

Organizational Behavior

Meeting-8



Photograph by Taufik Noor
taufiknooraditama.wordpress.com

Foundations of Group Behavior

Define *Group*, and Differentiate Between Different Types of Groups

- A **group** is defined as *two or more individuals, interacting and interdependent*, who have come together to *achieve particular objectives*.
- Groups can be either formal or informal.
 - **Formal groups** – those defined by *the organization's structure*.
 - **Informal groups** – alliances that are *neither formally structured nor organizationally determined*.

Define *Group*, and Differentiate Between Different Types of Groups

- **Social identity theory**

Considers *when and why individuals consider themselves members of groups*.

- ✓ People have emotional reactions to the failure or success of their group because *their self-esteem gets tied into the performance of the group*.

- ✓ Social identities help us understand *who we are and where we fit in with people*.

- **In-group favoritism** → our group is better than others

Define *Group*, and Differentiate Between Different Types of Groups

- Several characteristics make a social identity important to a person:
 - **Similarity**
 - **Distinctiveness**
 - **Status**
 - **Uncertainty reduction**

Type of Group:

Command Group

The group consists of *individuals who report directly* to the manager.

Task Group

Work is done together *to complete the task*

Interest Groups

Work is carried out together *to achieve specific goals* where those goals are important to be considered

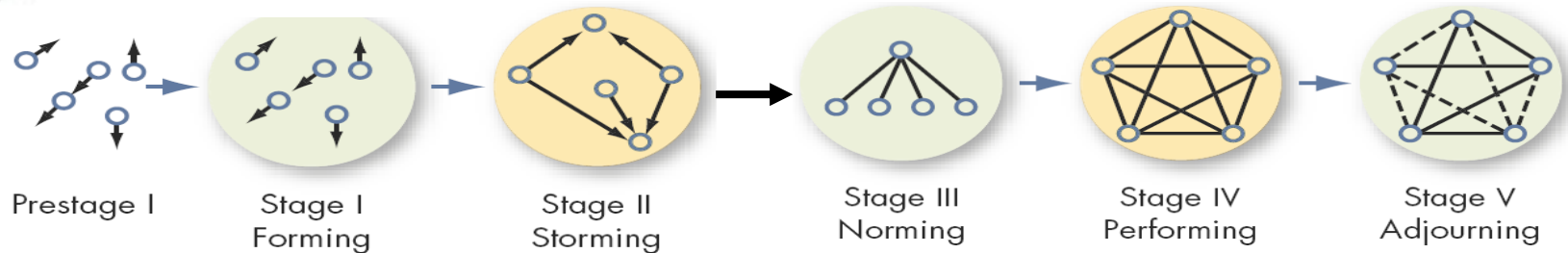
Friendship group

Groups are jointly defined because *they have one or more of the same characteristics*

Why do people become a member of group?

- 1) Security
- 2) Status
- 3) Pride
- 4) Affiliation
- 5) Power
- 6) Achievement of objectives

Stages of Group Development



Forming Stage

The first stage in group development is characterized by *a lot of uncertainty*.

Storming Stage

The second stage in group development is characterized by *conflicts within the group*.

Norming Stage

The third stage in group development is characterized by *the formation of cohesiveness*

Performing Stage

The fourth stage in group development, when the group is *fully functional*

Adjourning Stage

The final stage in group development, *for temporary groups is characterized by seriousness in completing the activity to end the activity.*

THINGS THAT SHAPE BEHAVIOR IN GROUPS:

NORMS, STATUS, SIZE & COHESIVENESS

Norms

Norms

Acceptable standards of behavior within a group *that are shared* by the group's members

Norm types:

- Performance Norms --> ex: hard work for output
- Norms of Appearance --> ex: dress code, looks busy
- Social Norms --> ex: friendship
- Norms of Resource Allocation --> ex: salary distribution

Norms of group giving pressure and affecting individual behavior:

- **CONFORMITY (Compliance)**
 - Adjusting one's behavior *to be in line* with group norms
 - Occurs because of *a person's desire to be accepted* by the group
 - Conformity is *the group's pressure* on its members to change behavior
- **DEVIATION BEHAVIOR AT WORKPLACE (Anti-Social)**
 - Deliberate behavior that *violates* organizational norms
 - Individuals are *more likely to deviate* when working in groups

