PERSONALITY& IT'S AFFECT ON GROUP PERFORMANCE

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ABSTRACT

1. _Purpose-the purpose of this study elucidate the positive and negative aspects of personality traits in group performance in a corporation ._

2. _Design/methodology/approach- The study is based on qualitative research using the secondary date. Using the analysis and research done by Sigmund Freud ,Abraham Maslow and Carl Rogers Sigmund Freud ad also the big five model._

3. _Findings- the research shows that the prior theory applied works in various society even where English may not be the language in use also FFM is knows for its exactness ._

4. _Research implications- More similar studies in this fiels has been performed earlier as to how successful the_

5. _Keywords- Personality, Job performance, The Big Five personality traits, The lexical theory._

6. _Paper Type- Research paper_

INTRODUCTION

"Group performance in every organization is extremely important, because it depicts the general performance of the organization. If various individuals in a corporation cannot work as a gaggle , then the organization's performance-both financial and operational will never be maximized. Group efforts and team work is the major ingredient in every successful organization, hence, the need to make sure that the personality of every member in the group is okay for group/organizational goals to be achieved. Without good personalities in a group, there can never be a good group. It's important to understand in detail the concept of personality and how it is related to group performance".

Meaning of Personality:

"Personality is the dynamic organization within the individual of these <u>psychological system</u> that determines his unique adjustments to his environment"t.

Some important aspects of personality:-

1. World is changeable and hence personality will never be stable
2. It is a pattern of relatively permanent traits and unique characteristics that gives both consistancy and individuslity to a person's behavior.
3. A person can e well predicted in many situations if we understand his or her personality.
4. Internal thoughts, feeling and behaviour can often be suggested as persons personality.

LITERATURE REVIEW

1. **Caspi et al. (2003**):-"studied children's Behavior when they were at 3 years of age that are linked to their adult personality traits at age 26. The sample of the study was 1000 children. The findings of the study indicated that longitudinal data provide the longest and strongest evidence to data that children's early emerging behavioral styles can foretell their characteristic behavior, thoughts and feelings as adults pointing to the foundation of the human personality in the early years of life".

2. **Carless (1999):-**. "He studied the Holland's Vocational Interests, personality characteristics and abilities. Two study designs were used in the study. The sample used in study one was 139 individuals and the sample in the study two was 669men and 206 women. The scale used in study one was self–Directed search, the revised NEO personality inventory and the Wechsler adult intelligence scale. The scale used in study two was the SDs, the Myers Briggs type inventory and a measure of general abilities the PL–PQ. In both studies, conceptually similar vocational interests and personality were found to be empirically related. A weak moderate relationship was observed between general abilities and investigative interests and between general abilities and the personality characteristics of openness to experience and intuition. It was concluded that assessment of three domains of interest's abilities and personality has several advantages for assisting clients seeking vocational counseling".

3. **Care Robert and Antonio (2005):-"** in an investigation studied the universal features of personality traits from the observer's perspective .The data was collected from 50 cultures. The sample of the study was 11,985 and NEO personality Inventory was used to collect the data.

Findings of the factor analysis within cultures showed that the Normative American self-Report structure was clearly replicated in most cultures and was recognizable in all. Sex differences replicate earlier self-report results,withthe most pronounced differences in Western cultures. Cross sectional age differences for 3 factors followed the pattern identified in self-reports, with moderate rates of changes during college age and slower changes after age 40 with a few exceptions, this data supported the hypothesis that features of personality traits are common to all human groups".

4. **DennisZuckerman & Kraft (1999)**:-"in one study examined the personality characteristics of male and female in team sports. Result showed that all teams were significantly higher on the anxiety and lower on neuroticism–Anxiety scale than the general college population of the University of Delaware. Lacrosse's and field hockey athletes were higher in activity than equestrians and baseball player's .Equestrians and baseball players were higher than football player on this scale. Contrary to prediction, footballer scored less than the overall university male population on impulsive sensation seeking and therefore the lacrosse's and hockey players didn't differ from the general college female on impulsive sensation seeking. . The hypothesis that body contact sports attract high sensation seeking and aggressive participants wasn't supported. Sensation seeking isomer characteristic of participants in high risk sports unusual sensation and personal challenges".

