

Chapter 8

Foundation Of Group Behaviour

EDUCATION BEYOND BORDERS

Defining And Classifying Groups

- **Group** - is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives
- **Formal group** - those defined by organization structure
- **Informal group** - that is neither formally structured nor organizationally determined, appears in response to the need for social contact
- **Command group** - a group composed of the individuals who report directly to a given manager (e.g. school teacher and principal)
- **Task group** - those working together to complete a job task
- It can be cross command relationship, for instance, a student is accused of a campus crime, it may require communication co-ordination to the dean of academic affairs

Defining And Classifying Groups

- **Interest group** - those working together to attain a specific group objective with which each is concerned, for instance, the employees who band together to have their vocation
- **Friendship group** - those brought together because they share one or more common characteristics, for instance, the employees who support Manchester football team

Informal groups provide a very important service by satisfying their members' social needs as their proximity come from work station or task interaction.

Stages Of Group Development

- **The five-Stage Model** - Groups go through five distinct stages, forming, storming, norming, performing, and adjourning
- **Forming stage** - The first stage in group development, characterized by much uncertainty of the group's purpose, structure, and leadership
- **Storming stage** - The second stage in group development characterized by intra-group conflict
- There is conflict over who will control the group
- There will be little relative in leadership

Stages Of Group Development

- **Norming stage** - the third stage in group development, characterized by close relationship and cohesiveness
- There is a strong sense of group identity and camaraderie
- This stage is complete when the group structure solidifies and the group has assimilated a common set of expectations of what defines correct member behaviour
- **Performing stage** - the fourth stage in group development, when the group is fully functional
- Group is going to perform the task at hand
- **Adjourning stage** - the final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than task performance
- They may be depressed over the loss of friendship

Criticism Of Group Development

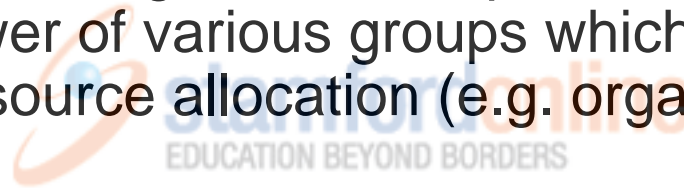
- Under some conditions, high levels of conflict are conducive to high group performance
- Groups do not always proceed clearly from one stage to another stage (e.g. meeting, pilot)
- It ignores the personal values in the group (e.g. group is hardly formed to achieve effectiveness , unless it is provided with profit)
- Some staff do not belong to groups(independent contractor)

Why do people join group

- **Security** - People feel stronger, have fewer doubts, more resistant to threats
- **Status** - Group members give recognition to the individual
- **Self-esteem** - Groups can increase the feelings of worth to the group members themselves
- **Affiliation** - Group can fulfill social needs
- **Power** - The task can be achieved by the group power
- **Goal achievement** - The task is achieved better by pools of talent, knowledge, creative ideas

External Conditions Imposed On The Group - Organization Strategy

- **An organization's overall strategy** - it is put into place by:
 - I. Organization goals - cost reducing, total quality management, expanding market share, etc.
- The strategy that an organization is perusing at any time will influence the power of various groups which, in turn, will determine the resource allocation (e.g. organizing, retrenchment)
 - II. Authority structure - define who report to whom, who make decision, empower to whom, who is the manager
 - III. Organization policy - it refers to rules and regulations (e.g. McDonald standardized process of making orders, making hamburgers, cooking fries)



External Conditions Imposed On The Group - Organization Strategy

- IV. Performance evaluation system - does the organization give rewards based on group objectives?
- V. Organization culture - it forms the acceptance behaviour in the organization (e.g. uniform, communication pattern)
- VI. Physical work setting - arrangement of equipment, an employee workplace, distraction of noise (e.g. in production department, marketing department, R&D department)

Group Member Resources

- **Knowledge, Skills, and Abilities** - The research showed that good interpersonal skills emerge as the most important for high work performance
- The members are able to recognize the type and the source of conflict confronting the group and to implement an appropriate conflict-resolution strategy, identify the problem and utilize proper degree of participation
- **Personality Characteristics** - Positive characteristics such as optimistic, outgoing, initiative, will generate high group cohesiveness compared to the negative characteristics such as dominance, jealousy, autocratic, etc.

