



# Influence of Group

# Meaning of Group



- Two or more individuals, interacting and interdependent who have come together to achieve a particular objectives.
- They interact significantly to achieve a group objective.
- For a manager it is difficult to manage group because of varied nature, personality traits, attitude of individuals and personal interest in the group job the group members display.
- It is therefore important for managers to understand group member's behaviour and deal effectively with the group because of the synergy they provide.
- Manager should be able to achieve not only group objective but should be able to fulfill individual objectives within the overall organizational frame work.

# Definition



- Greenberg & Baron defines a group ‘As a collection of two or more interacting individuals who maintain stable patterns of relationships, share common goals & perceive themselves as being a group.’
- Stephen Robbins defines group ‘As 2 or more individuals, interacting & interdependent, who have come together to achieve particular objectives.’
- Marvin Shaw, ‘A group is 2 or more persons who interact with one another such that each person influences & is influenced by each other person.’

Based on the definitions we can conclude that the salient characteristics of a group are :



1. It consists of 2 or more people.
2. The members of a group interact with one another regularly.
3. The members are mutually dependent on one another.
4. The members of the group share common interest or goals.

# Why do people join Groups?



1. Security
2. Status
3. Self-Esteem
4. Affiliation Motivation
5. Power
6. Goal Achievement
7. Satisfaction of needs
8. Shared interests & goals.



- **SECURITY:**

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.

- **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 head quarters 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.





- **Satisfaction of needs :**

People form a group or join groups an existing one because a group is seen as a way of satisfying some need. For example, the need and desire to help others may make an individual join a social service organisation.

- **Shared interest & goals :**

People join and form groups because of shared activities and interests. People who engage in the same activities will form groups to further these activities.  
Ex : Teachers Union, Workers Union etc.

# Types of Groups



# Formal Groups:



- Formal groups are collections of employees who are made to work together by the organization to get the job done smoothly and efficiently.
- For example, if five members are put together in a department to attend to customer complaints they would be a formal group.
- The formal groups are those whose primary purpose is facilitating, through member interactions, the attainment of the goals of the organization.



- 1. Command Group:** It is determined by the organization's rules regarding who reports to whom and usually consists of a supervisor and his subordinates.
- 2. Tasks Group:** it is a group created by the management to accomplish certain organizational goals. It is specifically created to solve a problem or perform a defined task. They are usually disbanded once the assigned task or purpose has been accomplished.

# Informal Groups:



- Informal groups are groups that emerge or randomly get formed due to the formal group members' interaction with each other, and thereby develop common interest.
- For example, members who are showing interest in cricket will join together and share and enjoy talking about the cricket games.
- Informal groups provide a very important service by satisfying their members' social needs. Because of interactions that result from the close proximity of task interactions, group members play cricket together, spending their tea breaks together etc.



- 1. Interest groups** : Interest groups consist of persons who share common interests. These may be job related interest such as intense desire to learn the latest in computers or non work interest such as sports, national politics or religion.
- 2. Friendship Groups** : It consists of individuals who come together becoz they share one or more common characteristics. They consists of people with natural affiliation for one another.

# Importance / Impact of Informal Groups



# Positive Effects



- Informal groups contribute immensely towards creating awareness and spreading of organizational culture. Members become aware about values of the organisation thru socialization .
- It increases the social satisfaction of the group members by giving them status, recognition and opportunities to interact with others.
- Informal organisations help in eliminating red tape and cutting across departmental boundaries.
- They help in problem solving, group decision making and sharing of job and knowledge.





- They help in establishing & maintaining norms of acceptable behaviour. They may support moral / immoral acts as well as ethical and unethical acts.
- Communication gaps among members is filled by informal organisations.

# Negative Effects



- They create obstacles in the path of change.
- As employees are members of both formal and informal groups, it sometimes create situations of role conflict.
- Members are sometimes manipulated by informal leaders for their personal gains.
- They are a source of rumors in organizations.

# Informal v/s Formal Groups



- Refer to word doc

# Stages of group development / Five Stage Model



**FSNPA**



# Tuckman Stages with Tools

## Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



## Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



## Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



## Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



## Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



Clarify Roles  
Build Goals (SMART criteria)  
Establish Timeline  
Identify/Assign Tasks  
Discuss working agreements  
Identify Individual Strengths  
Tools: Technology to Use,  
Time Management

Communicate & Collaborate  
Negotiate Ideas  
Resolve Conflict  
Give Effective Feedback  
Escalate Appropriately  
Tools: deBono's 6 Thinking  
Hats; Ask, Speak, Listen; Ladder  
of Inference; L-Column

Reflect on group process  
Experiment (Trial and Error)  
Learn/Move beyond Failure  
Test Assumptions  
Conduct Interim Check-ins  
Present Outcomes  
Tools: Kolb's Experiential Cycle

After Action Review  
Share Lessons Learned  
Self/Group evaluations

# 1. Forming



- At this stage, group members try to comprehend where they stand in the group and how they are being perceived by others in the group.
- The members are very cautious in their interactions with each other and the relationships among the group members are very superficial.
- Members' seldom express their feelings in the group and the individual members who are trying to understand who they are in the group have concerns about how they will fit in the group as permanent group members.
- This stage is marked by a great deal of uncertainty & confusion as members are not aware how they should act in the group & whether it is beneficial to join the group.
- Members are 'testing the waters' to determine what types of behavior are acceptable.
- This stage is complete when members have begun to think of themselves as part of a group.