5. **Huitt.W (1988):-"**Studiesthe Personality cotradictionsbetween non-Indian& Navajo college students: Implications for instruction. Personality differences of Navajo college students are compared to those of non-Indian (mostly Caucasian) college students using the Myers-Briggs Type Indicator (MBTI). The data indicate that the bulk of Navajo students are classified as introvert, while the bulk of non-Indian college students are classified as extrovert. Additionally, the bulk of both male and feminine Navajo students are classified as thinking. This is contrasted to the classification of non-Indian students where males show a similar preference, but females display a preference for feeling. In addition, Navajo students are more homogeneously typed than are non-Indian students. Implications for instructing Navajo students based on MBTI preferences are discussed. Personality measures onion-Indian college students based on the Myers-Briggs Type Indicator (MBTI) have been identified and the results widely distributed. Based upon these findings variety of studies are completed that have described the educational

methods most preferred by various of scholars . The purpose of this paper was to report data on MBTI personality measures (called type preferences) of Navajo college students and to supply some guidelines supported research with non-Indian students on instructional methods presumably to be preferred".

6. **Klein &Carolyn (2003):-**"investigated Distinctive Personality Characteristics of 8, 9 and 10 years old with Williams Syndrome. Children's behavior questionnaire and Multidimensional Personality Questionnaire were used in the study. The findings of the study suggested that on the CBQ, high mean rating on Shyness (reverse–coded)and empathy together characterized 96% of the children in the Williams syndrome group but only 15% of the mixed etiology. On the MPQ, high ratings on items measuring certain characteristics combined (gregarious, people oriented, tense, sensitive and visible) were characteristic of 96% of the Williams syndrome group but only 15% of the mixed etiology group. The personality profiles emerging from thebe and MPQ provide a crucial step toward investigation of genotype / phenotype relations".

7. **Krueger (1999)**"while exploring investigated personality traits in late adolescence predict mental disorders in early adulthood. Personality traits we reassessed through self-report questionnaire at age 18 and mental disorders we reassessed through diagnostic interview at both ages 18 and 21. Findings showed that high "Negative emotionality" at age 18 were linked with affective, anxiety, substance dependence and antisocial personality disorders at age 21 when corresponding mental disorders at age 18 were controlled low "Constraint" (difficulty inhibiting the expression of affect and impulse) at age 18 was linked with substance dependence and antisocial personality disorders at age 21 when corresponding mental disorders atage18 were controlled".

8. **Lievens, Coetsier, De Fruyt, & De Maeseneer, 2002**)"conducted researches on Medical student's personality characteristics and academic performance, a five factor model perspective. The sample used in the study was 785 students. NEO–PI–R scale was used to collect the data. The result of the study revealed that Medical students who fall into the group of majors score highest on extraversion and agreeableness. Conscientiousness (self-achievement and self-discipline) significantly predicts final scores in each pre-clinical year. Medical students who score low on conscientiousness and high on gregariousness and excitement seeking are significantly less likely to sit examination successfully".

9. **Lansbury, Sandstorm, Loveland &Gibson (2002)**"in a research studied Intelligence, "Big Five Personality Traits and Work Drive as Predictors of course grade. The sample of the study was 175 students. Using a hierarchical multiple regression on analysis, general intelligence accounted significant for 16% of the variance in course grade, Big Five Personality measures accounted significant for an additional 7% of the variance, and work drive accounted significant for an additional4% of the variance. However, when work drive was entered before the large Five Variables, the huge Five variables didn't add significantly (either as a group or individually) to the prediction of course grade".

10. **Markus Joel, (2011**), "study on The association between low socioeconomic status and depressive symptoms depends on temperament and personality traits. Socioeconomic status and personality traits are known to be related to depression risk. We examined whether temperament and personality traits modified the association between socioeconomic status and depressive symptoms. The participants were 2678 individuals from the Cardiovascular Risk in Young Finns study, aged 18–49 during the three study waves in 1997, 2001, and 2007included within the present study. Temperament was assessed with the Temperament and Character Inventory, personality with the Five Factor Model, and depressive symptoms with a modified version of Beck's Depression Inventory. Education, occupational status, and income level were used as indicators of socioeconomic status. Results of multilevel rectilinear regression analysis indicated that low occupational status and income were related to high depressive symptoms particularly in individuals with high neuroticism or harm avoidance, and with low extraversion or reward dependence. High persistence also strengthened the negative association between income and depressive symptoms, but this interaction effect wasn't observed with conscientiousness. The psychological state risks of low socioeconomic status may therefore be most potent among individuals who are sensitive to negative and threatening stimuli".

