, 2 as cited in Bennett and Barth, 1973, 473). Years after that, publishers have released articles on astrology that connect the position of celestial bodies and human behavior. Along with this, the predictive ability of astrology also supports this claim.

These findings reveal that assessing employee's astrological signs are beneficial in business organizations. The Astrology Sign model analyses personality by determining the planet that rules a person's zodiac sign (Winston & Lawrence, 2008, 124). It is followed by indicating the person's associating quadruplicate or one of the four attributes. Finally, it reveals which among the four elements of air, water, earth, and fire are most related that affects one sign's predisposition (Winston & Lawrence, 2008, 124).

The first factor that must be considered to analyze an individual's astrological trait is the four elements model. This model is a framework that brings ancient wisdom into modern relevance, benefits people's personal and professional lives (Brown, 2019). This model allows an individual to identify his/her preferences, patterns and habits for oneself and others which will influence how one manages and engages with the team in the workplace (Brown, 2019). The four elements that are included in this model are earth, water, fire, and air.

The earth sign represents strength and steadfastness (Thornton, 2019). These people like structure, stability, reliability, control, things to be corrected and organized (Brown, 2019). Moreover, they are industrious, loyal, patient, and driven by the desire to bring people together (Chloe, n. d.). Leaders in this element are involved in planning, management, budgeting, and making lists (Brown, 2019). The helpful way to engage with professionals with this element is to show them the facts, be structured, and be methodical.

The water sign has a natural affinity for one another as evident in the quiet and a haven of silent industry (Thornton, 2019). These people are empathetic, emotional, moody, creative,

nurturing, unpredictable, deep, refreshing, caring, dreamy, and tender (Chloe, n. d.). The element's focus is relationship and acceptance (Brown, 2019). In engaging with superiors or colleagues in this element, one should take time to listen and build a relationship with an empathetic and relational style.

The fire signs are initiators (Thornton, 2019). They are powerful, confident, vibrant, intense, loving, interesting, warm, flamboyant, striking, colorful, and charming (Chloe, n. d.). Leaders who possess this element are concerned about directness, assertiveness, energizing, and doing more, being stronger, and getting a goal done faster (Brown, 2019). To effectively relate to a superior or an employee under this sign, one should tell them the results and the benefits of a project or goal. Furthermore, they will be more motivated to act through a challenge by creating competition, setting goals, being fast-paced, and competent.

The air signs are in the realm of the mind and experience great discomfort in the world of feelings (Thornton, 2019). These people are harmonious, insightful, uncertain, thinking, intelligent, flirty, indecisive, unique, detailed, visionary, and playful (Chloe, n. d.). Leadership, innovation, brainstorming, and creativity are incorporated in a leader with this sign. Moreover, to better engage with people with elements, one should inspire, explore, study, learn with them, be original, and use humor and space.

Indeed, an individual's astrological category and star sun influence how a person values his/her career (Leal, 201). To provide an overview of the different traits of each zodiac sign, Marie Claire has published an article detailing each category's kind of employee, how they dwell in the work environment, and the careers that suit them as revealed by Astrologer Kelli Fox (Leal, 201). The details are listed as follows.

Aries (People born between March 21 to April 19). These people are natural-born leaders; however, they have difficulty working for a boss since they become easily irritated by micromanagement and restriction. Possessing strong interpersonal skills is important for this group of people because they normally start a project but do not actually finish them on their own. Thus, the support of friends, as well as the team, is essential for these people. The ideal careers for them are those that exhibit competition or physicality such as outdoor guide, personal trainer, athlete, or working for a sports organization. In addition to that, being a CEO or other management position is also suitable for them.

Taurus (People born between April 20 to May 20). People under this zodiac sign are grounded and practical and know how to transition from being a leader to a follower. These people can lead by example and their hard work and dedication makes them a good team leader. However, they tend to become stubborn at times. A working environment that provides tenacity and dedication is best for these people. Examples are flower arranging, food industry jobs, or luxury sales. They are also ideal for careers in banking and finance as they are good in handling money.

Gemini (People born between May 21 to June 20). These people are good at thriving in fast-paced, stimulating environments that offer a variety and the chance to interact with many different things. While Geminis can adapt quickly and get things done fast, they tend to get bored quickly especially with monotonous jobs. Teaching and communications are best fitted for these people as they provide different topics to work with and requires relaying information. Other recommended jobs are PR and Publicity or project manager.

Leo (People born between July 23 to August 22). Leos love to inspire people. Industries that best suit them are teaching and politics. While they may have the tendency to be high maintenance which may disrupt team environments, their charm and good nature will help win their team again. Examples of careers for this category are teaching, politics, acting, music, movie work as well as CEOs and directors.

Virgo (People born between August 23 to September 22). Virgos are both perfectionist and service oriented. They are compassionate and considerate as a follower while practical and protective as a boss. Still, they have the tendency to be hard on themselves. They can work well with jobs in the service and care industries and those that require mass amounts of research or statistics.