## 2. Storming



- At this stage, disagreement tends to get expressed among the group members, and feelings of anxiety and resentment are also expressed.
- Some power struggle may ensue at this stage to determine who should assume the informal leadership role in the group.
- It is a period of high emotionality and tension among group members as there is a high degree of conflict within the group.
- There is hostility & infighting over who will control the group. If these conflicts are not resolved then the group may break up.
- The storming stage is completed when the intragroup conflicts are resolved & the group's leadership is accepted.



# 3. Norming



- This stage is characterized by close relationships and cohesiveness.
- The group sets norms, tries to attain some degree of cohesiveness, understands the goals of the group, starts making good decision, expresses feelings openly and makes attempts to resolve problems and attain group effectiveness.
- At this stage, members' roles get defined, and task and maintenance roles are assumed by group members.
- Group members' also begin to express satisfaction and confidence about being members of the group.



## 4. Performing



- This stage is called as **Total Integration**. During this stage, the group members work effectively & efficiently towards achieving the group objectives.
- As question pertaining to group relationship & leadership have been resolved, the group now devotes its energy to getting the job done.
- The performing stage is marked by the emergence of a mature, organized & well functional group. The group is now able to deal with complex tasks & handle internal disagreements in creative ways.
- For **permanent** groups, performing is the last stage of group development. **Temporary** groups have one more stage –adjourning.

## 5. Adjourning



- In this stage the group prepares for disbandment.
- The groups focus is now on wrapping up activities rather than achieving high task performance.
- Group members experience mixed emotions.
- On one hand they are thrilled with the achievements of the group of which they were a part, but on the other hand there is sadness about the separation & loss of friendship.

# Group Behaviour Model





- Every group is unique. It is unique because of its properties. These properties are like guidelines that shape individual behavior within the group and influence the performance of the group.
- The important properties of the group are :
  1. Roles
  2. Norms
  3. Status
  4. Group Size
  5. Cohesiveness

# 1. Roles



- Role refers to a set of expected behavior patterns attributed to someone occupying a given position in a social unit.
- How a person behaves at a given time is determined by the particular role that he is playing. Some of the factors that affect the role a person plays are :
  - a) Role Identity
  - b) Role perception
  - c) Role expectations
  - d) Role Conflict

## a) Role Identity



- It refers to attitudes and behaviors consistent with a particular role. People who tend to adopt attitudes and behaviors that are consistent with the role that they have been given or that they identify with.
- People have the ability to quickly switch from one role to another. The switch in roles is often determined by situational demands.
- For ex: a person holds different attitudes and behave differently in the role of a manager and differently in the role of a subordinate.

## b) Role Perception



- It refers to an individuals view of how he or she is suppose to act in a given situation.
- How a person behaves depends on his interpretation of how he is expected to behave.
- Role perceptions are an outcome of our experiences and exposure to family, friends, media etc.

## c) Role Expectation



- It refers to how others believe a person should act in a given situation.
- It is usually based on the individuals position in the organisation.
- For ex : we have different expectations with regard to how the chairman and his secretary should conduct themselves.



## d) Role Conflict



- It refers to situation in which an individual is confronted by divergent role expectations.
- It is a conflict that an individual experiences when the requirements of one role clashes with the requirements of another role.
- For ex : a manager who is married to his subordinate has to play the role of a boss and that of a husband.
- Complying with one role expectation may cause a conflict with the other role's requirements.

## 2. Norms



- Norms are acceptable standards of behavior within a group that are shared by the group's members.
- Norms are rules within a group regarding how its members should or should not behave.
- Every group has certain established norms. These norms may differ from group to group, community to community and from society to society.
- Norms tells members what they can do and cannot do. They are the set informal rules, shared beliefs and values that guide member behavior.



- 1. Performance Norms** : These norms pertain to how hard group members should work, how they should get a job done, their levels of output and so on.
- 2. Appearance Norms** : These norms are about the appropriate ways of dressing, demonstration of loyalty, when to look busy, when one can take easy etc.
- 3. Social Arrangement Norms** : These norms are regarding social interaction. These norms regulate behavior such as with whom the group member can eat lunch, maintain friendships on and off the job and so on.
- 4. Allocation of resources Norms** : These norms relate to things like pay, assignment of difficult jobs and distribution of tools and equipment's.