Typology of Deviant Workplace Behavior

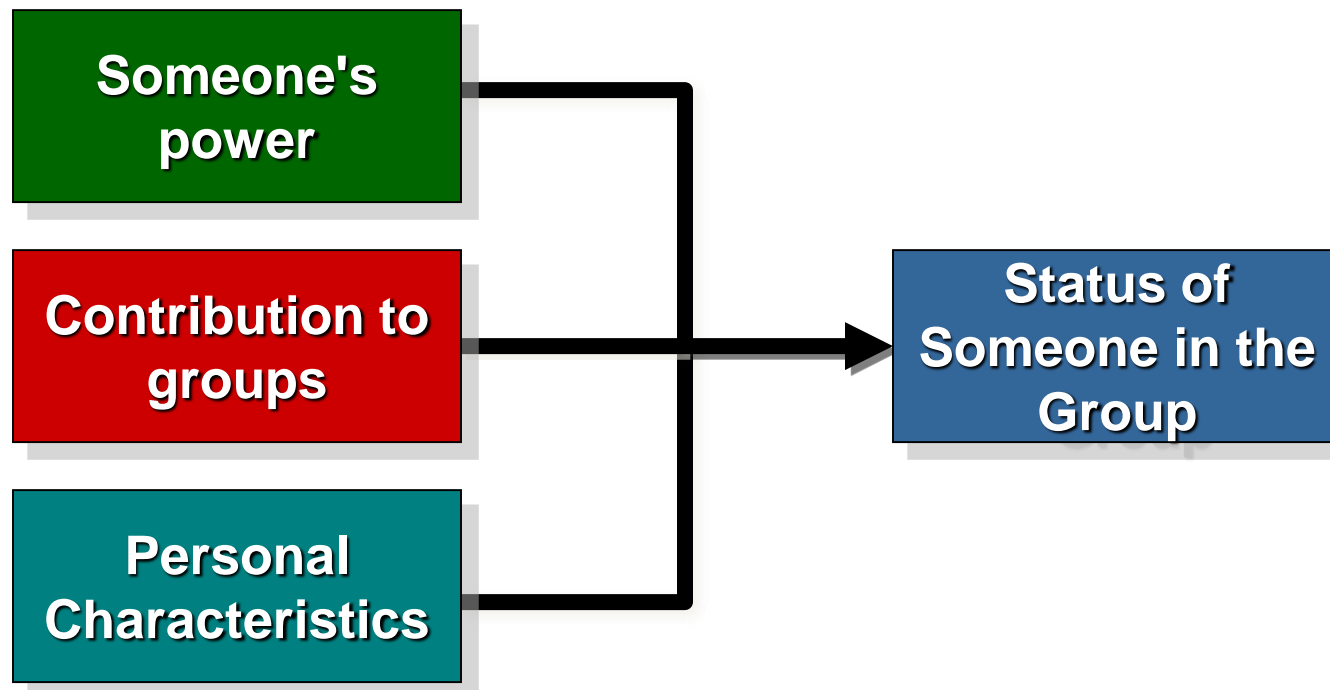
Category	Examples
Production	Leaving early Intentionally working slowly Wasting resources
Property	Sabotage Lying about hours worked Stealing from the organization
Political	Showing favoritism Gossiping and spreading rumors Blaming co-workers
Personal aggression	Sexual harassment Verbal abuse Stealing from co-workers

2. STATUS

Status

A socially defined *position or rank* given to groups or group members by others

Factors That Determine Status :



Someone's power → the person in power will control the resource → tends *to be high status*

Contribution to groups → People who make a big contribution to the organization tend to *be heard more* → *status will be high*

Personal characteristics → people with *good characteristics* (good appearance, smart, friendly, lots of money, etc.) → *tend to be high status*

