

Group Dynamics

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Group & Group Dynamics

- A group is “two or more people who share a common definition and evaluation of themselves and behave in accordance with such a definition” (Vaughan & Hogg, 2002, p. 200).
- Group dynamics is the branch of social psychology that studies the psychodynamics of interaction in social groups.
- According to Robert, group is 'a collection of two or more interacting individuals with a stable pattern of relationships between them, who share common goals and who perceive themselves as being a group'. A group is thus, an aggregation of people who interact with other, are known of each another and have a common objective and perceive them to be a part of a group. Because they interact and influence each other, groups develop a number of dynamic processes that separate them from a random collection of individuals.
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- **Group dynamics** refers to the interactive nature of individuals within the contexts of a group. These interactions between individuals within the group are distinctly different than in one-on-one interactions. Group dynamics also refers to the study of the nature of groups.
- The psychological aspect or conduct of an interpersonal relationship. This is the study of the interaction between people with a common objective in a closed environment.

FEATURES OF GROUP

- (i) To form a group there **should be at least two or more individuals involved**. There is no maximum limit of the group but if group are being so large than communication becomes little bit difficult. Some time rules and regulations of the organization play an important role in formal group formation and meaningful interaction among the members in the case of informal group.
- (ii) **Interaction** is one of the main features of group. All the group members must be interact either by face to face communication or by using some mechanical devices like writing, telephone, internet, etc. It is not compulsion that all the members of the group to interact each other simultaneously, but each member must interact at least occasionally with one or more members of the group.

- (iii) **Developing Leadership.** The purpose of any group is all the members of the group must be know each other and to complete some objective. For this reason they collectively choose a leader among themselves and granted authority by members to make decisions, take action and other activity which will be related to group. The criteria of selection of leader based upon their performance and some time particular situation also help in to designate leader.
- (iv) All the members of the group have some **collective identity** and they all are aware about their membership. They must have the feeling that he or she is the part of the group.

(v) **Group Norms** are rules or guidelines of accepted behaviour which are established by a group and used to monitor the behaviour of its members.

Informal group establish their own group norm with taking consideration of each members concern.

In very structured formalized group these norms become law or operation laws. And each member should behave according to those particular laws.

(vi) **Group Cohesiveness** is a degree to which group members are attached to each others and are motivated to reside in the group. It shows the extent of liking of each member towards others.

(vii) The ultimate result of group membership is **satisfaction of members**. If members were satisfied they are more productive, reduce conflicts, coordinated, motivated, participative and many more.

Phases in Group Development

- Bruce Tuckman (1965) proposed the four-stage model called Tuckman's Stages for a group. Tuckman's model states that the ideal group decision making process should occur in four stages:

Stage I: Forming

- It is the first stage in group development process. Uncertainty about the group's purpose, structure and leadership are the main characteristics of this stage. Members are pretending to get on or get along with others.
- This stage is complete when members have begun to think of themselves as a part of a group.

Phases in Group Development

Stage II: Storming

- Intra group conflicts are the essential part of this stage. Members accept
- the existence of the group, but there is resistance to the constraints that
- the group imposes on individuality. There is also conflict over who will
- control the group. When this stage is complete, there will be a relatively
- clear hierarchy of leadership within the group.

Stage III: Norming

- At this stage close relationship, cohesiveness, and trust developed among
- the group members. 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.

Phases in Group Development

Stage IV: Performing

- The group structure at this stage is fully functional and accepted to all
- members of the group. Group energy has moved from getting to know
- and understands each other to performing the task.
- Tuckman added a 5th stage 10 years later:

Stage V: Adjourning

- Actually the group development process is completed on performing stage,
- when the particular groups are stat doing performing than automatically
- their development process completed. This stage is for temporary groups,
- having characterized by concern with wrapping up activities rather than
- task performance.

TYPES OF GROUPS

1. **Formal and Informal Groups**—Formal groups are governed by prescribed rules and regulations of concern organization. They are created and maintained to fulfill specific needs or task of the organization. These groups are permanent like top management team, work units in different departments of the organization or temporary like they made for some specific task to perform and when such task are completed they disappear. Five members making up a counseling team are the example of formal group.