11. **NidhiSaxena&PrernaPuri, 2013**. "Studied the connection between Risk Taking Behavior, Personality and Sensation Seeking Tendencies among N.C.Ccadets. Risk is taken out of sensation seeking and due to personality traits by youths, especially by those who are inclined towards defense services. To find the reality , the study was conducted keeping the age think about consideration, especially to understand negative risk, if any. The study is conducted on 100 boys and girls in total, of First year and second year belonging to urban domicile. A survey

of public and private college students (aged 16-19) reveals that there is significant relation between personality and sensation seeking. In addition risk-taking is not found tube correlated to personality and sensation seeking".

12. **Robert, Walton &Viechtbauer (2006)**"in a study foud out that the pattern of Mean–Level change in personality traits across the life course. He used a Meta-analysis of longitudinal studies. The no of the sample used in the study was 92. Result of the study showed that people increase in measures of social dominance (a facet of extraversion), conscientiousness, and emotional stability, especially in young adulthood (age 20 to 40). In contrast people increase on measures of social vitality (a2nd facet of extraversion) and openness in adolescence on the other hand decrease in both of those domains in adulthood . Agreeableness changed only in old age. Of the 6 categories,4 demonstrated significant change in middle and old age".

13. **Shay & Parham (1976)**"studied stability of adult personality Traits, Fact or fable. Results of a sequential study of 19 personality factors over 9, 7 years period and with participants ranging in age from 22 to 84 years suggested that stability within generations appears to be the rule, albeit combined with many differences between successive population cohorts and subject to transient Swear trendy. Typology of 13 possible models is obtainable to account for the varied developmental trends observed for the various personality factors".

14. **Spangler (1997)**"evaluated the psychological &physiological responses during an exam and their coectioto personality characteristics. Sample study constituted of 23 students. The findings of the study demonstrated different emotional and physiological response pattern to examinations as compared to the control conditions. Heightened anxiety was observed only before the exam, whereas within situation physiological responses (higher hear periods, cortical and sign A, lower vigil tone)were observed both under the exam and control conditions, responses to exam condition indicated pre exam anticipatory activation and post exam restricted to recovery responses. With reference to personality characteristics subjects with high ego–resiliency showed more flexible adaptation than subjects with low ego resiliency both on the emotional level (anxiety down–regulation after exam) and on the physiological level (situation–specific responses quick recovery). Subjects with high ego control exhibit a lower physiological reactivity under both conditions".

15. **Tarter et al. (1984)**, "in one study studied Alcoholics sons of Alcoholics: Neuropsychological and personality characteristics. In this study, Adolescents sons of alcoholics and non-alcoholics were compared on a battery of intellectual, neuropsychological, personality and behavioral measures. The former group demonstrated certain neuropsychological deficits in perceptual motor ability, memory and languages processing. In addition, the sons of non-alcoholics presented a more neurotic personality profile than son of non-alcoholics. They were, however less impulsive than the comparison group".

16. **Tsang,   Bryon&McCullough   (2003)**"conducted   a   research   on   personality   attriutesin Adolescence as predictors of Religiousness in early Adulthood. The sample of the study was 492 adolescents between the ages of 12 to 18. The result of the study showed that among the Big Five, conscientiousness in adolescence was uniquely related to higher religiousness in early adulthood. For adolescents high in emotional stability, the link between strength of religious upbringing and religiousness in adulthood was weaker than it was for adolescents who were less emotionally stable".

17. **Wong   &Zentmihalyi   (1991)**, "studied   the   Motivation   and   academic   achievement.   He investigated the effect of personality traits and duality of experience. The sample of the study was 170 students in which there were 68 males and 102females. Personality research form was used to collect the data. The result of the study revealed that controlling for ability, work orientation a PRF factor was a better predictor of grade than experience. However, an experimental variable intrinsic motivation while studying was related to the difficulty level of courses studentslook-over the 4 years in high school. The result supported the notion that there are two kinds of motivation in scholastic achievement, one directed toward long term goals, the other-directed toward on-going experience".

