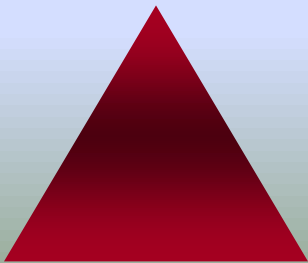
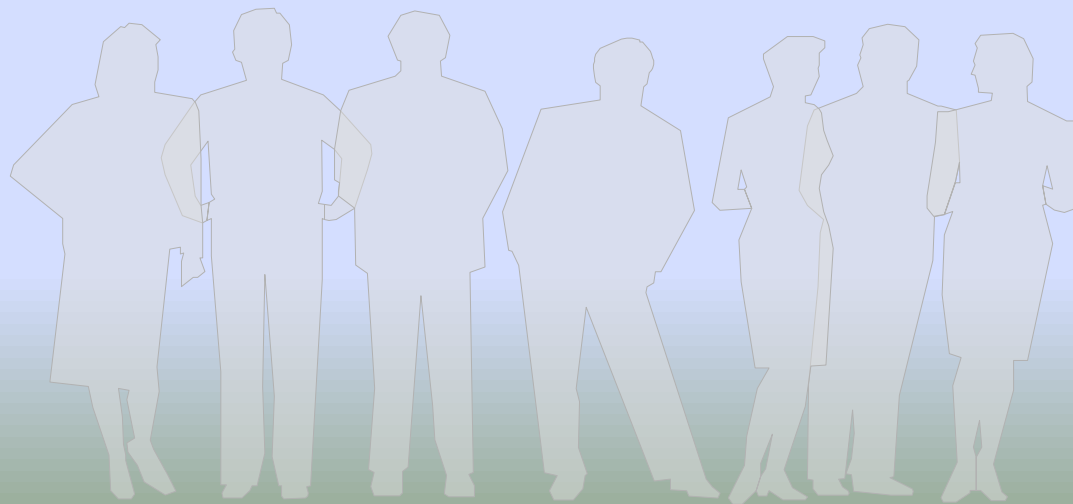


Foundations of Group Behavior

-By Ranu Nagori



Introduction



OB INTRO ON GROUP BEHAVIOR - YouTube.MP4

Groups

- Two or more individuals, interacting and interdependent, who come together to achieve particular objectives



Types of Groups

- Groups can be either formal or informal.

1-Formal – defined by the organization's structure.

command and task groups

2-Informal – neither formally structured nor organizationally determined.

interest and friendship groups

Informal groups provide a very important function by satisfying their members social needs.

Four Types of Groups

- Sub-classify groups into.....