Informal groups created on the basis of voluntary and spontaneous requirements. They give their member a sense of social satisfaction. These groups are generally small in size, having indefinite structure, communications flow in all direction especially horizontal, authority is given by the group members, group member's behaviour are regulated by their own norms, values and beliefs. Three members of different department having lunch with each other are the example of informal group.

TYPES OF GROUPS

2. Task and Command Group —Task group consist of those members who are from either same or different department come and contact with each other for completing a particular task or job. They are basically temporary in nature when that task is accomplished they get back to their departments and position. A task group is usually formed to solve the problem or perform an activity that involves a number of organizational units. Like problem of absenteeism is increases day by day and for solving that problem management create a task group consisting of members (supervisor, manager, counsellor) who are going to check the problem and give suggestion also about how this problem will be overcome. Command group consist of those individuals who report

TYPES OF GROUPS

3. Primary and Secondary Group—

Primary Groups consist of those members who have intimate face-to-face association and co-operations. They are usually small in size and it is based on intimate relationship.

Like family, friendship groups (those brought together because they share one/more common characteristics) or neighbourhood groups.

The members of the **Secondary groups** have not interest in the problem and pleasure of others. It is more formal, general and isolated.

There is no continues interaction, intimacy, co-operation and association as primary group have.

WHY INDIVIDUAL JOIN THE GROUP?

- Most of the individual join the informal groups because some of their needs will be satisfied. They work in vocational groups because they must make a living, they join social groups because they need the companionship of others and they join clubs for reason of prestige. E.V. Schneider holds that informal groups are meant to afford the workers:
 - (i) Relief from monotony, boredom and fatigue.
 - (ii) Opportunity to acquire status.
 - (iii) An increased flow of emotional responses.
 - (iv) Opportunity for independence.
 - (v) Increased security

Reasons responsible for the formation of groups:

Beach lists five reasons which he claims, are responsible for the formation of groups:

- (i) **Companionship & Friendship** —A group gives to a person a feeling of belonging and makes it possible for him to socialize with his/her friends.
- (ii) **Security & Protection** —A group can be a source of security and protection against management, especially if a member of the group has made mistake and need to keep the foreman from discovering them.
- (iii) **Advance their own Interest** —They may try to secure benefits such as better and higher piece rate or in the case of office

Reasons responsible for the formation of groups:

- (iv) Need for Assistance/Advice on one's job—Some times individual wants or need some short of advice or assistance for their betterment.
- (v) Communicating Information—Group serves as a means of communicating information about the company or organization which does not come through official channels or comes faster on the informal communication.

Reason for Joining the group

Stephen P. Robbins gives six reasons of why the people join the groups:

- (i) **Security** —By joining a group, individuals can reduce the insecurity of "standing alone". People feel stronger, have fewer self doubts and are more resistant to threats when they are part of a group.
- (ii) **Status** —Inclusion in a group that is viewed as important by others provides recognition and status for its members.
- (iii) **Self Esteem** —Groups can provide people with feeling 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.
- (iv) **Affiliation** —Groups can fulfill social needs. 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.
- (v) **Power** —What cannot be achieved individually often becomes possible through group action. There is power in numbers.
- (vi) **Goal Attainment** —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 complete a job. In such instances, management will rely on the use of a formal group.

GROUP STRUCTURE

Work groups are not simply an aggregation of workers. They have some specific structure for group performance that develops over a period of time.

The structure gives a prescribed behaviour which will be expected from the group members. The structure variables that influence the behaviour of the group are:

