

Organizational Behavior

Unit III :- Group Behavior

Introduction :-

Group dynamics is a system of behaviors and psychological processes occurring within a social group (intragroup dynamics), or between social groups (intergroup dynamics). The study of group dynamics can be useful in understanding decision-making behavior, tracking the spread of diseases in society, creating effective therapy techniques, and following the emergence and popularity of new ideas and technologies.

Definition :-

According to Stephen Robbins, "A group may be defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives".

According to Marvin Shaw, "A group comprises, of two or more persons who interact with one another in such a manner that each person influences and is influenced by each other persons".

Meaning :-

A group consists of two or more persons who interact with each other, consciously for the achievement of certain common objectives. Group consists in every organization and they affect the behavior of their members.

IMPORTANCE / NEED OF GROUPS : WHY PEOPLE JOIN GROUPS ?

The importance of groups can be understood by its very nature. Here people are associated with each other because they have common interests as mentioned above. Apart from that, people join groups for a multitude of reasons. A major reason is that group membership often results in some form of need satisfaction on the part of the individual. These needs could be classified as following :

Need for Companionship – groups provide the members an opportunity to be simply be in the company of other people who share common interests.

Need for Survival and security – being a part of a group satisfies the individuals need for safety and security.

Need for Affiliation and status – sometimes people do join the groups as they bestow them with certain status and fulfils their need for affiliation.

Need for Power and control – with group membership come the opportunity for assuming leadership roles and to exert power and influence others.

Need for Achievement – groups also helps the individuals in achieving more than they could achieve alone.

Benefits for Forming a Group

1. Security
 2. Empowerment through sharing of resources
 3. Becoming a leader
 4. Synergy
 5. Goal achievement
 6. Status
 7. Affiliation needs
 8. Self-esteem
- Types of Groups

TYPES OF GROUPS

Various methods are used to classify the types of groups that exist in our organization

1. Primary and secondary groups: Primary groups consist of people in a close and face-to face relationship over a period of time. It is considered as intimate group. Intimate interactions take place in a family, neighborhood or work group when the inter-relationship are remote and general, such group can be called secondary groups according to Cooley, a sociologist.

2. Formal and informal group: Formal groups are the ones, which are formally designed and organized, which have formal organisation and formally set goals and objectives. Groups, which are established under legal and formal authority to achieve a specific end result or to undertake delegated tasks, can be called formal groups.

Informal groups are a common feature of work life. There are many needs and desires of individuals, which cannot be satisfied without their affiliation and association with the respective groups. In fact, informal groups are part and parcel of human life and endeavor.

3. Membership groups and reference groups: Membership groups are those to which the individual actually belongs. Reference group, on the other hand, is the one, which the individual identifies for reference purposes. He may like to belong to the reference group also.

4. Peer- Group: In the work life, peer-group is another effective form of group making. It is a sense of belonging among the workers towards one another, irrespective of their attitudes toward their superiors. On the basis of their membership in a particular work group. High peer-group loyalty is not necessarily associated with high productivity.

5. Command group and Task group: A command group is determined by the organization chart. It is composed of the subordinates who report directly to a given manager. An elementary school principal and her twelve-teachers form a command group.

REASONS FOR JOINING GROUPS

The most popular reasons for joining a group are related to our needs for security, identity, affiliation, power and engaging in common tasks.

Protection of common and individual Interest:

By joining a group, members can reduce the insecurity of being alone. The membership will make them feel stronger, gaining resistant to threats, having fewer self-doubts etc. New employees are particularly vulnerable to a sense of isolation and turn to the group for guidance and support. Employees develop a sense of security at personal as well as professional front by joining groups. Status: Inclusion in a group that is viewed as important by others provides recognition and status for its members. Being a member of Rotary Club, the members feel pride and gain status and recognition.

Self-Esteem: Groups can provide people with feelings of self-worth. That is, in addition to conveying status to those outside the group, membership can also give increased feelings of worth to the group members themselves. The self-esteem is bolstered when members are accepted by a highly valued group. Being assigned to a task force whose purpose is to review and make recommendations for the location of the company's new corporate headquarters can fulfill one's intrinsic needs for competence and growth.

