

## Behavioral Integration and the Behavioral Repertoire as Qualitative Dimensions of a Management Team

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### Abstract

*The dynamics of any organization that aims to perform in relation to a set of criteria is significantly influenced by the quality of performance of the management team.*

*Personality, knowledge, availability to effort, cognitive versatility and the ability to develop socio-professional interactions favorable to the evolution of the organization are dimensions of interest when the object of analysis is a person with a decision-making role or when it is proposed as a member of a management team.*

*Starting from the need to identify which are the resources through which similar organizations, in terms of quantity and quality of management teams, develop different organizational behaviors, both as internal dynamics and as adequacy to the constraints of the external environment, I identified as appropriate to analyze two qualitative dimensions directly attributable to the members of the management teams. Thus, in this article are presented some conclusions resulting from an empirical study on two key dimensions that are specific to the management team - behavioral integration and behavioral repertoire.*

**Key words:** behavioral integration, behavioral repertoire, management, organization

**J.E.L. classification:** L29, M10, M12

### 1. Introduction

The specific difference between companies that evolve in the same socio-economic context is subsumed to an extent not to be neglected and the behavior of the management team.

The competitive advantage is a valid general desideratum but its identification capacity as well as its operationalization often depends on the structure, dynamics and composition of the management team.

In the field of organizational management, over time, the axiom regarding the universality of management has been imposed - any organization has as an objective need the physical presence of one or more persons who ensure the performance of management functions in the organization (Robbins & Coulter, 2012, p. 17).

Regardless of the type and size of the organization, as well as regardless of its field of activity or the geographical area in which it operates, the organization needs an indispensable element - the management team.

The axiom by which the universality of management is imposed is one with dual validity. Thus, on the one hand, it invites the identification of the qualitative elements by which it is supported by reality and, on the other hand, it involves a critical analysis to identify the weaknesses of the management team or manager, having as reference the perception of employees or resigning, dissatisfied with the structure and quality of the processes specific to the management system used by the organization's management, as follows:

- 51% of the interviewed employees of some companies consider that they do not have competent managers;
- 28% of the same employees would fire their bosses if they had such a possibility;

- 35% of resigning employees motivate their resignations based on a faulty relationship with the management team (Robbins & Coulter, 2012, p. 5).

The purpose of this article is to provide a synthetic image of an empirical study on how the management teams of some companies relate to the specific elements of behavioral integration and the managerial roles to be assumed in the functional dynamics of the organization.

## 2. Theoretical background

The responsibilities and processes specific to the management team are most often two-dimensional, having a social component and a technical, professional one. In order to identify a coherent mechanism through which the management team values the organizational potential in order to obtain the competitive advantage, two determining concepts can be used, as follows: behavioral integration and behavioral complexity. Both concepts describe in an integrated way the overall behavior of a management team.

Behavioral integration refers to the extent to which members of a group, in this case members of the management team engage in mutual and collective interactions (Hambrick, 1994, p. 188).

The behavioral integration of the members of the management team is reflected in the organization, through the effects produced in terms of its tangible and intangible performance and the organizational climate by the fact that it can be a model of beneficial interaction at work teams (Raes et al, 2013, p.168).

A high degree of behavioral integration of the management team is associated with a collaborative work climate, aimed at stimulating creativity, sharing relevant data and information and the ability of management team members to generate joint competitive decisions. Studies dedicated to the concept of behavioral integration are focused in particular on identifying a significant and positive link between the level of this dimension and the results of strategic level obtained by the organization, especially in terms of financial performance and organizational agility.

The behavioral integration of the management team ensures access, training and generation of relevant knowledge in the decision-making process (Tushman & O'Reilly, 1997, p. 23).

Another direction of research on behavioral integration aims to identify a significant determinism between its level and organizational climate and socio-professional emulation that stimulates an organizational behavior specific to contextual ambidexterity.

The organizational climate likely to be generated by a high level of behavioral integration of the management team is characterized by four components that reflect the strictly subjective perception of employees: confidence - in their own strengths and in the management team; compliance with internal rules; the pressure felt to achieve the performance objectives through an individual and team effort appreciated within the organization; direct involvement according to the level of responsibility held. Basically, the central element of behavioral integration is an internal process of effective communication at the level of management team members.

Regarding the empirical study, the objective of analyzing the behavioral integration is to highlight the possible significant, strong and positive correlations between the indicators with which the integrative dimension of the behavior of the management team members was modeled and to draw some useful practical conclusions.

The behavioral integration of the managerial team is doubled by a complexity of managerial behavior, complexity generated by the versatility necessary for the managerial team to accommodate organizational paradoxes or ensure qualitative leaps in situations characterized by uncertainty and volatility of the external environment (Călin, 2019, p. 89).

Behavioral complexity is a concept that emphasizes that members of the management team, to accommodate organizational paradoxes and not only, on certain windows of time and opportunity, are forced to assume a multitude of roles, some of them contradictory, aspects that require a high cognitive versatility and a speculative appetite for risk and uncertainty, all of which can be exploited in the decision-making process (Carmeli & Halevi, 2009, p. 212).