a)Command – determined by the organization chart

b)Task – working together to complete a job task

c)Interest – affiliate to obtain a specific objective of shared interest

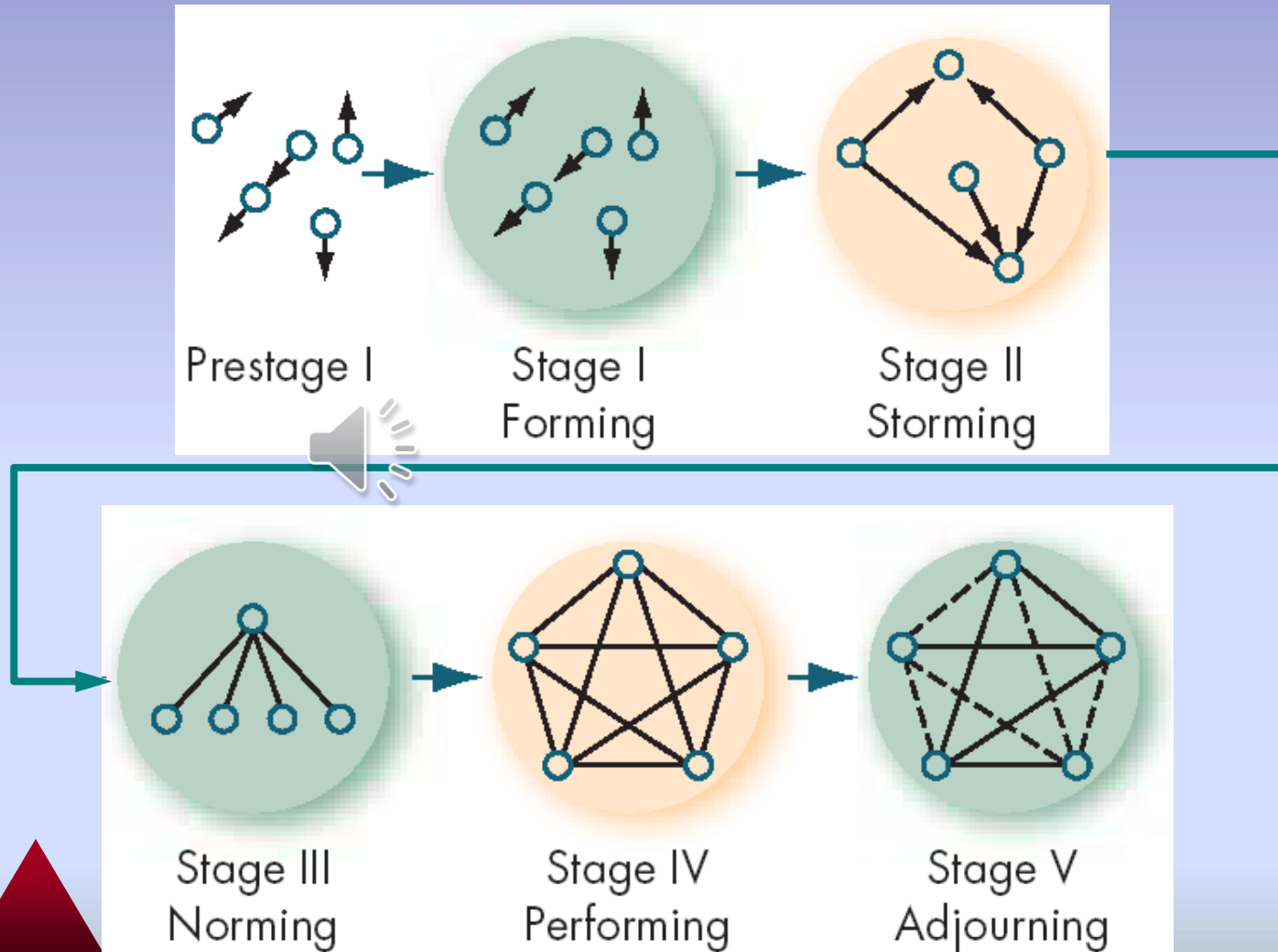
d)Friendship – members have one or more common characteristics



Why People Join Groups

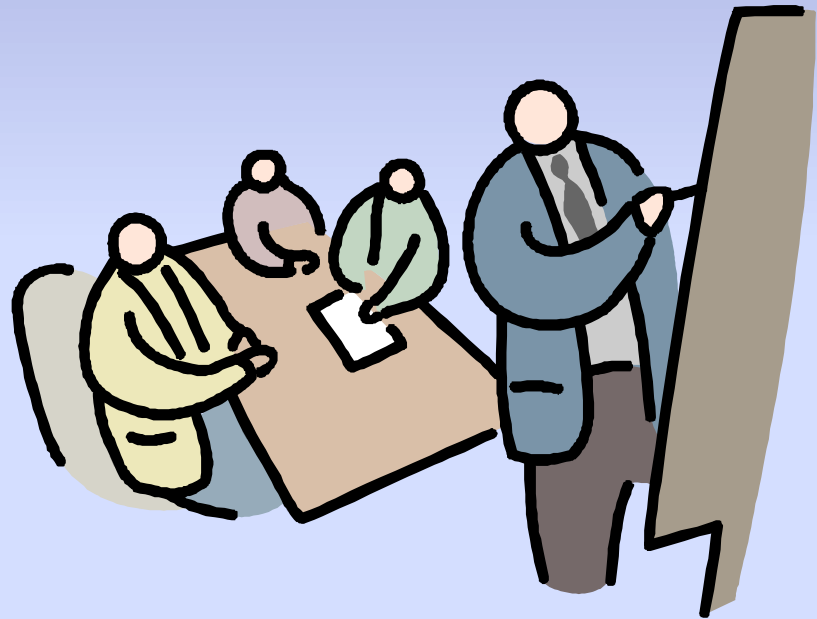
Reason	Benefits
Security	Reduce the insecurity of “standing alone”; feel stronger, fewer self-doubts, and more resistant to threats
Status	Inclusion in a group viewed by outsiders as important; provides recognition and status
Self-esteem	Provides feelings of self-worth to group members, in addition to conveying status to outsiders
Affiliation	Fulfills social needs. Enjoys regular interaction; can be primary source for fulfilling need for affiliation
Power	What cannot be achieved individually often becomes possible; power in numbers
Goal achievement	Some tasks require more than one person; need to pool talents, knowledge, or power to complete the job. In such instances, management may rely on the use of a formal group

