**CHAPTER THREE**

**FOUNDATION OF GROUP BEHAVIOR**

3.1. **Defining groups**

Groups are a major feature of organizational life. The work organization and its sub-units are made up of groups of people. Most activities of the organization require at least some degree of co-ordination through the operation of group working. An understanding of the nature of groups is vital if the manager is to influence the behavior of people in the work situation. The manager must be aware of the impact of groups and their effects on organizational performance.

The behavior of individuals is a group is something more than the sum total of each acting in his or her own way. When individuals are in groups they act adherently from when they are alone this is because individuals seldom work in isolation from others. Groups are characteristics of all social situations and almost everyone in an organization will be a member of one or more groups. Work is a group based activity and if the organization is to function effectively it requires good team work. The working of groups and the influence they exert over their membership is an essential feature of human behavior and of organizations performance.

There are many possible ways of defining what is meant by a group. The essential feature of a group is that its members regard themselves as belonging to the group. Although, there is no single accepted definition most people will readily understand what constitutes a group. Schein (1988) defines the group as any numbers of people who (1) interact with one another (2) are interdependent on one another and (3) particular objective.

Robbins (2003) also defines a group as two or more individuals interacting and interdependent who come together to achieve particular objectives.

Groups are an essential feature of the work pattern of any organization. Members of a group must co-operate in order for work to be carried out and managers themselves will work within these groups. People in groups influence each other in many ways and groups may develop their own hierarchies and leaders. Group pressures can make a major influence over the behavior of individual members and their work performance. The activities of the group are associated with the process of leadership. The style of leadership adopted by the manager has an important influence on the behavior of members of the group.

**3.2. Classifying groups**

1. **Formal Groups*:*** A designated work group defined by the organization’s structure.

* A formal group is set up by the organization to carry out work in support of the organization’s goals.
* Formal groups may be command groups or task groups.

1. **Command group:** A command group consists of a manager and his or her immediate subordinates.
2. **Task group:** also organizationally determined, represent those working together to complete a job task. However, a task group's boundaries are not limited to its immediate hierarchical superior. It can cross command relationships. For instance, if a college student is accused of a campus crime, it may require communication and coordination among the Dean of Academic Affairs, the dean of Students, the Registrar, the Director of Security and the student's advisor. Such a formation would constitute a task group. It should be noted that all command groups are also task groups, but because task groups can cut across the organization, the reverse need not be true.

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**Characteristics of Formal Groups**

* Created to carry out some specific task or to meet a required goal
* Explicitly defined structure, procedural rules and membership.
* Defined roles and designated work assignments
* Specified goals and deadlines

**2. Informal Groups:** A group that is neither formally structured nor organizationally determined; appears in response to the need for social contact. Informal groups are groups that are not formally organized in the work system to get the job done but develop on their own randomly at workplaces because of common interest and mutual liking of the group members.

**i). Interest group:** Those working together to attain a specific objective with which each is concerned.

* + - Employees who band together to support a peer who has been fired, or to seek improved working conditions represent the formation of a united body to further their common interest.

**ii).** **Friendship group:** Those brought together because they share one or more common characteristics.

* Social alliance, which frequently extend outside the work situation, can be based on similar age, support for the same football team, or the holding of similar political views.

**iii). membership group**: group of individual belongs to the same profession

**The features Informal Groups**

1. Informal groups are formed by various members themselves
2. These groups are formed based on commonality of culture, religious function, liking for each other and common interests.
3. These groups develop their own structure, elect their own leaders and have followers. They work based on group norms and social norms.
4. They represent the human side of an organization.
5. The group exists without any rigid rules. Their common interest is bond for existence.

**3.3. Why do people form groups?**

There is no single reason why individuals join groups. Since most people belong to a number of groups, it is obvious that different groups provide different benefits to their members. The most popular reasons for joining groups are related to our needs for security, status, interaction, and power and goal achievement.