The behavioral complexity of the management team is characterized by two distinct components: behavioral repertoire and behavioral differentiation. The behavioral repertoire defines the totality of roles assumed and practiced by the members of the management team, while the

behavioral differentiation refers to the ability of the members of the management team to practice, in conditions of efficiency, a distinct, unique and optimal role in relation to a certain situation specific to the organization. If most studies on manager behavior focused on a strictly individualized space, recent research has focused on the role and importance of the management team, extrapolating the initial concepts and specific processes from the individual to the management team (Carmeli & Halevi, 2009, p. 210).

Cognitive versatility, behavioral integration and behavioral complexity of the management team are based on a continuous learning process, both scientifically and heuristically structured. The learning capacity of the management team is reflected by the ability of its members to learn stimulated and provoked by the external dynamics and the evolution of the internal organizational climate (Black et. al., 2006, pp. 40).

In this article, the component of interest specific to the behavioral complexity is represented by the behavioral repertoire, respectively the main managerial roles assumed by the members of the management team.

Regarding the finality of the empirical study presented in this article, it aims to highlight any significant, strong and positive correlations between the indicators with which the managerial roles assumed by the members of the management team were modeled and the formulation of practical conclusions.

### **3. Research methodology**

Empirical study is based on a set of nonparametric data collected in response to a questionnaire developed from the perspective of valuing the theoretical concepts presented. The results of the empirical research are based on the answers received to a questionnaire provided with two distinct sections - behavioral integration and managerial roles, of 10 items each, evaluable on a Likert scale with five values, from 1 to 5. The items assigned to the two sections are presented below, in Table no. 1, respectively Table no. 2.

The group targeted by the mentioned questionnaire consisted of the management staff of some Romanian companies, located on various hierarchical levels: top management, middle management and low management. The questionnaire allowed the collection of those data that express the perception of the management staff regarding the management system used at the level of the organization.

The companies considered for the distribution of the questionnaire are successful Romanian companies, which were at the end of 2017 in the top 20 at county level. A number of 153 companies were targeted for questionnaires and 540 questionnaires were distributed. The questionnaire was answered by 41 companies and 124 questionnaires were collected, of which 121 were valid questionnaires. The period for collecting the answers to the distributed questionnaires was November 2017 – April 2018.

All the items with which the two dimensions were modeled - behavioral integration and managerial roles, were evaluated on a Likert-type ordinal scale with five values, from 1 to 5, where the values in the scale have the following meaning: 1 – I totally disagree the statement / sentence; 2 – I do not agree the statement / sentence; 3 – I am unsure about the statement / sentence; 4 – I agree the statement / sentence; 5 – I totally agree the statement / sentence.

The scores given by the 121 respondents, for each item surveyed, represent their subjective perception, depending on the level of knowledge of the organizational dynamics of the company they belong to. The questionnaire covered, as a time horizon, the last 3 years of activity of the respondent company.

The two sections of the questionnaire were tested for internal validity, having as evaluated parameters the values of the Cronbach's Alpha indicator (abbreviated ICA) and those of the Spearman-Brown prediction coefficient (abbreviated CSB) - usable in the case of nonparametric data.

In the case of social studies, the values of ICA and CSB, for which it is admitted that a questionnaire has internal consistency and faithfully reproduces the real option of respondents, is at least 0.600 (Opariuc-Dan, 2011, p. 301).

Table no. 1 Items of the behavioral integration section

	Item form in the questionnaire
Item 1	The management team exploits an optimal rate between control and functional autonomy
Item 2	The solutions adopted in the decision-making process are based on a professional interaction of the members of the management team
Item 3	The solutions adopted in the decision-making process depend on a small number of people
Item 4	The interaction between the members of the management team is one that facilitates creativity
Item 5	The members of the management team support each other, including by temporarily taking over, when necessary, some tasks and / or surplus duties
Item 6	The management team is homogeneous in terms of expertise
Item 7	The tasks and duties of the members of the management team are distributed evenly
Item 8	Between the members of the management team there is an efficient communication process
Item 9	The management team, through reputation and socio-professional dynamics, ensures a good inter-institutional collaboration
Item 10	Decisions with a negative impact on employees or the organization's performance are made by all members of the management team

Source: Own conception.

Table no. 2 Items of the managerial roles section

	Item form in the questionnaire
Item 11	Facilitate the implementation of the decisions adopted
Item 12	To provide solutions for solving complex problems
Item 13	Identify optimal solutions for solving current problems
Item 14	To validate the applicability of the promoted technical solutions
Item 15	To promote the organization's policies at all levels of its management
Item 16	Identify the development needs of the organization
Item 17	Successfully manage the strategic risks of the organization
Item 18	Initiate, support and develop innovative functional capabilities
Item 19	Trainer / mentor for the organization's staff
Item 20	Identify optimal ways to resolve a certain potential conflict

Source: Own conception

Considering the non-parametric character of the obtained data, for the identification of the correlation coefficients between the items of each analyzed section I used the Spearman correlation coefficient (abbreviated CS). CS provides a synthetic picture of the size and direction of the correlation between two items of interest. For the qualitative interpretation of the correlation coefficients, I took into account the following ranges of values (Opariuc-Dan, 2011, pp. 104-105):

- 0.000-0.200: there is no real link between items;
- 0.201-0.400: there is a weak link between items;
- 0.401-0.600: there is a moderate link between items;
- 0.601-0.800: there is a strong link between items;
- 0.801-1.000: there is a very strong link between items.

