

Organizational Behavior

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Lecture 7:

Group Dynamics and Teams

Definition of a group

- ❑ A group is **two or more people** who interact with each other, share common beliefs and view themselves as being members of a group.
- ❑ Before they interact with each other, they are likely to share common beliefs that impel them to band together

Formal vs. informal group

- **Formal Group**

A designated work group defined by organizational structure

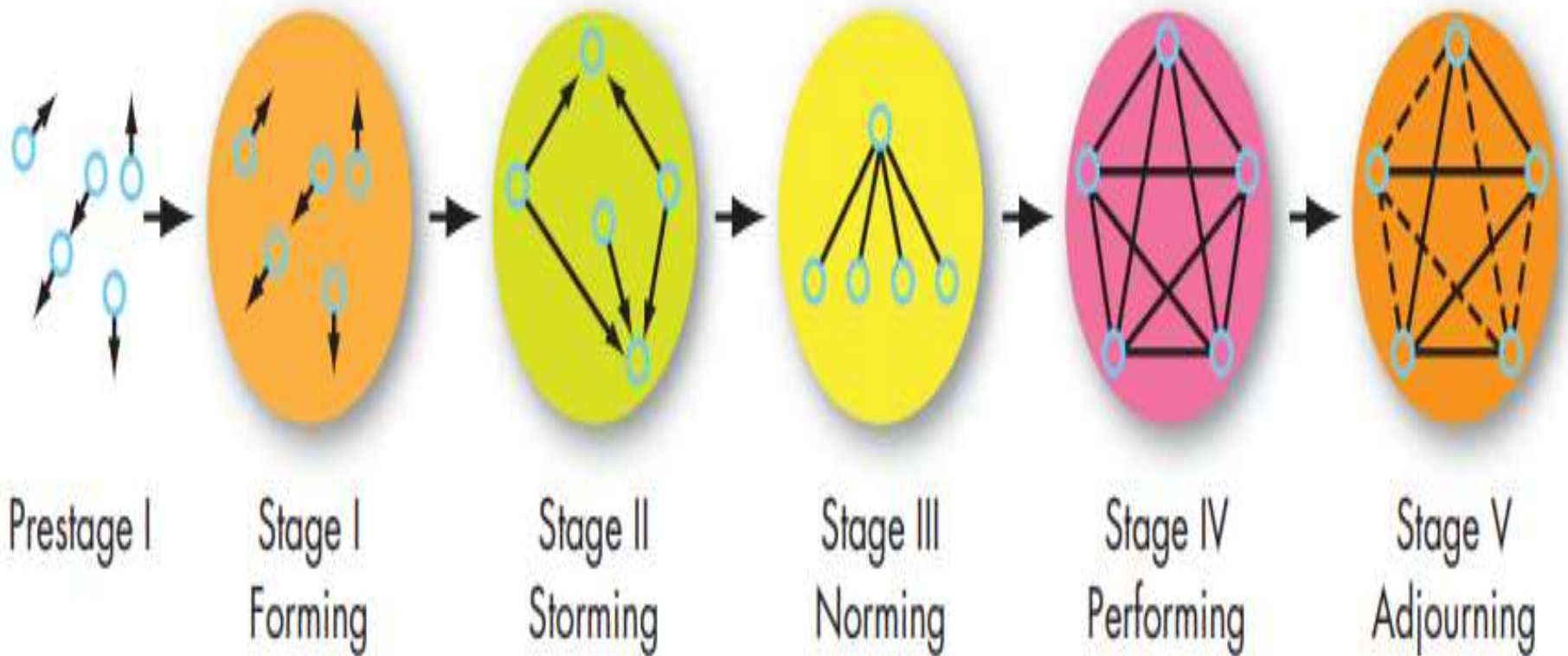
- **Informal Group**

A group that is neither formally structured how organizationally determined, appears in response to the need for social contact.

Theories of Group Formation

- **Propinquity theory:** spatial or geographical proximity. Depends on activities, interactions and sentiments.
- **Balance theory:** Theory states that people are attracted to one another on the basis of similar attitudes towards commonly relevant objects or goals.
- **Exchange theory:** based on exchange theory motivation

Stages of group development



Stages of group development

- **the forming stage:** is characterized by uncertainty about the group's purpose, structure, and leadership.
- Members determine **acceptable behavior for themselves** in the group by trial and error.
- This stage is complete when members have begun to think of themselves **as part of a group.**

Stages of group development

- **The storming stage:** is one of intragroup conflict.
- Members accept the group but resist the constraints it imposes on individuality.
- There is **conflict over who will control the group.**
- When this stage is complete, there will be a relatively **clear hierarchy of leadership.**

Stages of group development

- **The norming stage** :close relationships is developed and the group demonstrates **cohesiveness**.
- There is a strong sense of group identity and **camaraderie**.
- When is completed, the group structure solidifies and the group has assimilated a **common set of expectations** of what constitutes correct member behavior.