* **Security: -** there's strength in numbers. By joining a group, we can reduce the insecurity of standing alone we feel stronger, have fewer self-doubts and are more resistant to threats. New employees are particularly vulnerable to a sense of isolation and turn to the group for guidance and support. However, whether we are talking about new employees or those with years on the job, we can state that few individuals like to stand alone. We get reassurances from interacting with others and being part of a group.
* **Affiliation: -** People enjoy the regular interaction that comes with group membership. For many people, these on the job interactions are their primary source for fulfilling their needs for affiliation. For almost all people, work groups significantly contribute to fulfilling their needs for friendships and social relations.
* **Power: -** One of the appealing aspects of groups is that they represent power. What often cannot be achieved individually becomes possible through group action. In order to protect themselves from unreasonable demands by management, individuals may align with others. Informal groups additionally provide opportunities for individuals to exercise power over others. For individuals who desire top influence over others, groups can offer power without a formal position of authority in the organization. So, for people with a high power need, groups can be a vehicle for fulfillment.
* **Goal Achievement:-**Task group are created to achieve a goal that would be considerably more difficult if pursued by a single person. There are times when it takes more than one person to accomplish a particular task-there is a need to pool talents, knowledge, or power in order to get a job completed. In such instances, management will rely on the use of a formal group.

**3.4. Stages in group development**

Group development is a dynamic process. Most groups are in a continual state of change. But just because groups probably never reach complete stability doesn't mean that there isn't some general pattern that describes how most groups evolve. There is strong evidence that groups pass through a standard sequence of five stages. These five stages have been labeled forming, storming, Norming, performing, and adjourning.

1. **Forming:** The first stage in group development, characterized by much uncertainty.

* It is characterized by a great deal of uncertainty about the group’s purpose, structure, and leadership.
* Members are “testing the waters” to determine what types of behavior are acceptable.
* This stage is complete when members have begun to think of themselves as part of a group.

1. **Storming:** The second stage in group development characterized by intra-group conflict.

* Members accept the existence of the group, but there is resistance to the constraints that the group.
* When this stage is complete, there will be a relatively clear hierarchy of leadership within the group.

1. **Norming:** A stage characterized by close relationships and cohesiveness.

* There is now a strong sense of group identity and camaraderie.
* This norming stage is complete when the group structure solidifies and the group has assimilated a common set of expectations of what defines correct member behavior.

1. **Performing:** At this stage the group is fully functional.

* Group energy has moved from getting to know and understand each other to performing the task at hand.
* For permanent work groups, performing is the last stage in their development.
* However, for temporary committees, teams, task forces, and similar groups that have a limited task to perform, there is an adjourning stage.

V) **Adjourning:** The final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than task performance.

* In this stage, the group prepares for its disbandment.
* High task performance is no longer the group’s top priority.
* Instead, attention is directed toward wrapping up activities.

**3.5. Group behavior**

Group behavior has been a subject of interest in sociology and social psychology for a long period of time, and many different aspects of group behavior have been studied over the years. We now look at four topics relevant to group functioning in organizations: norms of behavior, group cohesion, social loafing, and loss of individuality.

1. ***Norms of behavior***

The standards that a work group uses to **evaluate** the behavior of **its** members are its norms of behavior. These norms may be written or unwritten, verbal or non-verbal. So long as individual members of the group understand the norms, the norms can be **effective** in influencing behavior. Norms may specify what members of a group should do and what members of a group should not do.

1. ***Group cohesion***

The “***interpersonal glue***” that makes the members of a group stick together is group cohesion. It can enhance job satisfaction for members and improve organizational productivity. Highly cohesive groups at work may not have many interpersonal exchanges away from the work place. However, they are able to control and manage their membership better than work groups low in cohesion. This is due to the strong motivation in highly cohesive groups to maintain good, close relationship with other members.

1. **Social loafing**

Social loafing occurs when one or more group members **relay** on the efforts of other group. If members are fail to contribute their own time, effort, and thoughts, or other resources to a group.

A number of methods for countering social loafing exist such as having identifiable individual contributions to the group product and member self-evaluation systems. For example, if each group member is responsible for a specific input to the group, a member’s failure to contribute will be noticed by everyone. If members must formally evaluate their contributions to the group, they are less likely to loaf.

