

Robbins & Judge

Organizational Behavior

13th Edition



CHAPTER 9:
FOUNDATIONS OF GROUP
BEHAVIOR

Group working dynamics???

9-1



FEDERAL MINISTER FOR WATER AND POWER, SYED NAVEED QAMAR AND CHINESE NATIONAL ENERGY ADMINISTRATOR WU GUIHI PRESIDING THE 2ND PAK- CHINA JOINT ENERGY GROUP MEETING OPENING SESSION STARTED IN ISLAMABAD ON MAY 8, 2012

Defining and Classifying Groups

9-2

- **Group:**
 - Two or more individuals interacting and interdependent, who have come together to achieve particular objectives
- **Formal Group:**
 - Defined by the organization's structure with designated work assignments establishing tasks
- **Informal Group:**
 - Alliances that are neither formally structured nor organizationally determined
 - Appear naturally in response to the need for social contact
 - Deeply affect behavior and performance

Sub classifications of Groups

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Formal Groups

- ***Command Group***
 - A group composed of the individuals who report directly to a **given manager**
- ***Task Group***
 - Those working together to complete a job or task in an organization but not limited by **hierarchical boundaries**

Informal Groups

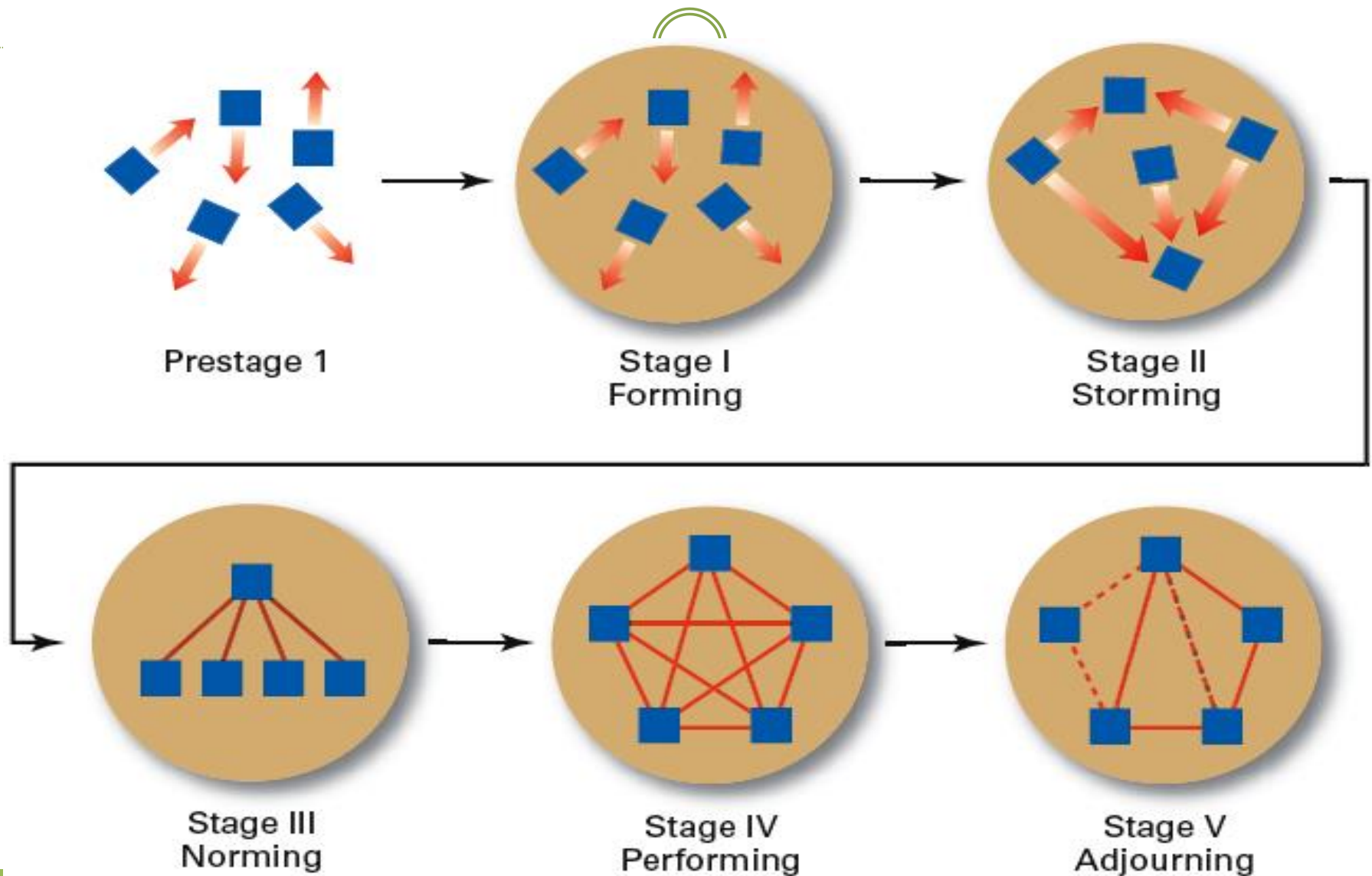
- ***Interest Group***
 - Members work together to attain a **specific objective** with which each is concerned
- ***Friendship Group***
 - Those brought together because they share one or more **common characteristics**