Stages of group development

- **Performing stage:** The structure is now fully functional.
- Group energy has advanced from understanding each other to performing the task at hand.
- For **permanent work groups**, performing is the last stage in development

Stages of group development

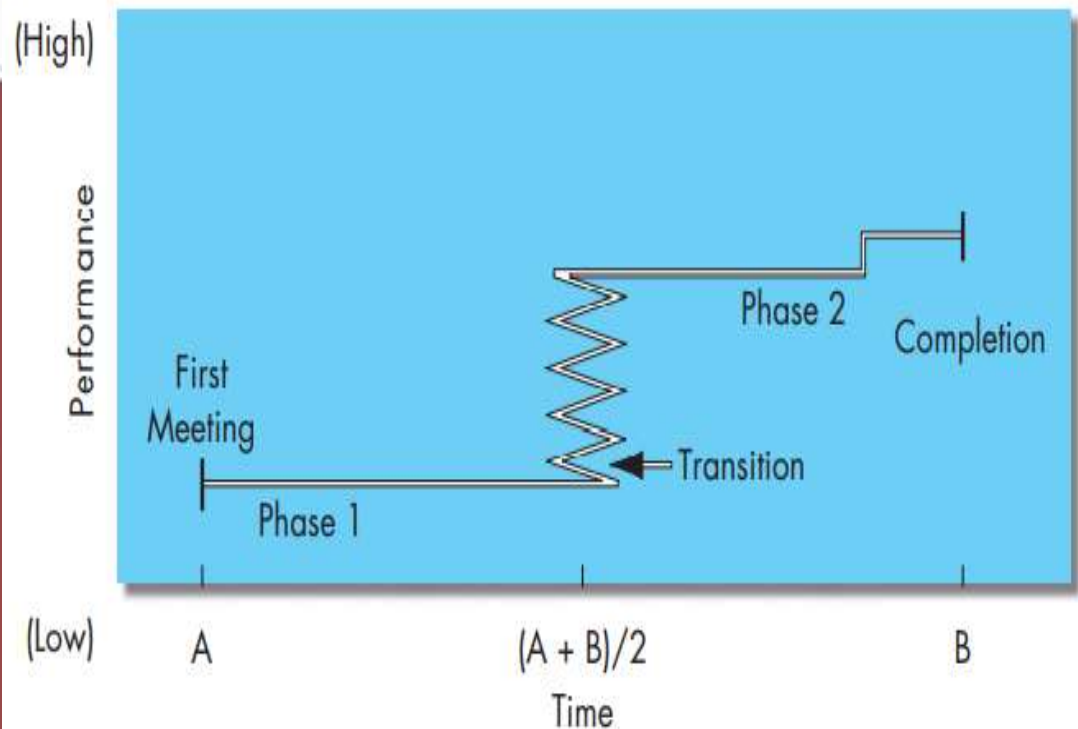
- **The adjourning stage:** is for **wrapping up activities and preparing to disband**
- Is for groups that have a limited scope of work.
- Some group members are **upbeat, basking** in the group's accomplishments
- Others may be **depressed over the loss of camaraderie** sustained during the work group's life.

An Alternative Model: Temporary groups with deadlines don't follow the five stage model

Punctuated-Equilibrium Model: those groups go through transitions between inertia and activity-at the halfway point, they experience an increase in productivity

Sequence of actions:

1. Setting group direction
2. First phase of inertia
3. Half-way point transition
4. Major changes
5. Second phase of inertia
6. Accelerated activity



Group properties:



Group properties 1:Roles

- **Role perception:** Our view of how we're supposed to act in a given situation.
- **Role expectations :** the way others believe you should act in a given context
- **Role conflict:** When compliance with one role requirement may make it difficult to comply with another

Group properties 2 : Norms

- **Norms:** acceptance standards of behaviour within a group that are shared by the group's members
- **Classes of norms:**
 - ✓ **Performance norms:** level of acceptance work
 - ✓ **Appearance norms:** what to wear
 - ✓ **Social arrangement norms:** friendships and the like
 - ✓ **Allocation of resources norms:** distribution and assistance of jobs and material

Defying norms: Deviant workplace behaviour

- **Deviant workplace behavior** also called **antisocial behaviour** or **workplace incivility**
- Voluntary behaviour that violates significant organizational norms and, in doing so, threatens the well-being of the organization

Typology of Deviant Workplace Behaviour

Category	Examples
Production	Leaving early Intentionally working slowly Wasting resources
Property	Sabotage Misusing equipment Stealing from the organization
Political	Showing favouritism Gossiping and spreading rumors Blaming coworkers
Personal aggression	Sexual harassment Verbal abuse Stealing from coworkers