Affiliation: Groups can fulfill social needs. People enjoy the regular interaction that comes with group membership. For many people, these on-the-job interactions at work are the primary source for fulfilling their needs for affiliation.

Power: For individuals who desire to influence others, groups can offer power without a formal position of authority in the organization. As a group leader he or she may be able to make requests of group members and obtain compliance without any of the responsibilities that traditionally go either formal managerial position.

Goal Achievement: There are times when it takes more than one person to accomplish a particular task- there is a need to pool talents, knowledge in order to complete a job. In such instances, management will rely on the use of a formal group.

CHARACTERISTICS OF GROUPS

- a) A Clear Purpose And Mission
- b) Well Understood Norms And Standards Of Conduct
- c) High Level Of Group Cohesion
- d) Flexible Status Structure

ELEMENTS OF GROUP STRUCTURE:-

A group's structure is the internal framework that defines members' relations to one another over time. The most important elements of group structure are;

1. **Roles** :- A "role" can be defined as a tendency to behave, contribute and interrelate with others in a particular way. Roles may be assigned formally, but more often are defined through the process of role differentiation. Role differentiation is the degree to which different group members have specialized functions. Functional (task) roles are generally defined in relation to the tasks the team is expected to perform. Other types of roles are the socio-emotional role, which helps maintain the social fabric of the group, the individual role and the leader role.

2. **Norms Group** "norms" are the informal rules that groups adopt to regulate members' behavior. Norms refer to what should be done and represent value judgments about appropriate behavior in social situations. Although they are infrequently written down or even discussed, norms have powerful influence on group behavior.

3. **Values** :- Group "values" are goals or ideas that serve as guiding principles for the group. Like norms, values may be communicated either explicitly or on an ad hoc basis. Values can serve as a rallying point for the team. However, some values (such as conformity) can also be dysfunction and lead to poor decisions by the team.

4. **Communication Patterns** :- Communication patterns :-describe the flow of information within the group and they are typically described as either centralized or decentralized. With a centralized pattern, communications tend to flow from one source to all group members. Centralized communications allow consistent, standardization information but they may restrict the free flow of information. Decentralized communications make it easy to share information directly between group members. When decentralized, communications tend to flow more freely, but the delivery of information may not be as fast or accurate as with centralized communications. Another potential downside of decentralized communications is the sheer volume of information that can be generated, particularly with electronic media.

5. **Status Differentials**:- Status : it is a socially defined position or rank given to groups or group members by others. Status is usually derived from one of three sources: the power a person wields over others; a person's ability to contribute to group's goals; and individual's personal characteristics.

Process / Designing and Managing Groups

Richard Hackman developed a synthetic, research-based model for designing and managing work groups. Hackman suggested that groups are successful when they satisfy internal and external clients, develop capabilities to perform in the future, and when members find meaning and satisfaction in the group. Hackman proposed five conditions that increase the chance that groups will be successful. These include:

1. Being a real team: which results from having a shared task, clear boundaries which clarify who is inside or outside of the group, and stability in group membership.

2. Compelling direction: which results from a clear, challenging, and consequential goal.

3. Enabling structure: which results from having tasks which have variety, a group size that is not too large, talented group members who have at least moderate social skill, and strong norms that specify appropriate behavior.

4. Supportive context: that occurs in groups nested in larger groups (e.g. companies). In companies, supportive contexts involves a) reward systems that reward performance and cooperation (e.g. group based rewards linked to group performance), b) an educational system that develops member skills, c) an information and materials system that provides the needed information and raw materials (e.g. computers).