Cancer (People born between June 21 to July 22). These people lead by example and handle responsibilities well. They love giving advice and helping solve other people's problems. Even so, they do not like to work that does not make a difference or get results. Recommended jobs for this type are childcare workers, social workers, human resource employees, lawyers, teachers, and executives.

Scorpio (People born between October 23 to November 21). Scorpios are good at handling secrets. Thus, they are most qualified to work in intelligence organizations, top-level or secret negotiations. They also like challenges and investigating things so they can also succeed in the medicinal field or forensic activities.

Libra (People born between September 23 to October 22). Libras are great mediators of people. They are good at reading and understanding people. Thus, jobs such as think diplomat, assistant translator, broker, salesperson, law enforcer, among others.

Capricorn (People born between December 22 to January 19). Capricorns are charismatic to lead a team. Moreover, they are serious, pragmatic and organized. They believe that hard work and dedication can place them in top positions. Because of this, they are normally workaholics. Jobs such as a manager, administrator, engineers, architects, and design employees are good for them.

Aquarius (People born between January 20 to February 18). Aquarians are free-spirited individuals. They are both social and a loner and come up with ideas that turned out brilliant. The sudden shift of attitudes may make it hard for other people to understand them. Jobs that fit this role are graphic designer, photographer, project manager, entrepreneur and the like.

Sagittarius (People born between November 22 to December 21). Sagittarius are good at conversing with others, inspiring morale, working as a team player, adapting to change, and encouraging other people. Jobs related to the travel industry may work well with these people. Also, teaching, consulting, youth program leader, among others are also encouraged.

Pieces (People born between February 19 to March 20). Pieces are flexible as they are not concerned in proving themselves to others but only with doing the best they can. They can navigate several professions and are happiest when they find a job that caters to their sensitivity and healing side. As such, the arts and the medicine are the perfect industry for them.

By possessing these astrological knowledges, a leader as well the team members would be guided to learn how to relate with their colleagues properly. In knowing their strengths, weaknesses, and differences in personalities, it would be easier to bring harmony and understanding among each other. A leader who is aware of his subordinate's distinct traits will help him relate well to him/her. In the same way, the employee who is informed of his/her superior's sun sign will work according to his expectations. In fact, an employee may earn an advantage of working well with his boss by aligning his astrological sign with his management style which will shed light on his approach to work (Goldschneider, n. d.). By doing this, a harmonious working relationship will happen not only among the colleagues but with the employer and his/her employees.

Methodology

The experiment on this paper was implemented to a team of 40 individuals (3 or 4 from each of the 12 zodiac signs) during a period of twelve months. During the first four months, the team members' personality and traits were assessed based on the available data such as the background, social state, health history and their astrology birth chart analysis. After, setting and implementing of specific key performance indicators (KPIs) were conducted for the next four months. The KPIs were tailored to everyone after the personality assessment in the first four months. Also, the qualification, background and role required in this project were considered as main factors to set the precise KPI. Nonetheless, general KPIs have been set to all the team as follow:

- Attendance and Punctuality: Aligning with company standards.

- Quality of work: Work product is complete, accurate, and in an acceptable format.

- Time Management: Completes assigned tasks efficiently within an established time frame while considering current responsibilities and workload.

- Communication: Able to communicate in a clear, concise, organized, and appropriate way

- Dependability: Able to take ownership of the work to be performed and not blaming others for any delays

- Attitude: Behaves in a polite, respectful, and thoughtful manners

- Ongoing skills improvement: Is interested in developing new skills and growing as a professional

- Learning rhythm: Being able to avoid repeating the same mistakes.

Finally, the last four months were used to assess the results of the tests. The team have been guided, coached, and motivated according to the personality results. Throughout the duration of the study, the team members have been challenged to do their best and have been given the opportunity and power to try and produce their utmost efforts under the supervision of the Project Director and his assistant.

Results and Conclusion

Findings reveal that 90% of the participants have shown interest and enthusiasm to exhibit better performance at work. This was proven in their clear job performance enhancement. However, 10% of the entire population did not show any progress to enhance their performance. No single reaction with the motivation approach, they were only concerned about their payment at the end of each month. Many researchers have shown that some management can help the employee how want to help themselves, there are some employee who are not willing to be motivated for various reasons such as resistance to change, lack of trust to the management strategies and other mental or emotional issues.

In conclusion, it is evident that the assessment and grasping of the personal traits of employees are effective in managing and motivating a team. Besides, it would build a more harmonious working environment since each one will be able to easily understand the needs and behavior of their colleagues and superiors.

Recommendations

The findings in this study are recommended to be applied to other organizations or project teams to test its reliability and effectiveness. While it may have been proven beneficial for this specific project team, where the results used in this study were gathered, it does not exempt the fact that various situations and conditions of other teams may have produced different results. Thus, a duplication of this study to various project or organizational situations is encouraged for its validity. However, findings in this study are useful for application to several teams to aid leaders to gain more understanding of their subordinates so they successfully handle and manage their teams. Likewise, in being familiar with their superior's personal traits, employees would know how to engage with them effectively. Thus, a harmonious working relationship among the members of an organization will suffice.

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