RESEARCH METHODOLOGY

Need Of The Study:

The Research addresses the needs of employees who work in group assignments and shall provide much needed guidelines. The Research   is also relevant to reasearchers and academicians in understanding the personality impact on team performance.

Objectives:

The main aim of this study is

- Toidentify personality traits of people in a group and its impact on team performance.Hence the objectives of the study are outlined as follows:
- To identify the positive and negative personality traits and its impact on group performance in an organisation .

Research Methodology Used:Qualitative Research methodology appeared the most suitable research philosophy to use in this research.

Type Of Data Used: Keeping in view the advatages and disadvantages of bothpositive and secondary data, I have chosen **secondary data** method in collecting data in my research work. I think for this study secondary data is the most suitable one.

This might be a secondary studies as I would now not be able to collect raw facts from all growing countries. Secondary studies has been finished to analyse data from presentmagazine articles and publications on the topic. Also, there's no need for primary studies as there has been lots of research and publication on this topic.

ANALYSIS OF THE DATA GATHERED:

A Small Glance At "The Big Five" Factor Model:

"The Big Five model also known as five factor model of character is the most generally acknowledged character hypothesis in mainstream researchers. In spite of the fact that it isn't also comprehended among laypeople as frameworks like Myers-Briggs character composing, it is for the most part accepted to be the most deductively stable method of conceptualizing the contrasts between individuals".

According to Goldsberg theory "this model ,individuals are considered to have different levels of key character factors which drive our musings and conduct. In spite of the fact that character characteristics can't explicitly anticipate conduct, contrasts in the Big Five components help us

to comprehend why individuals may respond in an unexpected way, carry on in an unexpected way, and see things uniquely in contrast to others in a similar circumstance".

The Big Five is an attribute model of character, instead of a kind model. Most well known methods of depicting character talk about character types.

In the Big Five model, the five dimensions of personality are:

1. Openness
2. Conscientiousness
3. Extraversion
4. Agreeableness
5. Neuroticism

Sigmund Freud

The Austrian nervous system specialist Sigmund Freud is most popular as the dad of analysis, a concentrated type of treatment that dives profound into a person's life—particularly adolescence—to comprehend and treat mental sicknesses. Be that as it may, Freud likewise centered around character, and a portion of his thoughts are natural to numerous individuals. One of his most fleshed-out speculations held that the human brain comprises of three sections: the id, the self image, and the superego.

The id is the basic piece of the human psyche that sudden spikes in demand for impulse and focuses on endurance no matter what. The inner self overcomes any barrier between the id and our everyday encounters, giving sensible approaches to accomplish the needs and needs of the id and concocting defenses for these wants. The superego is the piece of the psyche that speaks to people's higher characteristics, giving the ethical system that people use to control their baser conduct.

Carl Jung

Swiss therapist Carl Jung was impacted by Freud, his guide, in any case thought of his own arrangement of character. Jung accepted that there were some all-encompassing kinds of character that every individual could be grouped into dependent on dichotomous factors.

This thought is as yet common today, and research has demonstrated this is a helpful differentiator between two generally unmistakable sorts of individuals. Today, most clinicians consider self preoccupation to be extroversion as existing on a range as opposed to a double. It can likewise be situational, as certain circumstances exhaust our vitality one day and on different days, fuel us to be progressively social. Jung likewise distinguished what he saw as four fundamental mental capacities:

Thinking;

Feeling;

Sensation;

Instinct.

Maslow's Need hierarchy Theory

Abraham Maslow was an American therapist who assisted a thought that Freud brought into the standard: Few angles or drivers of character were covered profound inside the oblivious psyche.

Abraham Maslow and Self-Actualization.

Maslow guessed that this character is driven by the needs of every human being. He sorted out these requirements in a particular order, with each level requiring satisfaction before a more elevated level can be satisfied.

Compoets of the hierarchy theory:-

a)Physiological requirements

b)Wellbeing needs

c)Belongingness and love needs

d)Regard needs

e)Self-completion needs.

Maslow accepted that all people mean to satisfy these necessities, for the most part all together from the most fundamental to the most extraordinary, and that these inspirations bring about the practices that make up a character.

Carl Rogers, another American analyst, based upon Maslow's work, concurring that all people endeavor to satisfy needs, yet Rogers differ that there is a single direction connection between endeavoring toward need satisfaction and character. Rogers accepted that the a wide range of techniques people use to address these issues spring from character, as opposed to the opposite way around.