- **Group Status**—Status is defined as a social ranking within a group and is assigned to individuals on the basis of position in the group or individual characteristics. Status can be checked by the salary or wage level, seniority, interaction or popularity, responsibility, nature of work, work schedule of individual. Individuals can find themselves in a conflict situation when they move between groups whose status criteria is different or when they join the group whose members have different background.
- **Group Roles**—*Shakespeare said, "The entire world is a stage, and all the men and women merely players".* Every individual is required to play their role. *Luthans* says, "A role consists of a pattern of norms and is directly related to the theoretical use of the term. It is a position that can be acted out by an individual". According to *Alan Bates*, "As a pattern of prescribed behaviour a role is a bundle of norms, and as a pattern of actual behaviour a role is a one side of set of social relationship". Therefore, a role is a pattern of behaviour of individual that is expected when he/she interacts with others. There are certain attitudes and actual behaviour consistent with a role, and they create the *role identity*. An individual's views of how he/she is supposed to act in a given circumstance is a *role perception*. Role expectation is defined as how other individuals believe a person should be act in a given circumstance.
- **Group Norms**—Every group has some acceptable standards of behaviour that is shared by the group members. Group norms tell members what they ought and ought not to do under certain situations. According to *Argyle*, "group norms are rules or guidelines of accepted behaviour which are established by a group and used to monitor the behaviour of its members. *Performance norms* set the standards for their members how to do particular job effectively and how increase level of output. *Social arrangement norms* include interaction with others, with whom they go for lunch, friendship

GROUP STRUCTURE

- **Group Size**—Group size also influence the behaviour of their members. If group consist of few members or simply say that *smaller group* are frequently communicate with other members of the group with face to face interaction. So on that kinds of group behaviour are little bit goes informal they set their standard concerning all the member background, liking, customs and tradition. But this will not happened to the *large size group* because members are in large numbers and they communicate with each others with the help of some mechanical devices. And the prescribed behaviour is made by some committee with or without participation of all the members of the large group.

GROUP STRUCTURE

Group Cohesiveness

Group Leadership—Leader also influence the members behaviour in making group structure. If leader are autocratic they set the standard behaviour for group according to their own interest without having concern of members. If they are participative than he/she discussed with members before imposing prescribe behaviour.

GROUP COHESIVENESS

Cohesiveness in a group is achieved when the group appears to be very attractive to its group members. In such type of cohesiveness, individuals value their group membership and have a very strong enthusiasm and motivation to remain members of the group. Cohesiveness is defined as a degree to which group members are attracted to each other and are motivated to stay in the group. According to Business Dictionary.com group cohesiveness is the extent to which the members of the group find staying together to be in mutual interest.

It is the extent to which group members are loyal and committed to the group and to group members also. In a highly cohesive group the members effectively achieve their goal with the support and trust of the other member. A group that lack cohesiveness will not support to one another and also find difficulties in the attainment of objectives.

There are many factors which influencing the group cohesiveness like,

- When **group size** is large than interaction become difficult among members which lower the degree of cohesiveness.
- The greater the **dependencies** on each other will resultant into higher degree of cohesiveness.
- **Intra-group competition**. Group cohesiveness is low if members are competing amongst themselves.
- **Inter-group competition**. When two groups compete, members of each group get united and the group gets solidified.
- **Member turnover**. If member frequently leave the group and new member join the group. Because new member are not aware so much as older member about the group hence, the group become less cohesive.
- The more **homogeneous the group**, i.e. the more members share similar characteristics and backgrounds, the greater the cohesiveness or vice-versa.

- If group members experience the **group or collective success** it get strengthened the cohesiveness.
- If members share same **tradition and custom** this will definitely make the strong interaction and cohesiveness among the members.

The ultimate of any organization is achieving the high production level. Most of the time, organization trying to find out the way by which they can achieve their target without any interruption. They now felt that apart from physical facilities there are some psychological satisfaction if given to worker than it will definitely increase the production level. For that reason the importance of group cohesiveness are taken into consideration. The relationship of cohesiveness and productivity depends on the group performance. As the performance and degree of cohesiveness is high than it resultant into high productivity. Other dimensions are shown in the exhibit 3.

GROUP STRUCTURE

- ***Advantage of Group Cohesiveness***
- • Group members are regular at their work.
- • Members of cohesive group have no anxiety at the workplace.
- • They have high moral and satisfaction level also high.
- • Cohesiveness increase productivity.
- • It reduces intra group conflicts.
- • Quick transmission of messages.
- • Members become participative.
- • Problem of absenteeism reduces.
- • Members become more loyal and committed to group norms.