#### 4. Results

Regarding the internal consistency of the sections of the questionnaire and the validity of the options expressed by the 121 respondents, it is noted that both sections meet the conditions of internal consistency, ICA and CSB values presented in Table no. 3 exceed the threshold of 0.600.

Table no. 3 ICA and CSB values for the two sections

Secțiunea	ICA	CSB
Behavioral Integration	0.857	0.836
Managerial Roles	0.900	0.889

Source: Own calculations

In order to understand the way in which the items of the sections of interest correlate, I generated the CS values, presented in Table no. 4, respectively Table no. 5.

*Table no. 4 Spearman correlation coefficients (CS) for the Behavioral Integration section*

Item	1	2	3	4	5	6	7	8	9	10
1	1.000	0.542	-0.240	0.572	0.546	0.457	0.580	0.491	0.421	0.499
2		1.000	-0.026	0.717	0.675	0.570	0.552	0.700	0.543	0.390
3			1.000	-.076	0.029	0.060	-0.034	-0.011	-0.099	-0.070
4				1.000	0.725	0.623	0.628	0.601	0.435	0.405
5					1.000	0.727	0.647	0.727	0.501	0.460
6						1.000	0.605	0.638	0.470	0.478
7							1.000	0.647	0.572	0.549
8								1.000	0.636	0.526
9									1.000	0.533
10										1.000

Source: Own calculations

*Table no. 5 Spearman correlation coefficients (CS) for the Managerial Roles section*

Item	11	12	13	14	15	16	17	18	19	20
11	1.000	0.637	0.600	0.478	0.500	0.389	0.341	0.294	0.489	0.477
12		1.000	0.777	0.578	0.636	0.581	0.501	0.434	0.584	0.481
13			1.000	0.567	0.677	0.569	0.501	0.421	0.509	0.562
14				1.000	0.689	0.536	0.547	0.580	0.574	0.529
15					1.000	0.647	0.616	0.571	0.636	0.609
16						1.000	0.594	0.565	0.551	0.430
17							1.000	0.627	0.446	0.343
18								1.000	0.465	0.371
19									1.000	0.473
20										1.000

Source: Own calculations

Analyzing the CS values from Table no. 4, for the section regarding the Behavioral Integration of the members of the management team, I appreciated that an item has a significant impact on the dynamics of the management team if it is strongly correlated with at least 3 other items (from other 9 items) in the section. Thus, it is found that the impact items are:

- Item 8 - Between the members of the management team there is an efficient communication process, with 6 strong correlations.
- Item 4 - The interaction between the members of the management team is one that facilitates creativity, with 5 strong correlations.
- Item 5 - The members of the management team support each other, including by temporarily taking over, when necessary, some tasks and / or surplus duties, with 5 strong correlations.
- Item 6 - The management team is homogeneous in terms of expertise, with 4 strong correlations.
- Item 7 - The tasks and duties of the members of the management team are distributed evenly, with 4 strong correlations.
- Item 2 - The solutions adopted in the decision-making process are based on a professional interaction of the members of the management team, with 3 strong correlations.

Analyzing the CS values from Table no. 5, for the section regarding the Managerial Roles assumed by the members of the management team, I appreciated that an item has a significant impact if it is strongly correlated with at least 3 other items (from other 9 items) in the section. Thus, it is found that the impact items are:

- Item 15 - To promote the organization's policies at all levels of its management, with 7 strong correlations.
- Item 12 - To provide solutions for solving complex problems, with 3 strong correlations.
- Item 13 - Identify optimal solutions for solving current problems, with 3 strong correlations.

## 5. Conclusions

From the analysis of the data collected in the empirical study, on a research group with 121 respondents - management staff from 41 companies, on behavioral integration and managerial roles assumed by members of the management team, the following conclusions can be drawn:

- Behavioral integration is identified in terms of effective communication between members of the management team and a direct interaction that encourages creativity. These two elements are enhanced by a mutual support between the members of the management team, by its homogeneity from the perspective of the level of expertise held by them and last but not least by a balanced distribution of tasks between the staff with managerial responsibilities. The central element of behavioral integration is the ability to communicate effectively.
- From the perspective of the managerial roles assumed by the members of the management team, it is noted that they identify mainly as promoters of the organization's policies and problem solvers, regardless of whether they are current or complex problems.

The empirical study brings to the fore the fact that the interviewed management staff is mainly focused on current activities, on exploitation, orientation towards exploration and adoption of a prospective behavior being at a low level.

The limits of the empirical study lie mainly in the small sample size, which allows the conclusions to be supported only at the level of the research group accessed. In addition, the validity of the questionnaire can be verified by the test - retest method. Research on behavioral integration and managerial roles can be developed to identify how and to what extent these two qualitative dimensions of the management team are reflected in the tangible performance of the organization.

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