5. Expert coaching: which occurs on the rare occasions when group members feels they need help with task or interpersonal issues. Hackman emphasizes that many team leaders are overbearing and undermine group effectiveness

GROUP COHESION:

Cohesion refers to the extent of unity in the group and is reflected in the members' conformity to the norms of the group, feelings of attraction for each other, and wanting to be co-members of the group. Attraction, cohesion and conforming to norms are all intertwined. The more the members feel attracted to the group, the greater will be the group cohesion. The greater the cohesion, the greater the influence of group members to persuade one another to conform to the group norms. The greater the conformity, the greater the identification of the members with the group, and the greater the group cohesion. Cohesive groups work together to achieve the group goals. They can be considered as valuable assets to the organization if the group's goals coincide with the organization's goals. Factors increasing Cohesiveness: The following factors can facilitate to increase the cohesiveness of the work group.

- i) **Common consent on Group Goals:** If the group agrees on the purpose and direction of its activities, this will serve to bind the group together and structure interaction patterns towards successful goal accomplishment.
- ii) **Frequent Interactions:** When group member have the opportunity to interact frequently with each other, the probability for closeness to develop will increase. Managers can provide opportunities for increased group interaction by calling frequent formal and informal meetings, providing a common meetings place or physically designing the facilities so that group members are within sight of one another.
- iii) **Personal Attractiveness:** Cohesiveness is enhanced when members are attractive to one another if mutual trust and support already exists. Personal attraction also helps group members to overcome obstacles to goal accomplishment and personal growth and development.
- iv) **Inter-group Competition:** Competition with other groups, both written and external to the organization is a mechanism that acts to bring groups closer together for attaining a common purpose.
- v) **Favorable Evaluation:** If a group has performed in an outstanding manner, some recognition for its performance by management serves to elevate the prestige of the group in the eyes of the group members and other members of the group. Favorable evaluation helps make group members feel proud about being members of the group.
- vi) **Group Size:** As the size of the group increases, the frequency of interaction between members decreases, thus decreasing the probability of maintaining cohesiveness. Past studies have shown the groups of four to six members provide the best opportunity for interaction.
- vii) **Pleasant experiences with the group:** When group members are attracted to each other or there is a full trust and cooperation, interaction may become a pleasant experience resulting in high level of cohesiveness in the group.
- viii) **Lack of Domination:** When one or few members dominate the group, cohesiveness cannot adequately develop. Such behavior can create smaller “cliques” within the group or identify individual members as isolates or deviates.
- ix) **Gender of Members:** It is reported that women tend to have greater cohesion than men. A possible reason is that women are more likely to be feeling types than thinking types.
- x) **Previous Success:** If a group has a history of success, it builds an esprit de corps that attracts and unites members. Successful organizations find it easier to attract and hire new employees than unsuccessful ones.
- xi) **Humor:** Humor has been linked to increased cohesion in several studies. It is reported that the greater the cohesion, the greater the influence of the group over the behavior of members and

Group conflicts

Introduction:- Organisation Conflict is “the result of incompatible potential relationships. The process begins when one party perceives that another party has impeded, or will frustrate, one or more of its concerns.” Gordon(1991)

Meaning:- Organisational Conflict is the discord that arises when goals, interests or values of different individuals or groups are incompatible and those people block or thwart each other's efforts to achieve their objectives.

Conflict is inevitable given the wide range of goals for the different stakeholder in the organization.

Positive Effects of Organizational Conflict

1 Release of Tension: Organizational Conflicts gives a chance to the members of a group to release their tension which otherwise would have remained suppressed in the hearts of all and lead to decrease in their efficiency.

2 Creativity: In order to resolve the organizational conflict the members of the group display innovation and creativity by thinking of new and alternative ideas, which otherwise would not have come to the forefront.

3 Stimulation of Change: Organizational Conflicts gives way to change

4 Identification of Weaknesses: An organizational conflict usually unveils the weaknesses in the system,

5 Group Cohesiveness: Inter- group conflict promotes group cohesiveness as all members of one group stand together against the other.

Types of Conflict

1 Intrapersonal Conflict

Conflict within an individual is thought to arise from the person's goals or roles. This kind of conflict arises when a person's individual conflict does not match with the organizational goals or the individual has more than one goal and those goals do not synchronize with each other.