Group Structure

- **Formal leader and Informal leader**
- **Roles** - A set of expected behavioural patterns attributed to someone occupying a given position in a social unit
- Shakespeare “All the world’s a stage, and all the men and women merely players.”
- We require to play a number of roles - role of member in certain club, parents, games player, devotees, employees, workers, etc.
- **Role identity** - Certain attitudes and behaviours consistent with a role
- For instance, as the steward is promoted to be a supervisor , his/her attitude will be changed accordingly by the role

Group Structure

- **Role perception** - An individual's view of how he/she is supposed to act in a given situation
- Role perception is always influenced by the media
- **Role Expectation** - How others believe a person should act in a given situation
- **Psychological contract** - An unwritten agreement that sets out what management expects from the employee, and vice versa
- Management is expected to treat employees justly, provide acceptable working conditions, clear communication, and feedback providing on how well the employee is doing
- Employees are expected to respond by demonstrating a good attitude, following directions, and showing loyalty to the organization

Group Structure

- **Role conflict** - A situation in which an individual is confronted by divergent role expectations
- For instance, the role conflict of father and manager simultaneously
- **Zimbardo's Simulated Prison** - This experiment showed how quickly individuals can learn new roles different from their personalities and without any special training
- **Norms** - Acceptable standards of behaviour within a group that are shared by the group's members
- It tells what is expected of the certain situation

Group Structure

- Classes Of Norms:
 - ✓ **Performance norms:** Work groups typically provide their members with explicit cues on how hard they should work, level of output, how to complete the task
 - ✓ **Appearance norms:** This includes the appropriate dressing, when to goof-off , and when to work hard
 - ✓ **Social arrangement norms:** These norms come from informal work groups and primarily social interactions within the group, e.g. when to eat lunch, whom to go with for lunch, when to play games
 - ✓ **Allocation of resource norms:** These norms can originate in the group or in the organization and cover things like pay, assignment of difficult jobs, allocation of new tools and equipment

Group Structure

- **Reference groups** - Important groups to which individuals belong or hope to belong and with whose norms individuals are likely to conform
- **Conformity** - Adjusting one's behaviour to align with the norms of the group (Asch's Study)
- **Deviant Workplace Behaviour** - Antisocial actions by organizational members that intentionally violate established norms and that result in negative consequences for the organization, its members or both

Group Structure -Typology Of Deviant Workplace Behaviour

Category	Examples
Production	<ul style="list-style-type: none">•Leaving early•Intentionally work slowly
Property	<ul style="list-style-type: none">•Sabotage•Stealing property of organization
Political	<ul style="list-style-type: none">•Blaming•Spreading rumours
Personal Aggression	<ul style="list-style-type: none">•Sexual harassment•Verbal abuse

Group Structure

- **Status** - A socially defined position or rank given to groups or group members by others
- Status is very significant as a motivator to the individual as it conveys a sense of 'differentiation' of group compared to other groups
- **Status and Norms** - High status members of groups often are given more freedom to deviate from norms than are other group members
- For instance, the star athletes, top performing salespeople, outstanding academics seem oblivious to appearance or social norms

Group Structure

- **Status Equity** - It is important for group members to believe that the status hierarchy is equitable
- When inequity is perceived, it creates disequilibrium, which results in various types of corrective action
- For instance, the business executive may use personal income or growth rate of their company as determinants of status
- **Social loafing** - The tendency for individuals to expend less effort when working collectively than when working individually