Why People Join Groups

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- Security
- Status
- Self-esteem
- Affiliation
- Power
- Goal Achievement

Stages of Group Development



Five Stages of Group Development Model

9-6

1. **Forming**

- Members feel much uncertainty

2. **Storming**

- Lots of conflict between members of the group

3. **Norming Stage**

- Members have developed close relationships and cohesiveness

4. **Performing Stage**

- The group is finally fully functional

5. **Adjourning Stage**

- In temporary groups, characterized by concern with wrapping up activities rather than performance

Critique of the Five-Stage Model

9-7

- Assumption: the group becomes more effective as it progresses through the first four stages
 - *Not always true* – group behavior is more complex
 - High levels of **conflict** may be **conducive** to high performance
 - The process is not always linear
 - **Several** stages may occur simultaneously
 - Groups may regress
- Ignores the organizational context

An Alternative Model for Group Formation

9-8

Temporary groups with deadlines don't follow the five-stage model

- **Punctuated-Equilibrium Model**

- **Temporary** groups under **deadlines** 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. Halfway point transition
4. Major changes
5. Second phase of inertia
6. Accelerated activity

Group Properties

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Group Performance:

- Roles
- Norms
- Status
- Size
- Cohesiveness

Group Property 1: Roles

9-10

- **Role**
 - A set of expected behavior patterns attributed to someone occupying a given position in a social unit
- **Role Identity**
 - Certain attitudes and behaviors consistent with a role
- **Role Perception**
 - An individual's view of how he or she is supposed to act in a given situation – received by external stimuli
- **Role Expectations**
 - How others believe a person should act in a given situation
 - *Psychological Contract*: an unwritten agreement that sets out mutual expectations of management and employees
- **Role Conflict**
 - A situation in which an individual is confronted by divergent role expectations

Zimbardo's Prison Experiment

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- Faked a prison using student volunteers
- Randomly assigned to guard and prisoner roles
- Within six days the experiment was halted due to concerns:
 - Guards had *dehumanized* the prisoners
 - Prisoners were *subservient*
 - Fell into the roles as they *understood* them
 - No real *resistance* felt

Group Property 2: Norms

9-12

- **Norms**

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

- **Classes of Norms**

- Performance norms - level of acceptable work
- Appearance norms - what to wear
- Social arrangement norms - friendships and the like
- Allocation of resources norms - distribution and assignments of jobs and material

Group Norms and the Hawthorne Studies

9-13

A series of studies undertaken by Elton Mayo at Western Electric Company's Hawthorne Works in Chicago between 1924 and 1932

- **Research Conclusions**

- Worker behavior and sentiments were closely related.
- Group influences (norms) were significant in affecting individual behavior.
- Group standards (norms) were highly effective in establishing individual worker output.
- Money was less a factor in determining worker output than were group standards, sentiments, and security.