Role conflict arises when an individual has more than one roles and those roles are not compatible with each other for example a mother working in an organization has an important meeting lined up for a day and that very day her 1 year old daughter is very ill.

Now her role as an employee demands her to attend to her work and on the other hand her role as a mother demands her to attend to her daughter.

2 Interpersonal Conflict

Conflict between individuals due to differences in their goals or values. Ex. Conflict between a supervisor and a subordinate can be termed as interpersonal conflict. A supervisor wants to increase the productivity and for that sets difficult targets for subordinates, while subordinate does not know about the organizational targets hence feels the targets set for him are unreasonable.

3 Intra-group Conflict

Conflict within a group or team. In a group when a conflict arises between the different members of the group it can be termed as intra-group conflict.

4 Intergroup Conflict

Conflict between different groups in the organization are known as inter-group conflict. Ex. Conflict between production team and marketing team.

NEGOTIATION PROCESS

1 Preparation and Planning: Before actual negotiation a lot of ground work is to be done i.e. both the parties should do their homework. This means information regarding what is the issue of conflict, what are the alternative solutions, how does the issue effect other, what are its causes and outcomes. The parties should plan what needs to be achieved and how. BATNA (BEST ALTERNATIVE TO A NEGOTIATED AGREEMENT) parties should determine their and other parties' best alternative.

2 Definition of Ground Rules: After the preparation stage, parties should determine the ground rules, like who will do the negotiation? Where will it take place? What time constraints?

3 Clarification and Justification: At this stage, each party explains his/ her point of view. A lot of discussion takes place in this stage.

4 Bargaining and Problem Solving: In this stage, give and take is done. Parties will undoubtedly have to make concession.

5 Closure and Implementation: This is the final stage, where the bargaining process closes with final solution and implementation of the solutions.

Examples of Negotiation are buying vegetables from vegetable vendors, doing street shopping at Sarojni market or Janpath, Companies negotiating with the suppliers of raw materials or customers for the price of the goods.

STRESS MANAGEMENT

Introduction:-

Concept of Stress

Stress is a situation which a person is incapable of handling either because of lack of knowledge or skills or due to any other reason beyond his control. Such situation pressurizes a person to do what he is not actually able to do, and if such circumstances continue to persist for a long time having high demands with no breaks, then it could result into health problems (behavioural, mental, and physical). Greater desire and needs linked with high degree of uncertainty to fulfill the demands causes stress.

Definition of Stress :- Robbins (1992) stated stress is “a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important”.

Basic Features of Stress:-

- Stress can arise in the form of psychological and physiological stress.
- When an actual situation does not turn out to be an expected situation, stress arises. • Stress is based on symptoms.
- Actual stress is a result of ignoring the potential stress which is based on symptoms. • Stress can be both positive (Eustress) and negative (Distress). • Stress arises due to interaction of a person with some factors.
- Stress is a reaction that arises through person and external factors interaction. • Job stress may be due to individual or workplace factors.
- Stress is related to the attitude of the person. The personality of the individual to adapt to a particular situation is also a crucial factor in managing stress.

Management of Stress / Stress Coping Mechanisms

Stress management refers to the wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning. The link between stress and coping is an inevitable feature of the human condition.

COMPONENTS OF Management of Stress

1 Biological Component: When an individual encounters a threat or challenge, his/her body triggers separate responses.

Message goes from the brain to adrenal medulla through the sympathetic nervous system to secrete catecholamine's to prepare for fight or flight response increasing the blood flow, pulse rate, breathing rate, and sweat gland activity.

Hypothalamus is stimulated to produce and send Corticotrophin Releasing Factor (CRF) through the blood veins to the pituitary gland to adrenal cortex that secretes cortisol hormone to bring down stress levels and restore normalcy. Cortisol is a very potent hormone.