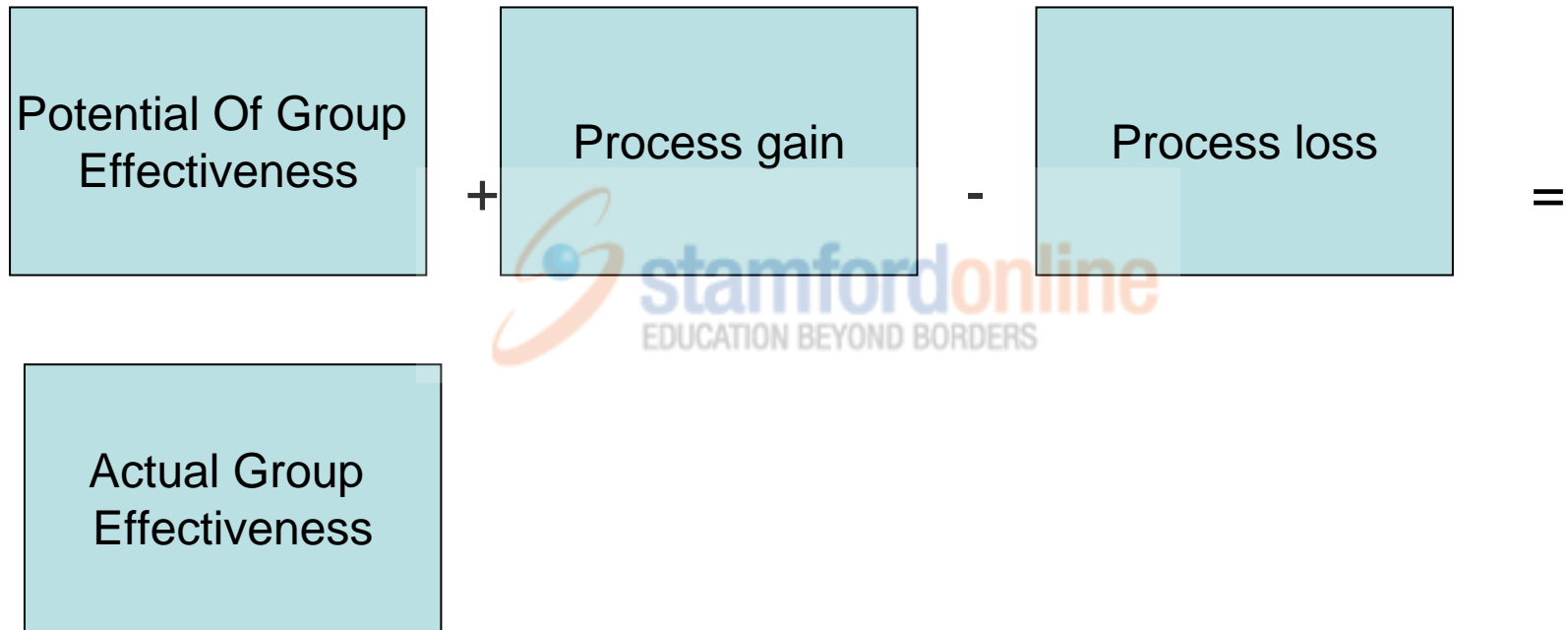
Group Structure - Social loafing

- Group performance increases with group size, but the addition of new members to the group has diminishing returns on productivity
- Social loafing is caused by:
 - ✓ The group members believe there is no fair share
 - ✓ Conflict of ideas
 - ✓ Cultures diversity - U.S (self dominant, and self-interest)
 - China, Israel (team work)
- Research shows that the best group size is 5 - 7 members

Group Structure

- **Group demography** - The degree to which members of a group shares a common demographic attribute, such as sex, age, education level, length of service in the organization
- **Cohorts** - individuals who, as part of a group, hold a common attribute
- The group which has the same demographics will lead the higher performance and less turnover in the organization
- **Cohesiveness** - Degree to which group members are attracted to each other and are motivated to stay in the group
- High group cohesiveness will lead to high group performance

Group Process



Group Process

- **Synergy** - An action of two or more substances that results in an effect that is different from the individual summation of the substances
- It only exists when the process gain > process loss
- **Social facilitation effect** - The tendency for performance to improve or decline in response to the presence of others
- The social facilitation effect tells that the performance of simple routine tasks tend to be speeded up and made more accurate by the presence of others
- It implies learning and training to the group members

Group Tasks

- The tasks that have higher uncertainty - those are complex and interdependent – require more information processing
- If the group task is simple and requires little interdependent among members, the group may still be effective
- The reasons of poor communication, leadership style and high level of conflict do not necessarily mean that the group members' performance will be low

Group Decision Making

- **Groupthink** - Phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action
- **Group shifts** - A change in decision risk between the group's decision and the individual decision that members within the group would make, can be either toward conservatism or greater risk

Group Decision Making - Groupthink

- The symptoms of the groupthink phenomenon:
 - ✓ Group members rationalize any resistance to the assumption they have made and strongly reinforce their assumption as being absolutely right
 - ✓ Members directly pressure those who express doubts about their views
 - ✓ Absenteeism is viewed as agreement
 - ✓ Members will keep silent about misgivings and even minimize to themselves the importance of their doubts

Group Decision Making - Techniques

- **Interacting groups** - Typical groups, in which members interact with each other face-to-face
- **Brainstorming** - An idea-generation process that encourages any and all alternatives, while withholding any criticism of those alternatives
- **Nominal group technique** - a group decision-making method which individual members meet face-to-face to pool their judgements in a systematic but independent fashion

Nominal Group Technique

- A problem is presented and then the following steps take place:
 1. Members meet as a group but, before any discussion takes place, each member independently writes down own ideas
 2. Each individual presents own ideas to the group
 3. The group discusses the ideas and clarifies and evaluates the ideas
 4. Each member ranks the ideas and makes final decision

Electronic Meeting

- **Electronic meeting** - A meeting in which members interact on computers, allowing for anonymity of comments and aggregation of votes
- Once the technology is in place, the meeting will be conducted in a series of computers
- Advantages:
 - I. it is honest and speedy
 - II. it saves cost of travelling between two distances
- Disadvantages:
 - I. it is costly in terms of training, maintenance, information systems
 - II. it reduces the group cohesiveness