Stages Of Group Development



Basic Group Concepts

- **Roles**
- **Norms**
- **Status**
- **Cohesiveness**
- **Size**
- **Composition**



Roles

- To engage in a set of expected behavior patterns that are attributed to occupying a given position in a social unit.

Roles

Psychological contract

- Unwritten agreement that exists between employees and their employer
- Sets out mutual expectations

Roles

- **Role research conclusions:**
 - People play multiple roles.
 - People learn roles from the stimuli around them: friends, books, movies, television.
 - People have the ability to shift roles rapidly when they recognize that the situation and its demands clearly require major changes.
 - People often experience role conflict when compliance with one role requirement is at odds with another.

Norms

- Acceptable standards of behavior within a group that are adopted and shared by the group's members



The Hawthorne Studies

- Series of studies at Western Electric Company's Hawthorne Works, Chicago
- Concluded that a worker's behavior and sentiments were closely related
- Group influences were significant in affecting individual behavior.
- Group standards were highly effective in establishing individual worker output.
- Money was less a factor in determining worker output than were group standards, sentiments, and security.

The Hawthorne Studies

- **Illumination studies**
- **Relay assembly room study**
- **Interview phase experiments**
- **Bank wiring room study**

Key contributions of the Hawthorne studies

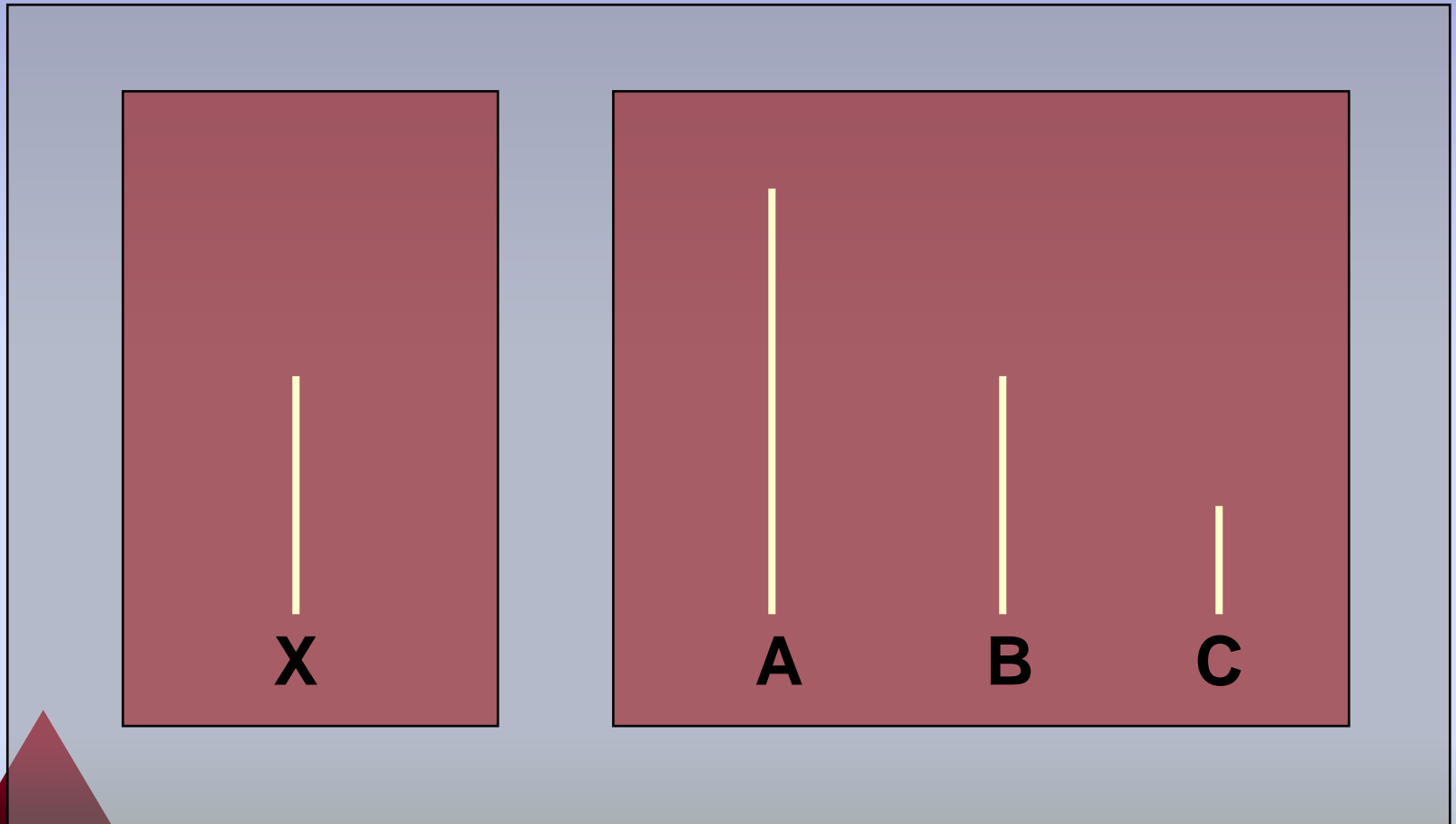
The **Hawthorne studies** brought to light ideas concerning motivational influences, job satisfaction, resistance to change, group norms, worker participation, and effective leadership.