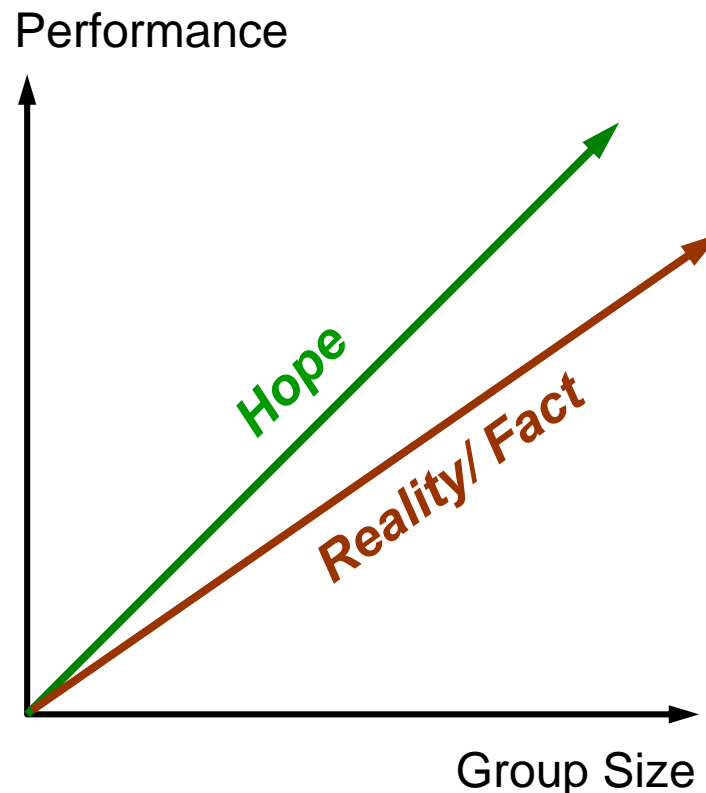
3. Group Sizes

Does the size of a group affect group behavior?

- ✓ Smaller groups are *faster* at completing assignments than larger groups
- ✓ *Individuals work better* in smaller groups
- ✓ In terms of problem solving, large groups have *better grades* than small groups

Social Loafing

The tendency for individuals *to spend less effort* when working together than working alone



4. COMPOSITION

Group Demographics

A level where group members share common demographic attributes, such as: *age, gender, race, level of education, length of service in the organization*

Cohorts

Individuals who are part of a group that *has the same attributes*

- **Diversity**

The degree to which members of the group *are similar to*, or *different from*, one another.

- Increases *group conflict* especially in the short term.
- Culturally and demographically diverse groups may *perform better over time*.
- Over time, diversity may help them be more *open-minded and creative*.

5. COHESIVENESS

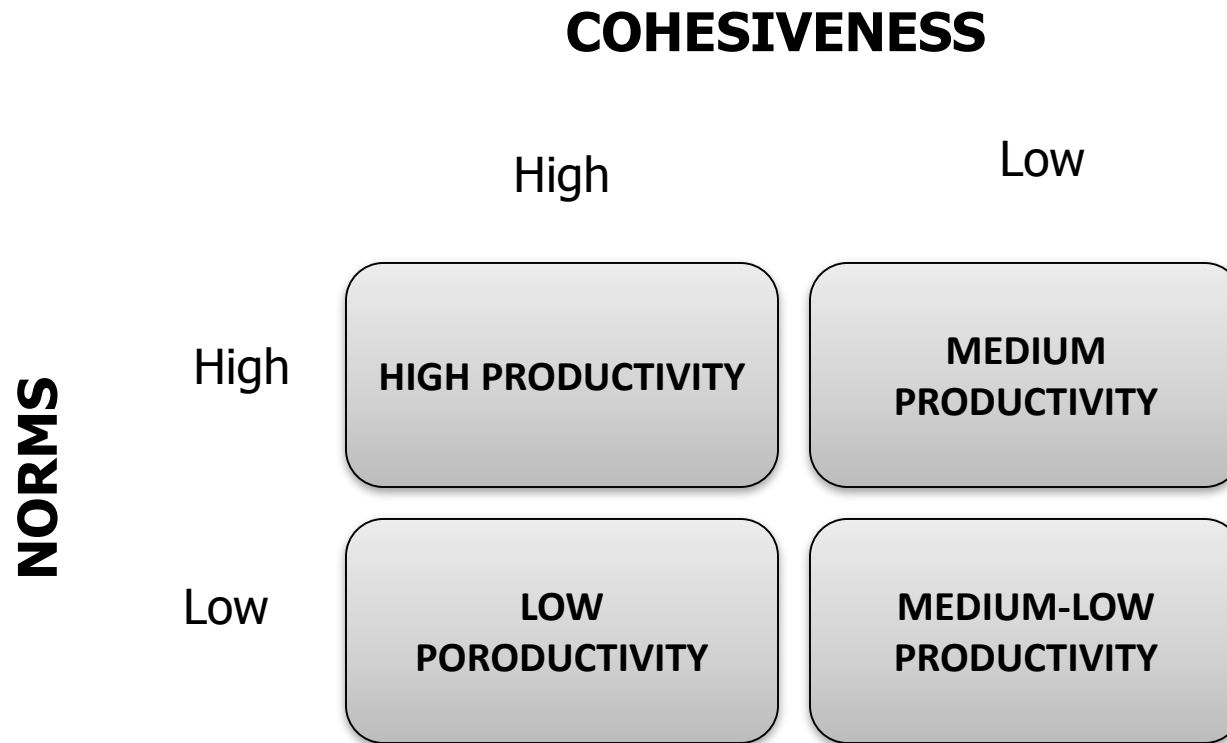
The degree to which group members *are attracted to one another* and *motivated to remain in the group*