2 Cognitive Component: This represents the mental process of appraising the situation by the individual. Primary Appraisal- This appraisal is done to evaluate the significance of the potential stressor (as relevant or irrelevant, controllable or uncontrollable, positive or negative, challenging or stressful) after which the potential stressor becomes a real stressor or it gets dissipated. Secondary Appraisal- Secondary appraisal is done only if a potential stressor is not dissipated after the primary appraisal and is converted as a real stressor. Learned Component: Learning from own or other's experience, through education, training, experiential reinforcement or otherwise influences coping to deal with the stress.

METHODS OF COPING

1 Cognitive Coping Strategies: We can cope with a stressor or our emotion by problem solving, self talk, and appraisal.

2 Behavioral coping Strategies: A person also responds to stress behaviorally. There are four general classes of behavioral responses to stress. Seeking information, direct action, and, inhibition action, and turning to others.

3 Problem-Focused Coping Strategies: It aims at managing or changing a stressful situation by Confrontive Coping or Planful Problem-Solving.

4 Emotion-Focused Coping Strategies: It aims at regulating the psychological response to a potential stressor or stressful event for minimizing their harmful consequences by changing how the individual concerned thinks about them. Few such strategies are stated below:

- **Escape–Avoidance:** The individual concerned escapes from negative emotions by avoiding a potential stressor or stressful situation.
- **Distancing:** The individual concerned tries to distance himself/herself from the potential stressor or stressful situation.
- **Denial:** The individual concerned denies the very existence of problems resulting in stress.
- **Adaptive Coping:** The individual concerned attempts to minimize the negative impact of a potential stressor or stressful situation while creating a positive meaning for himself / herself, focusing on personal achievement and growth.

5 Functional Coping Strategies are positive strategies for managing stress as they provide lasting solutions for handling potential stressors or stressful situations, while promoting individual well being and effectiveness.

6 Dysfunctional Coping Strategies are negative strategies for managing stress as they provide only temporary relief from stressful encounters. In the long run they are harmful for the individual.

7 Proactive Coping Strategies are modern and forward-looking. Proactive coping strategy involves anticipating potential stressors and acting in advance to prevent them or to minimize their adverse influence.

8 Reactive Coping Strategies are traditional coping strategies, dealing with stress after it has occurred. They are aimed at minimizing the harm and loss created by stress.

STRESS COPING / MANAGEMENT MECHANISMS

Individual Stress Coping Mechanisms

Individual stress management includes a training to be given through education and employee assistance programs to deal with the stress. In such programs workers are taught about nature and sources of stress, its effects, and the use of personal skills to help them reduce and manage their stress.

The various individual stress management mechanisms are:

- Time Management and following time schedule for activities
- Physical Management includes physical exercises
- Psychological Management includes relaxation through meditation
- Behavioral Self Control through self introspection, correct perception, etc.
- Yoga Learning
- Social Approach that involves time spending with family and friends
- Self Awareness Approach focuses on knowing ones weaknesses and strengths

Organizational Stress Coping Mechanisms

Each individual needs a moderate amount of stress to be alert and capable of functioning. At organisational levels, stress levels of employees can be reduced by actually, giving them the job as per their capabilities and skills. A total removal of stress is impossible at workplace, rather, certain amount of stress is desired to be active and work properly. The following stress coping mechanisms can be adopted by the organisation:

- Selection and Placement- The matching of the job with individual's qualification etc.
- Goal Achievements- Target must be clearly set
- Ambiguous Role- Define roles/position clearly in the organisation
- Communication and Counselling
- Career Planning and Guidance
- Organisational Structure and Climate- Clearly stated policies, rules and regulations
- Welfare Programs
- Management of Functioning
- Undertaking Stress Audit
- Employee Assistance Programme
- Stress Management Training Programme
- Stress Reduction Intervention Programmes

GROUP DECISION MAKING: "A decision represents a judgment; a final resolution of a conflict of needs, means and goals; and a commitment to action made in face of uncertainty, complexity and even irrationality."