Group properties 3 :Status

- a socially defined **position or rank** given to groups or group members by others
- It **differentiates** group members

Group properties 3 :Status(con't)

- **Status characteristics theory:**
- Status derived from one of three sources:
 - ✓ **Power** a person has over others
 - ✓ **Ability** to contribute to group goals
 - ✓ **Personal** characteristics

Group properties 4 : Size

- Group size affects behaviour
- Size: Twelve and more is a “**Large Group**” ,
Seven or fewer is a “**Small Group**”
- Best use of a group:

Attribute	Small	Large
Speed	X	
Individual Performance	X	
Problem Solving		X
Diverse Input		X
Fact-finding Goals		X
Overall Performance	X	

Issues with group size:

- **Social Loafing:**

- ❖ The tendency for individuals to expend less effort when working collectively than when working individually.
- ❖ Ringelmann's Rope Pull: greater levels of productivity but with diminishing returns as group size increases.

Issues with group size: (con't)

- **Managerial implications**
 - ❖ Build in individual accountability
 - ❖ Prevent social loafing by:
 - Setting group goals
 - Increasing intergroup competition
 - Using peer evaluation
 - Distributing group rewards based on individual effort

Group properties 5 : Cohesiveness

- The degree to which members are **attracted to each other and motivated to stay in the group.**
- Studies consistently show that the relationship between cohesiveness and productivity depends on the **group's performance-related norms**
 - if cohesiveness is high and performance norms are low, productivity will be low.
 - If cohesiveness is low and performance norms are high, productivity increases

Managerial Implication: to increase Cohesiveness

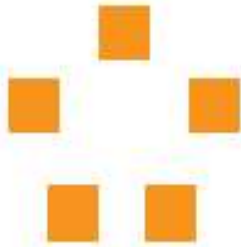
- (1) Make the group smaller;
- (2) encourage agreement with group goals;
- (3) increase the time members spend together;
- (4) increase the group's status and the perceived difficulty of attaining membership;
- (5) stimulate competition with other groups;
- (6) give rewards to the group rather than to individual members; and
- (7) physically isolate the group.

GROUP DECISION MAKING TECHNIQUES

- **Interacting groups:** Members meet face to face and rely on both verbal and nonverbal interaction to communicate
- **Brainstorming:** a half-dozen to a dozen people sit around a table with a group leader
- **Nominal:** restricts discussion or interpersonal communication during the decision-making process

Comparing Work Groups and Work Team

Work Groups



Share information

Neutral (sometimes negative)

Individual

Random and varied

Goal

Synergy

Accountability

Skills

Work Teams



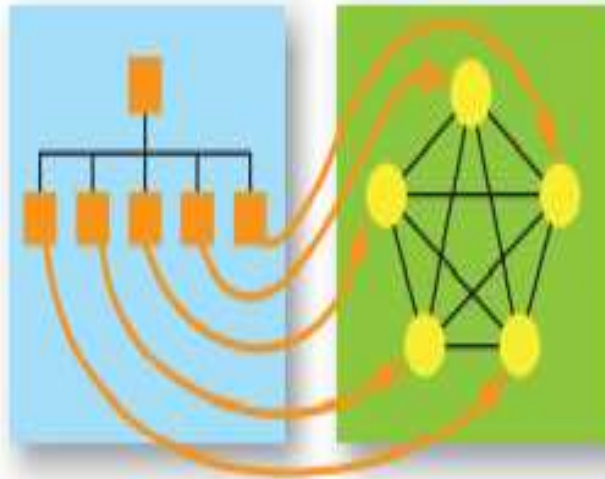
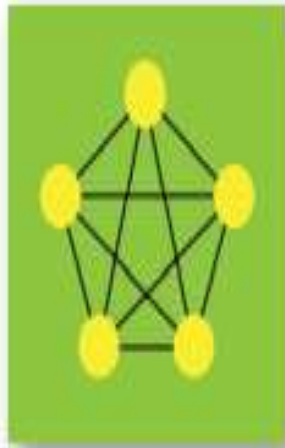
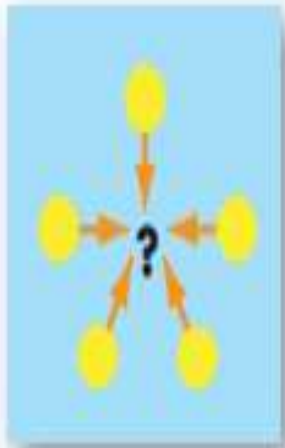
Collective performance

Positive

Individual and mutual

Complementary

Four Types of Team



Problem-solving **Self-managed**

Cross-functional

Virtual

Reference

Robbins, P., Timothy, A. & Katherine ,E., (2018)
Essentials of organizational behavior, p 166-202,
<https://www.pdfdrive.com/essentials-of-organizational-behaviour-e176364014.html>

Thank you!

Next lecture: Leadership

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