1. **Loss of individuality**

Social loafing may be determinant to group achievement, but it doesn’t have the potentially explosive effects of loss of individuality. Lose of individuality or **de individuation**, is a social process in which individual group members lose self-awareness and sense of accountability, responsibility for individual behavior.

**3.6. Properties of group (Reading assignment)**

* **Size**: To form a group, it must be having at least two members. Practically, the number of group members ranges from 15 to 20. The more the members in the group, the more complex it is to manage.
* **Goals:** Every group has certain goals, which are the reasons for its existence.
* **Norms**: A group has certain rules, for interacting with the group members.
* **Structure**: It has a structure, based on the roles and positions held by the members.
* **Roles**: Every member of a group has certain roles and responsibilities, which are assigned, by the group leader.
* **Interaction**: The interaction between the group members can occur in several ways, i.e. face to face, telephonic, in writing or in any other manner.

**Collective Identity**: A group is an aggregation of individuals, which are separately called as members, and collectively called as a group.

**3.7 Team**

Is a group of people with complementary skill, who work actively together to achieve a common purpose for which they hold themselves collectively accountable.  
Team members (1) operate with a high degree of interdependence, (2) share Tasks, authority and responsibility (3) responsible for the outcome and judged collectively (4) work toward a common goal and shared rewards(s).( 5) team’s life ends when they achieved their goal.

Teams are formed when a combination of skills, knowledge and expertise are required to undertake a particular task.

**3.7.1 Different between team and group**

**Dependence**

* **Groups**are consisting of people who are independent of each other and all of the group members have a different set of tasks that are usually carried out by one individual. The tasks are clearly defined and not dependent on each other.
* Let’s take the example of passengers on a flight. They are all on the same plane though they have very different reasons to be on that specific one; therefore they are just a group.
* On the other hand, a **team** consists of individuals and tasks that are interdependent and rely on each other. Sometimes team members share similar roles and responsibilities. Just like the cabin crew on the plane: their primary reason to be there is to make the journey comfortable for the passengers.
* **Group**members are working individually their work is also valued individually. The opposite is true for a **team** they are dependent on each other, share the responsibilities and are collectively judged.

**Accountability**

**Group** members are working individually their work is also valued individually. The opposite is true for a **team** they are dependent on each other, share the responsibilities and are collectively judged.

**Time**

For **groups,** the “lifespan” is usually longer, not really specified (though in some cases there are definitive starting and ending points). **Teams**, however, come together for a stipulated time which ends when the goal is achieved by the team.

3.8 Team Effectiveness and Increased Productivity **A. Forming the Right Team**creating an effective team begins with selecting the appropriate people to work together. Good  
teammates will have the capacity for working well in groups, being flexible of others’ work strategies and understanding how to effectively compromise. Team members should be qualified for the tasks they will be charged with and should have no personal or professional conflicts with other team members. Conflict within the group can decrease productivity, whereas a work environment where teammates are amicable toward one another has the potential for increased productivity.  
**B. Providing Appropriate Direction**  
For a team to be effective and increase its productivity, it must have solid project direction from its superiors. A good manager will provide detailed instruction about team projects including goals, measurements and timelines for completion. Depending on the nature of the assignment, a manager might opt to designate specific tasks to individual team members, taking into considerations the individual strengths and performance backgrounds of team members.  
**C. Accountability**  
one of the best ways to increase productivity through team effectiveness is for team members to create a system in which each person is held individually accountable by the group. Creating an internal system of checks and balances will ensure that each team member is pulling his weight, contributing equitably to the workload and meeting all pre-established deadlines. This approach will help prevent under-contribution and failure to complete work on time, all of which have the potential to slow the productivity of the entire team.  
**D. Team Support**just as team members should be accountable to one another for performance outcomes, teams that effectively support other members can increase productivity as well. In any group there are individuals who naturally fall into leadership roles and those who have greater stamina than others in terms of productivity. When team members’ self-assign tasks that each is best suited for, it leads to a team dynamic in which each individual is using his own strengths and talents for the betterment of the group, leading to increased productivity and quality of product.