To improve group cohesiveness:

- 1) Make groups smaller (interactions that occur better)
- 2) Encourage agreement with group members.
- 3) Increase together time with group members.
- 4) Improve group status and feel difficulty entering into groups.
- 5) Encourage competition with other groups.
- 6) Give appreciation to groups and not to individuals.
- 7) Isolate groups physically.

IS COHESIVE = PRODUCTIVE?

RELATIONSHIP BETWEEN PRODUCTIVITY & COHESIVENESS



DECISION MAKING BY GROUP

Group Decision Making

- **ADVANTAGE:**

- ✓ More complete information
- ✓ Increasing diversity of views
- ✓ The decision is more correct
- ✓ Increase acceptance of decisions

- **DIS-ADVANTAGE:**

- ✓ Slower
- ✓ Increase pressure to adjust
- ✓ Domination by one or several members
- ✓ Responsibility becomes uncertain

EFFECTIVENESS & EFFICIENCY OF GROUP DECISIONS

- Are group decision making more effective than individuals?
 - ✓ **Yes**, Effective → *More accurate and creative*
- Is decision making by groups more efficient than individuals?
 - ✓ **No**, in-Efficient → *slower*

Group Decision Making Techniques

Group interaction

Group members *interact with each other*

Brainstorming

A further process that specifically *discusses all alternatives* while *preventing all criticism* of those alternatives

Nominal group technique

A method of group decision making where individuals *face to face to collect their ideas* systematically and independently

Electronic Meeting

A meeting where members interact with each other *using a computer, allowing for anonymous message and voting. Can be done remotely*

Evaluation of Group Effectiveness

Effectiveness Criteria	TYPE OF GROUP			
	Interacting	Brainstorming	Nominal	Electronic
Number and quality of ideas	Low	Moderate	High	High
Social pressure	High	Low	Moderate	Low
Money costs	Low	Low	Low	High
Speed	Moderate	Moderate	Moderate	Moderate
Task orientation	Low	High	High	High
Potential for interpersonal conflict	High	Low	Moderate	Low
Commitment to solution	High	Not applicable	Moderate	Moderate
Development of group cohesiveness	High	High	Moderate	Low

UNDERSTANDING THE WORK TEAM

Difference between Work Group and Work Team:

Work Group

A group that essentially interacts *to share information* and make decisions to help each group member perform according to their responsibilities.

There is no synergy → performance is *a combination of individual contributions*

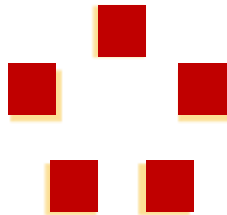
Work team

A group where the individual effort will *produce greater performance than the individual input*

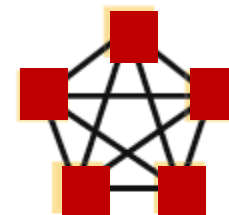
There is Synergy → *performance is greater than the combined contribution of individuals*

Group and Work Team Comparison

Work groups



Work teams

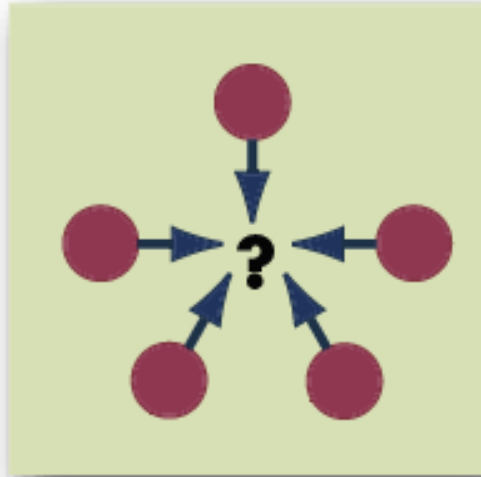


Share information	← Goal →	Collective performance
Neutral (sometimes negative)	← Synergy →	Positive
Individual	← Accountability →	Individual and mutual
Random and varied	← Skills →	Complementary