Norms and Behavior

9-14

- **Conformity**
 - Gaining acceptance by adjusting one's behavior to align with the norms of the group
- **Reference Groups**
 - Important groups to which individuals belong or hope to belong and with whose norms individuals are likely to conform
- **Asch Studies**
 - Demonstrated the power of conformance
 - Culture-based and declining in importance

Defying Norms: Deviant Workplace Behavior

9-15

- **Deviant Workplace Behavior**

- Also called *antisocial behavior* or *workplace incivility*
- *Voluntary behavior that violates significant organizational norms and, in doing so, threatens the well-being of the organization*
- **Typology:**
 - ✦ **Production** – working speed
 - ✦ **Property** – damage and stealing
 - ✦ **Political** – favoritism and gossip
 - ✦ **Personal Aggression** – sexual harassment

Group Influence on Deviant Behavior

9-16

- Group norms can influence the presence of deviant behavior
- Simply belonging to a group increases the likelihood of deviance
- Being in a group allows individuals to hide
 - creates a false sense of confidence that they won't be caught

Group Property 3: **Status**

9-17

A socially defined position or rank given to groups or group members by others – it differentiates group members

- **Important factor in understanding behavior**
- **Significant motivator**
- **Status Characteristics Theory**
- **Status derived from one of three sources:**
 - ✦ Power a person has over others
 - ✦ Ability to contribute to group goals
 - ✦ Personal characteristics

Status Effects

9-18

- **On Norms and Conformity**
 - High-status members are less restrained by norms and pressure to conform
 - Some level of deviance is allowed to high-status members so long as it doesn't affect group goal achievement
- **On Group Interaction**
 - High-status members are more assertive
 - Large status differences limit diversity of ideas and creativity
- **On Equity**
 - If status is perceived to be inequitable, it will result in various forms of corrective behavior

Group Property 4: Size

9-19

Group size affects behavior

- **Size:**
 - Twelve or more members is a “large” group
 - Seven or fewer is a “small” group
- **Best use of a group:**

Attribute	Small	Large
<i>Speed</i>	X	
<i>Individual Performance</i>	X	
<i>Problem Solving</i>		X
<i>Diverse Input</i>		X
<i>Fact-Finding Goals</i>		X
<i>Overall Performance</i>	X	

Issues with Group Size

9-20

- **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
- Caused by either equity concerns or a diffusion of responsibility (*free riders*)

- **Managerial Implications**

- Build in individual accountability
- Prevent social loafing by:
 - ✦ Set group goals
 - ✦ Increase intergroup competition
 - ✦ Use peer evaluation
 - ✦ Distribute group rewards based on individual effort



Group Property 5: Cohesiveness

9-21

Degree to which group members are attracted to each other and are motivated to stay in the group

• Managerial Implication

○ To increase cohesiveness:

- ✦ Make the group **smaller**.
- ✦ **Encourage** agreement with group goals.
- ✦ **Increase** time members spend together.
- ✦ **Increase** group status and admission difficulty.
- ✦ **Stimulate** competition with other groups.
- ✦ Give **rewards** to the group, not to individuals.
- ✦ **Physically** isolate the group.



Group Decision Making vs. Individual Choice

9-22

- **Group Strengths:**

- Generate more complete information and knowledge
- Offer increased diversity of views and greater creativity
- Increased acceptance of decisions
- Generally more accurate (but not as accurate as the most accurate group member)

- **Group Weaknesses:**

- Time-consuming activity
- Conformity pressures in the group
- Discussions can be dominated by a few members
- A situation of ambiguous responsibility

Group Decision Making Phenomena

9-23

- **Groupthink**

- Situations where group pressures for conformity deter the group from critically appraising unusual, minority, or unpopular views
- Hinders performance

- **Groupshift**

- When discussing a given set of alternatives and arriving at a solution, group members tend to exaggerate the initial positions that they hold. This causes a shift to more conservative or more risky behavior.

Groupthink

9-24

- **Symptoms:**

- Group members rationalize any resistance to the assumptions they have made.
- Members apply direct pressure on those who express doubts about shared views or who question the alternative favored by the majority.
- Members who have doubts or differing points of view keep silent about misgivings.
- There appears to be an illusion of unanimity.