How the Big Five Traits Describe Personality

People are normally portrayed as far as having high, normal, or low degrees of the five character factors. Each factor is autonomous from the others, so somebody may be high in Extraversion and low in Agreeableness. To increase a full image of an individual utilizing the Big Five model, it's important to know how they measure up on every one of the five measurements. You can gauge your own degrees of the Big Five character attributes with a Big Five character test.

Pertinence to Organizational Behavior

When scored for singular criticism, these qualities are every now and again introduced as percentile scores. For instance, a good faith rating in the 80th percentile demonstrates a moderately solid awareness of other's expectations and organization, though an extraversion rating in the fifth percentile shows an outstanding requirement for isolation and calm.

Workers are tested on the big five character attributes in community based situations in order to see what qualities in character they can add to the existing dynamic. Character tests can also be used as a conduct talk in situations where a company is recruiting, in order to test the capabilities of a candidate .

Pertinence to Management

Group building and work character distinguishing group is one of the popular settings for using the MBTI. Directors are given the responsibility to organise work gatherings and groups with the wide presence of HR which is a procedure to assess who can supplement who in group elements. The MBTI test is a test that can be used to quantify and foresee the people characteristics in a gathering and their unique abilities that they bring to the organisation.

The 16 Personality Types

The 16 character types are ordinarily alluded to by a truncation of four letters—the underlying letters of every one of their four kind inclinations. The four kind inclinations are: Extraversion versus Self preoccupation, Sensing versus Instinct, Thinking versus Feeling, and Judgment versus Discernment. One potential characterization of a character type is ESTJ: extraversion (E), detecting (S), thinking (T), judgment (J). Another model is INFP: contemplation (I), instinct (N), feeling (F), recognition (P, etc for each of the 16 potential sort mixes. In this circumstance, extroversion signifies "outward turning" and contemplation signifies "internal turning."

LEXICAL ANALYSIS:

The lexical theory is an idea in character brain science and psychometrics that proposes the character attributes and contrasts that are the most significant and applicable to individuals in the long run become a piece of their language. It goes further to propose that the most significant ideas in character become single elucidating words in a language.

PERSONALITY AND ITS RELATIONSHIP WITH GROUP PERFORMANCE:

Personality is consideration as an critical aspect for reading activity overall performance. it's a behavior that differentiates one character from another character. Personality offers perception, whether an individual are going to be capable do a specific activity or not. Job overall performance may be a outcome of talents, understanding, efforts and competencies directed at function prescribed conduct. Individuals could also be differentiated on the thought in their

persona tendencies. These tendencies are the once that make them more or less suitable for a selected process.

Hence, it's very crucial to acknowledge how various factors are contribut to activity overall performance. Personality improvement has been a major subject of interest for variety of the foremost researchers.

Then implemented researchers have worked on whether personality made any distinction to the particular international, or not? This became known within the early eighties and therefore the researches were not so promising. consistent with the studies; personality made little or no difference in predicting performance. within the nineties with the emergence of giant scale meta-analyses, and persona as a useful work based variable changed it back on right track.

Recently, due to the advancemet in meta-analytical strategies acceptance of FFM has shown support to the constrained application of character assessment as an aid to the choice and development of employees. an excellent number researchers generally record correlations and predictions supported FFM labels. Lets have a glance the components of job performance consists of two dimensions :–

.• Task performance isrefered to an individual's ability to performs activities thatbenefits the organization's 'technical core'

.• Contextual performance areulike task performance they do not give any contriutioin the technical core but itcotriutes to the organizational, social, and psychological environment in which organizational goals are worked on.

It is vital to know components also as various factors that are contributing to Job performance because it is that the results of skills, knowledge, efforts and skills directed at role prescribed behavior. it's the personality traits that creates every individual different. These traits form an important part because it makes make them more or less suitable for a specific job.

Openness to Experience and Job Performance:

Individuals that exhibit high openness to experience display a preference for range, they enjoy grasping new thoughts, which they need an intrinsic hobby and appreciation for novelty. Research has Proven that Openness to enjoy is said to achievements in consulting, training and alternate edition.