Types of Team

Problem solving team

Groups with 5 to 12 employees from *the same department* who meet several hours each week to *discuss improving quality, efficiency and work environment*



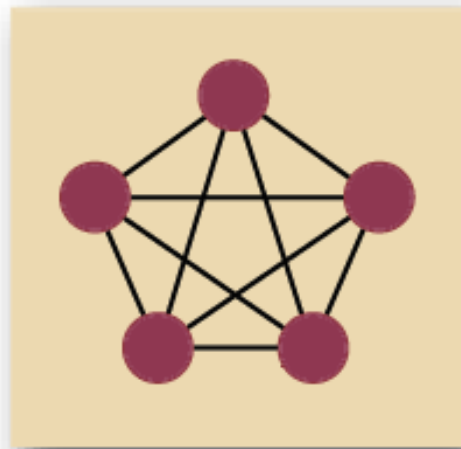
Problem-solving

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Self Managed Work Team

Groups of 10 to 15 people who *take the responsibility of their supervisor.*

The role of the supervisor is very small, it can even be eliminated



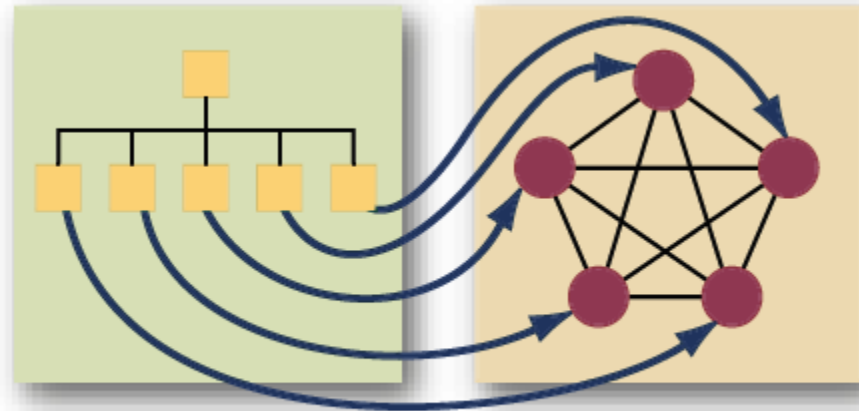
Self-managed

Cross - Functional Team

Employees from the same hierarchical level but from different workplaces gather to complete tasks

Example:

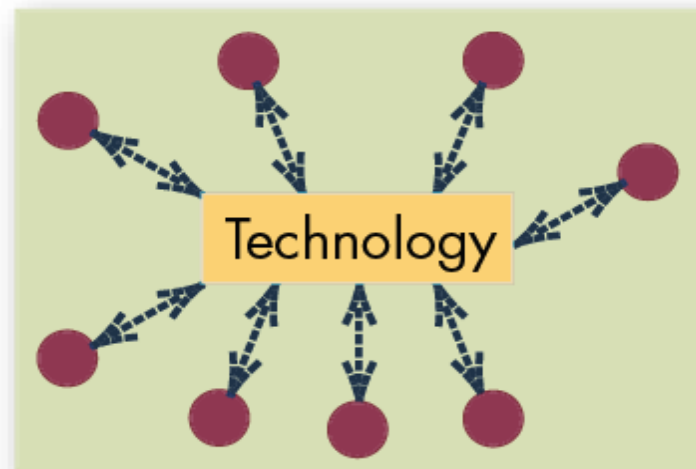
- Task force
- Committee



Cross-functional

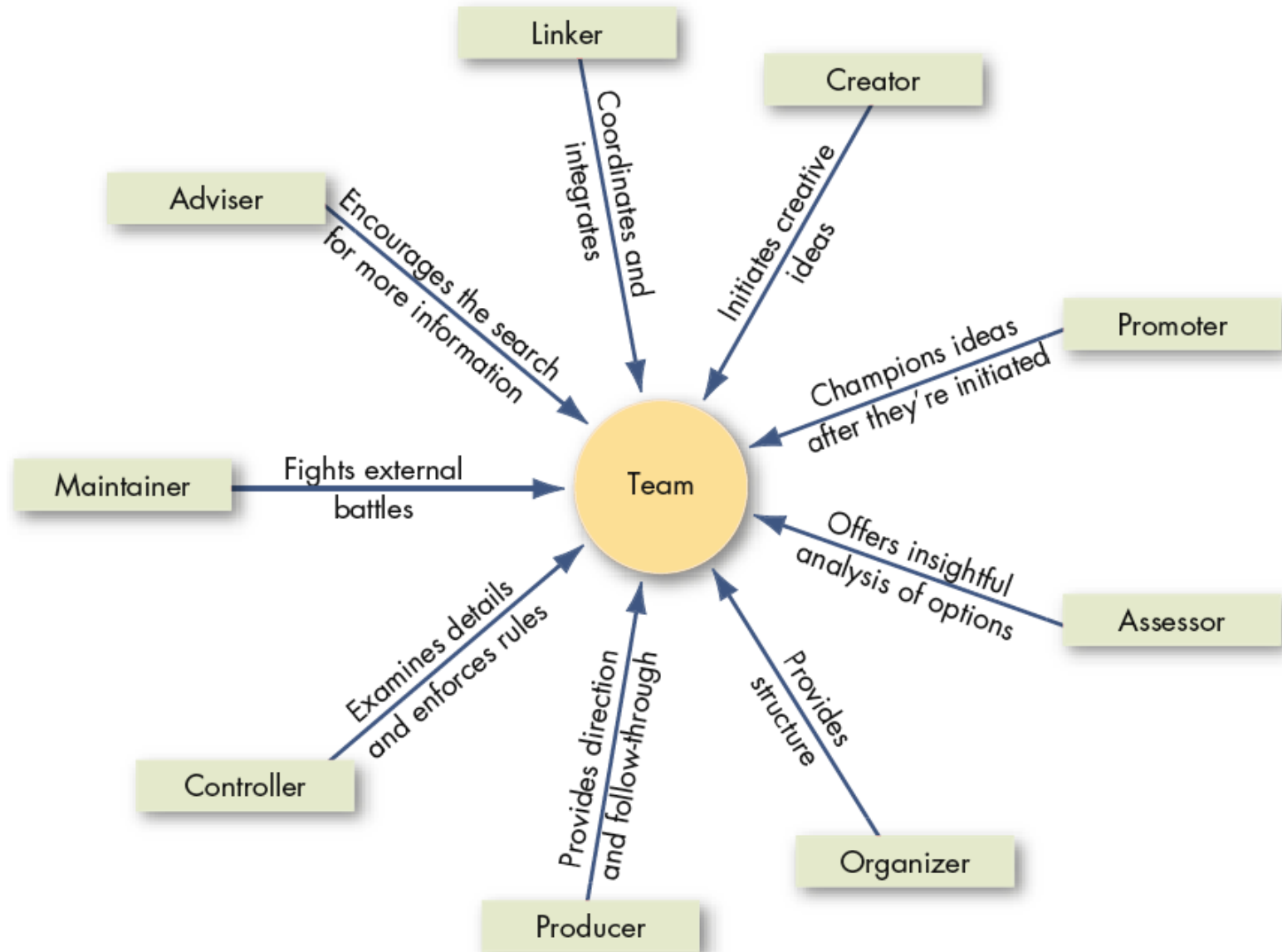
Virtual Team

The team uses *computer technology* to bind *physically separated members* to achieve a common goal



Virtual

Allocate roles in teams



Forming Individuals into Team Players

- **Challenges / Difficulties in shaping a Team:**
 - ✓ Overcoming the *reluctance of individuals* to become team members.
 - ✓ Overcoming the influence of *individualistic culture*
 - ✓ Introduce the team to organizations that have historically valued/ recognized *individual achievements*.
- **Shaping a Team Player:**
 - ✓ *Select employees* who can fill their team roles.
 - ✓ *Training employees* to become team players
 - ✓ Add *a reward system to encourage cooperative works*

TEAM AND QUALITY MANAGEMENT

Quality Management require that the Team:

- 1) Small enough to be efficient and effective.
- 2) Trained with the skills needed by members.
- 3) Allocation of sufficient time to solve the problem.
- 4) Authorized to resolve the problem and take corrective steps.
- 5) Having a "**champion**" to help overcome problems that arise