- **Minimize Groupthink By:**

- Reduce the size of the group to 10 or less
- Encourage group leaders to be impartial
- Appoint a “devil’s advocate”
- Use exercises on diversity

Group Decision-making Techniques

9-25

Made in interacting groups where members meet face-to-face and rely on verbal and nonverbal communication

- **Brainstorming**

- An idea-generating process designed to overcome pressure for conformity

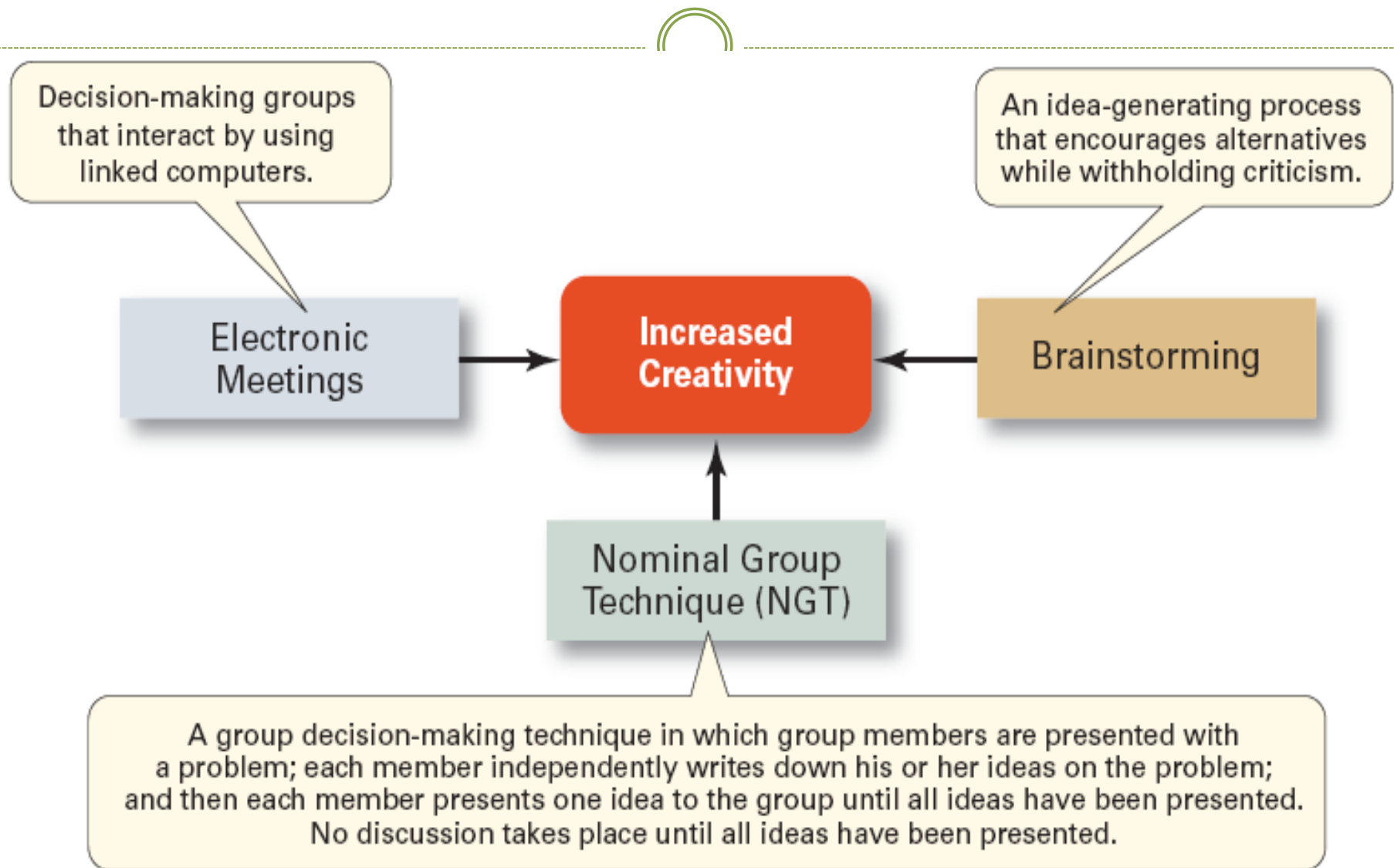
- **Nominal Group Technique (NGT)**

- Works by restricting discussion during the decision-making process
- Members are physically present but operate independently