## 3. Status



- Status is the prestige, position or rank given to groups or group members by others, it is a kind of reward for group membership. The element of status is there even in smallest of groups.
- Every group tries to differentiate between its members thru roles, rights n rituals. All members do not have the same status in the group.
- Knowledge of status helps in understanding human behavior becoz status is a powerful motivator and strongly influences individual behavior.

# Determinants of Status



- **Power over others** : The individual who controls the group's resources also indirectly control the group's outcomes. This gives the individual power and they are perceived as high status.
- **Contribution towards group goals** : An individual gains high status when he is critical to the success of the group. For ex : Sachin Tendulkar in cricket.
- **Personal Characteristics** : Individuals who have characteristics that are considered important by the group, enjoy high status in the group.

## 4. Group Size



- The size of the group strongly influences the group's overall behavior. Both large and small groups have some advantages.
- The term **small group** is used to describe groups that have seven or less members in it. The advantages of small groups are :
  1. They complete tasks much faster than larger groups.
  2. They are more productive and quick in action.
  3. Individual members are more satisfied and perform better.



- The term large group is used to describe groups that have 12 or more members in it. The advantages of larger groups are :
  1. They benefit from the diverse inputs of the group members.
  2. They are more effective for fact finding tasks.
  3. They are better at problem solving tasks than smaller groups.

# 5. Cohesiveness



- The degree which members are attracted to each other and are motivated to stay in the group.
- It is the strength of group members desires to remain part of their group. Group cohesiveness reflects the extent to which group members perceive themselves as ‘WE’ rather than ‘I’.
- Cohesiveness in groups is important for organisations because it has direct impact on productivity.





- Cohesiveness in a group may be due to :
  1. Members of the group having spent a great deal of time with each other.
  2. Small group size that leads to greater interaction among the members and builds cohesiveness.
  3. External threats bring members close to each other.

# Group Processes : Effect of Groups on the Individuals



# Social Facilitation



- It refers to the tendency for performance to improve or decline in response to the presence of others.
- It is an effect where sometimes people perform better in the presence of others than when alone and sometimes perform more badly in the presence of others than when alone.

# Social Loafing



- *Social loafing* refers to the concept that people are prone to exert less effort on a task if they are in a group versus when they work alone.
- The idea of working in groups is typically seen as a way to improve the accomplishment of a task by pooling the skills and talents of the individuals in that group.
- This phenomenon was first noticed by Max Ringelmann (German Psychologists).



- Social loafing is another way in which presence of others influence individual performance.
- There are certain tasks where everyone need to put in efforts to complete it. All people in the group are expected to put in equal efforts.
- But this does not happen. There are some people who work very hard but there are others who do very little. They do less than if they had been working alone.
- Such an effect of the group on individual performance is known as Social Loafing.



- For instance, in **Group Rope Pulling Task**, it is expected that the groups' effort would be equal to the sum of the efforts of individuals within the group.
- That is, three people pulling together should exert three times as much pull on the rope as one person.
- The result, on the contrary, showed that three members in a group exerted only two times the average individual performance, lesser than the individual level effort.
- The primary reason is the diffusion of responsibility as the results of group cannot be attributed to any single person.

# Why does it occur?



1. No measure of contribution
2. Unfair work division
3. Lack of contribution from other members
4. Self motive
5. Cultural factors
6. Sucker effect

# Reducing social loafing



1. Accountability
2. Commitment
3. Value of task
4. Unique contribution



# Group Polarization



- Compared to individuals, groups tend to make extreme decisions regarding the amount of risk they are willing to take or the amount of caution they want to exercise.
- Research has found that groups recommend riskier decisions than individuals. There is a shift towards riskiness among group members as compared to the same decision made alone by an individual group member. This phenomenon is known as the **Risky Shift**



- However in some instances, group make more cautious or conservative decisions than individuals. This phenomenon is known as **Cautious Shift**.
- Both risky and cautious shifts are a part of a general phenomenon called **Polarization**.
- It is the tendency of the group members to shift their views to ones that are extreme in the same direction to the ones that they originally favored.

# Group Think



- The problem of group think occur more in highly cohesive groups.
- It is defined as a deterioration of mental efficiency, reality testing and moral judgment that results from in-group pressures.
- Once this collective state of mind develops, it is difficult to change it even if others tell the group that it is poor decisions. The group stops considering other alternative options.

# Escalation of Commitment



- Escalation of commitment may be described as the committed tendency to become increasingly committed to bad decisions even as losses associated with them increase. It is the tendency to get trapped in bad decisions.



**The End**