The results of the **Hawthorne studies** enhanced our understanding of what motivates individuals in the workplace. They indicate that in addition to the personal economic needs emphasized in the classical era, social needs play an **important** role in influencing work-related attitudes and behaviors.

Conformity and the Asch Studies

- Demonstrated that subjects conformed in about 35% of the trials
- Members desire to be one of the group and avoid being visibly different
- Members with differing opinions feel extensive pressure to align with others

Examples of Cards Used in Asch Study



Status



- **Status** - a socially defined position or rank given to groups or group members by others.

What Determines Status?

- The power a person wield over others.
- A person's ability to contribute to a group's goals.
- An individual's personal characteristics .
- High-status members of groups often are given more freedom to deviate from norms

- Cultural differences affect status
- The importance of status varies between cultures



Cohesiveness

The degree to which members of the group are attracted to each other and motivated to stay in the group

Related to the group's productivity

Relationship of Cohesiveness to Productivity

		Cohesiveness	
		High	Low
Alignment of group and organizational goals	High	Strong increase in productivity	Moderate increase in productivity
	Low	Decrease in productivity	No significant effect on productivity

How Can Managers Encourage Cohesiveness?

- Make the group smaller.
- Encourage agreement on group goals.
- Increase the time spent together.
- Stimulate competition with other groups.
- Give rewards to the group rather than members.
- Physically isolate the group.

How Size Affects a Group

- Smaller groups are faster at completing tasks
- Large groups are consistently better at problem solving
- Increases in group size are inversely related to individual performance

- **Social loafing** - tendency to expend less effort in a group than as an individual.



Composition

- When a group is diverse, there is an increased probability that it will possess the needed characteristics to complete its tasks effectively.
- Diversity promotes conflict, which stimulates creativity, which leads to improved decision making



Individual versus Group Decision Making

Individual

- More efficient
- Speed
- No meetings
- No discussions
- Clear accountability
- Consistent values

Group

- More effective
- More information and knowledge
- Diversity of views
- Higher-quality decisions
- Increased acceptance

Summary

- 1) Differentiated between formal and informal groups
- 2) Explained why people join groups
- 3) Stages of the group development
- 4) Described how role requirements change in different situations
- 5) Explained the importance of the Hawthorne studies
- 6) Described the importance of the Asch studies
- 7) Explained what determines status
- 8) Identified the implications of social loafing
- 9) Outlined the benefits and disadvantages of cohesive groups
- 10) Explained the effect of diversity on group performance

example