- **Electronic Meeting**

- Uses computers to hold large meetings of up to 50 people

Techniques for Making More Creative Group Decisions

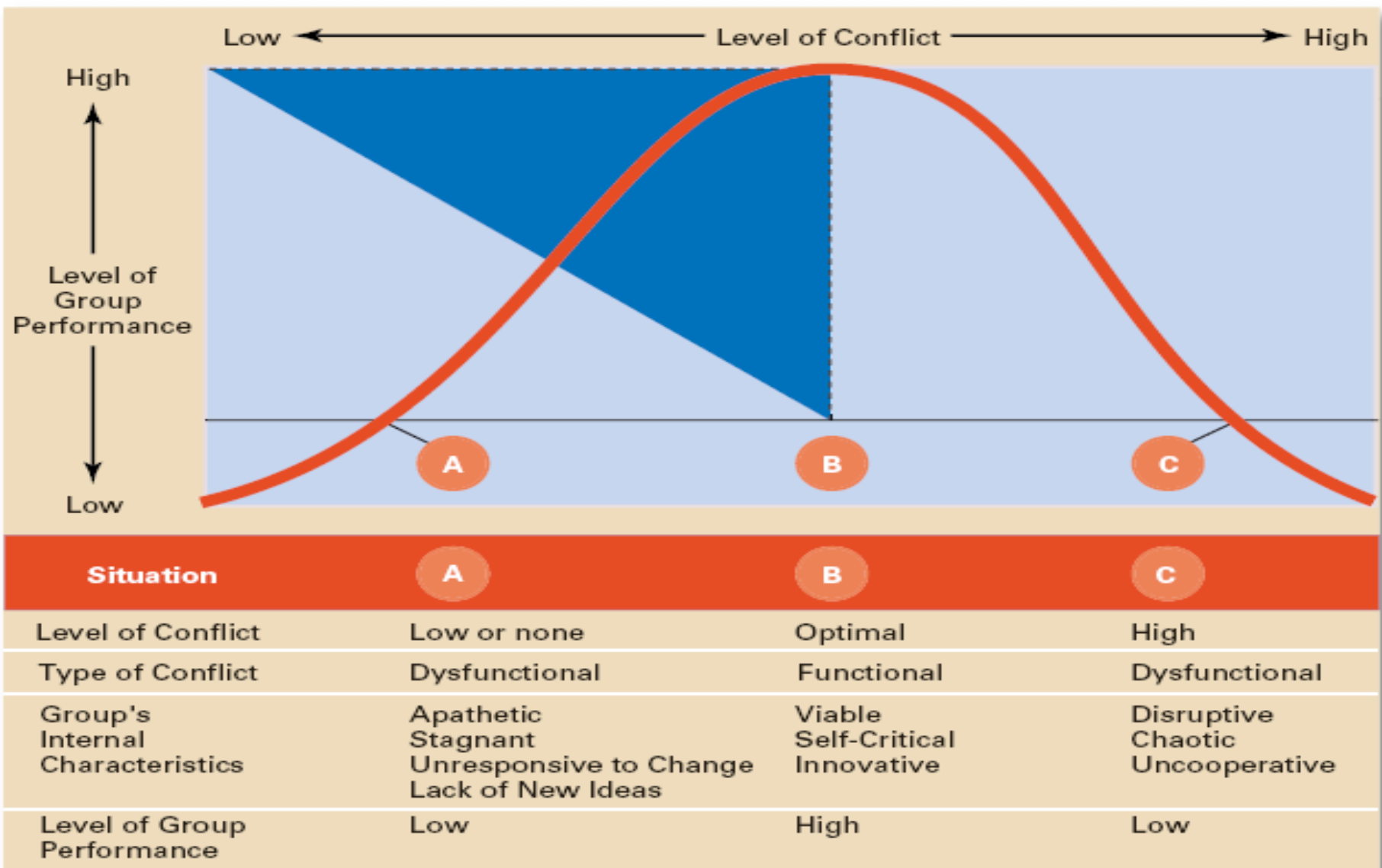


Evaluating Group Effectiveness

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<i>Effectiveness Criteria</i>	<i>Type of Group</i>			
	Interacting	Brain-storming	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	Moderate
Commitment to Solution	High	N/A	Moderate	Moderate
Development of Group Cohesiveness	High	High	Moderate	Low

Conflict and Group Performance



Global Implications

9-29

- **Status and Culture**

- The importance of status varies with culture
- Managers must understand who and what holds status when interacting with people from another culture

- **Social Loafing**

- Most often in Western (individualistic) cultures

- **Group Diversity**

- Increased diversity leads to increased conflict
- May cause early withdrawal and lowered morale
- If the initial difficulties are overcome, diverse groups may perform better
- Surface diversity may increase openness