TYPES OF DECISIONS :

Programmed and Non–Programmed Decisions

Programmed Decisions: Programmed decisions are routine and repetitive and are made within the framework of organizational policies and rules. These policies and rules are established well in

advance to solve, recurring problems in the organization for example the problem relating to promotion of employees is solved by promoting those employees who meet promotion criteria.

Non - programmed Decisions: Non-programmed decisions are relevant for solving unique/unusual problems in which various alternatives cannot be decided in advance. (For such decisions, the situation is not well structured and the outcomes of various alternatives cannot be arranged in advices). For example, if an organization wants to take action for growth it may have several alternative routes like going for a grass - route project or taking over an exiting company. In each situation, the managers have to evaluate the likely outcomes of each alternative to arrive at a decision.

Strategic and Tactical Decisions Strategic Decision:

Strategic decision concept is based on strategy which is a major action plan in an organization. Therefore, strategic decision can be defined as : Strategic decision is a major choice of actions concerning allocation of resources and contribution to the achievement of organizational objectives. Tactical Decision : Tactical or operational decision is derived out of strategic decision. It relates to day-to-day working of the organization and is made in the context of well - set policies and procedures.

Strengths of Group Decision-making:

The following aspects identified the main advantages that groups offer over individuals in the making of decisions.

- i) **More information and knowledge:** By aggregating the resources of several individuals, the group brings more input into the decision process.
- ii) **Increased diversity of views:** Group brings heterogeneity to the decision-making process and this opens up the opportunity for more approaches and alternatives to be considered.
- iii) **Increased acceptance of a solution:** The group acceptance facilitates higher satisfaction among those employees required to implement it.
- iv) **Increased legitimacy:** The group decision making process is consistent with demographic ideals and therefore may be perceived as being more legitimate than decisions made by an individual.

Weakness of group decision making:

Some of the main disadvantages are:

- i) **Time-consuming:** It takes time to assemble a group.

- ii) **Pressures to conform:** The desire by group members to be accepted and considered as an asset to the group can result in squashing any overt disagreement, thus encouraging conformity among viewpoints
- iii) **Domination by the few:** Few people will try to dominate the group discussion. If such people are happened to be mediocre, the group overall effectiveness will suffer.
- iv) **Ambiguous responsibility:** In group decision, the responsibility of any single member is reduced.

COMMUNICATION

INTRODUCTION:-

In simple words, communication can be understood as evoking of a shared or a common meaning for the persons interacting with each other. Interpersonal communication is of immense significance for everybody interacting in the organization for the successful achievement of the organizational objectives.

Definition of Communication

Communication is the process of transmission of a message and understanding of information between two or more people; the sender and the receiver.

Functions of Communication

1. **Motivating people in the organization:** One of the most important tasks of a manager is to motivate his subordinates, by sharing information with regard to their performance and telling them the changes required in their contribution by giving them constructive feedback from time to time and motivating them for higher levels of performance
2. **Leading and directing people in the organization:** It is again very important to lead your team towards the achievement of the organizational objectives by providing them guidance on various matters from time to time.
3. **Controlling the Various Organizational Processes:** Controlling entails giving out elaborate directions on the rules and regulations to be followed by people in the organization.
4. **Enabling People to Express Themselves Emotionally :** Since the organizations have both formal and informal settings , it enables the people to share their professional and personal experiences and concerns with each other.

PROCESS OF COMMUNICATION

- Ideation
- Message
- Encoding
- Channel
- Decoding
- Feedback

TYPES OF COMMUNICATION

1. **Formal**
2. **Informal**
3. **Verbal**
4. **Non verbal**

Effective communication

- By setting clearly the goals of communication well in advance.
- By making use of acceptable jargon and commonplace language.
- By ensuring the credibility of the senders
- By encouraging constructive feedback
- By developing a climate of trust and faith amongst the members
- By choosing the right channel of communication.
- By avoiding entering into evaluative judgements
- By listening to the entire communication before jumping to conclusions
- By providing feedback from time to time.
- Thus it is not difficult to ensure that all the communication that place in the organization proves to be fruitful and enables to formulate the right policies plans and strategies for the organization