Conscientiousness and Job Performance:

Those who possess an honest amount of conscientiousness generally perform better at paintings than the people that possess Low conscientiousness. Individuals having high Conscientiousness are meticulous, methodical, Neat, properly-prepared, much less impulsive, dedicated to their goals, dependable, truthful, and fulfillment striving

personnel who are conscientious are higher performers in their respective jobs in comparison with their less conscientious counterparts

Extraversion and Job Performance:

It refers to the degree of tactile incitement with which one is agreeable. The conduct inclinations wont to gauge this factor incorporate being agreeable, gregarious, confident, loquacious, and dynamic. Extraversion may be a substantial indicator for occupations, for instance , the board and deals which include social cooperation.

Agreeableness and Job Performance:

The conduct inclinations ordinarily connected with this factor incorporate being respectful, adaptable, trusting, genial, agreeable, excusing, considerate, and open minded 21.

Neuroticism and its relation with Job Performance:

"Neuroticism is a quality of boosts required to bring out pessimistic feelings in an individual. People who are high on this measurement are typically on edge, discouraged, furious, humiliated, passionate, stressed, and uncertain".(Dunn, Mount, Barrick and Ones, 1995)

FINDINGS AND CONCLUSIONS

Personality is the multifaceted nature of the inspirations that drives our activities and conduct. It has consistently been of intrestto researchers in the past as well as present times. There are different perspectives on the social learning approach, psychobiological approach, psychodynamic approach and humanistic methodology, just like quality hypothesis approach. Each approach analyzes resources in an attempt to findhigher perception of the traits of Personality. The FFM portrays a person's character by estimating the variables of Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism (OCEAN) attributes.Theall encompassing character of individuals is just too amazing to be clarified by minor attribute model. The FFM is the foremost solid structure towards understanding character that's accessible. This paper checks the constructive as well as contrary parts of the FFM to evaluate the legitimacy and worth of such a structure in clarifying Personality.

Positive Impacts of Personality Traits on group performance in an organisation:

1)There are various positive parts of FFM that answers as to why it remains as a generally acknowledged postulate to affect characters. The FFM is to a great extent, experimental; it can also be tried and its perceptions and results investigated.

 2) In contradiction with the psychodynamic approach, "the hypotheses of Freud (1856-1939)" which rotated extensively round the oblivious, were highly undetectable and not well equipped for being attempted and tried within the same manner that the attribute model can.

3) Moreover, comparing different models of character, the results from FFM are highly reliable, in any event, when attempted in various occasions. Also, language (for example depicting words) assumes a big job during this methodology, instead of the essential spotlight on a selected hypothesis.

4) Subsequently, it's mentioned the difficulty of the FFM are often used across societies where English is not be the language people realize , where an interpretation of the key five elements of the attribute model may hinder its outcomes and precision. In any case, the FFM has found out the way to stand the trial of cross-societies and still give reliable results.

5)Thus, until now, the FFM has got more acceptance for its exactness, choose the co-relations among character and marriage, connections, work execution, training, business, authority aptitudes and even wellbeing, approving its situation because the main structure on character.

Negative Impactsof personality attributes on group performance in an organisation:

. 1) An insignificant characteristic model, because the main structure to character has actually raised question among scholars. Such susceptability is typically due to the Five Factor Model's illustrative instead of logical nature, the restricted extension such characteristics concede investigating an all encompassing character even as how the FFM doesn't conceptualize character.

2) While the FFM is wide and extensive, it primarily records and portrays characters; it measures and observes what's detectable, leaving minimal light on capacities of such aspersonalities .

3) In future research could dive deeper into evaluating individual's abilities instead of simply focussing on an individual's propensities so on increase a superior perspective on character, particularly since there are different qualities that exist outside the large Five that would structure a person's character.

4) Moreover, since the FFM is completely graphic, it gives little comprehension behind the dynamic procedures during which conduct is produced and controlled .Accordingly,

5) It can similarly89 be concluded that the characteristic model is constrained therein it's going to not be incredible enough to foresee human conduct and can't address the formative procedures which will show up as a neighborhood of one's character.

How does personality affect team performance?

A group is comprised of people, and character can be the mortar that holds the group together or on the other hand the etch that destroys it. The cosmetics of the group, the requests, and what is should have been effective is subject to the people. They must have the option to cooperate, and they need to be locked in with one another.

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