

GROUP DYNAMICS: A KEY DRIVER FOR ORGANIZATION PERFORMANCE



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ABSTRACT

The study on the Group Dynamics was taken up with the objective to study various factors influencing on motivating employees impact on the overall growth of the organization. The employees need to share their information open and freely and take important decisions with the help of their team and also find a solution to any problem among the team members. Further the employees need training to solve the problem and new methods to work. Inter group activities need to be encouraged so that the organization can achieve its goals. From the study, it is clear that there is an impact of group dynamics on the organization performance.

Keywords: Group dynamics, team, growth of the organization, organization performance

INTRODUCTION

“Never doubt that a small group of thoughtful citizens can change the world. Indeed, it is the only thing that ever has.” In today’s explosion of information technology, communication continues to be a complex process. Group dynamics can be very positive and helpful where team members support each other and do what is best. It can alternately become destructive if individuals are allowed to continue with more selfish behaviors such as never helping someone else, making their personal life and personal problems permeate their work, being negative about everything that happens or complaining all the time. The nurse manager has an important role in this situation, because it may be necessary to counsel individuals exhibiting negative behavior to achieve positive group dynamics.

OBJECTIVES OF THE STUDY:

- 1.To study the impact of the group dynamics on the overall growth of the organization
- 2.To know the role of group dynamics in motivating the employees.
- 3.To study the changing needs and expectations of employees.

REVIEW OF LITERATURE

Across time, culture, and societies humans have always joined with others to create social living communities. As demonstrated in other species the human is a social animal. However living in groups requires concession and compromise. The needs and interests of a group do not always completely match the needs and individual interests of its members. This leads to influential interpersonal processes that take place in groups, which can be summed up using the common word group dynamics.

Wilfred Bion studied group dynamics from a psychoanalytic perspective. Many of his findings were reported in his published book, *Experiences in Groups* (1961). Bruce Tuckman (1965) proposed a 4-stage model, aptly named the Tuckman’s Stages for a Group. Tuckman states that the ideal group decision making process should occur in the following four stages: Forming (pretending to get on or get along with others); Storming (letting down the politeness barrier and trying to get down to the issues even if tempers flare up); Norming (getting used to each other and developing trust and productivity); and Performing (working in a group to a common goal on a highly efficient and cooperative basis)

Hinsz (1991, 1992, 1995) suggested three explanations of these group and individual goal choices differences: social comparison, anticipated evaluation, and group decision processes. According to social comparison theory (Festinger, 1954), people on average see others as less capable than themselves (Matz & Hinsz, 2000). They may become more self-critical of their capabilities (Wicklund, 1975) and less certain of their abilities (Hinsz, 1992). To avoid this discomfort they set slightly less difficult group goals. Some group decision research has found that groups reach decisions that are more cautious than those of individuals (Stoner, 1968; Zaleska & Kogan, 1971).

Another aspect of group dynamics is positive reactions to group activities. Group members tend to be more satisfied with their performance than individuals.

Affective experiences is a third aspect studied in group dynamics and plays a prominent role in group functioning. Effective progress toward desired positive outcomes leads to experience of positive affects, such as elation or excitement, whereas the opposite leads to negative affects, like anxiety or tension (Carver, Lawrence & Scheier, 1999)

ABOUT GROUP DYNAMICS:

It is defined as a branch of social psychology which studies problems involving the structure of a group.

OR

The interactions that influence the attitudes and behavior of people when they are grouped with others through either choice or accidental circumstances.

OR

A field of social psychology concerned with the nature of human groups, their development, and their interactions with individuals, other groups, and larger organizations.

Amongst the members of a group, there is a state of interdependence, through which the behaviors, attitudes, opinions, and experiences of each member are collectively influenced by the other group member. The dynamics of a particular group depend on how one defines the boundaries of the group. The study of group dynamics is similar to the study of culture.

GROUP FORMATION

Group formation starts with a psychological bond between individuals. The social cohesion approach suggests that group formation comes out of bonds of interpersonal attraction where as the social identity approach suggests that a group starts when a collection of individuals perceive that they share some social category ('smokers', 'nurses', 'students,' 'hockey players'), and that interpersonal attraction only secondarily enhances the connection between individuals.

GROUP INFLUENCE ON INDIVIDUAL BEHAVIOR:

Individual behavior is influenced by the presence of others. Groups also influence individual's decision-making processes. There are both positive and negative implications of group influence on individual behavior. This type of influence is often useful in the context of work settings, team sports, and political activism. However, the influence of groups on the individual can also generate extremely negative behaviors

INTER GROUP DYNAMICS

Intergroup dynamics refers to the behavioral and psychological relationship between two or more groups. This includes perceptions, attitudes, opinions, and behaviors towards one's own group, as well as those towards another group. In some cases, intergroup dynamics is prosocial, positive, and beneficial. In other cases, intergroup dynamics can create conflict

INTERGROUP CONFLICT

According to social identity theory, intergroup conflict starts with a process of comparison between individuals in one group (the ingroup) to those of another group (the outgroup). This comparison process is not unbiased and objective. Instead, it is a mechanism for enhancing one's self-esteem.

INTERGROUP CONFLICT REDUCTION

There have been several strategies developed for reducing the tension, bias, prejudice, and conflict between social groups. These include the contact hypothesis, the jigsaw classroom, and several categorization-based strategies.

CONCLUSION:

The study on the group dynamics was taken up with the objective to study various factors influencing on motivating employees and impact on the overall growth of the organization. Further the study aims to understand the changing needs and expectations of employees and also to develop strategies for group dynamics.

The group members need to be trained and motivated to be a part of the group. They need to take an active participation in the group for achieving a common goal of the group as well as their individual goal with a good balance.

To reduce the inter group conflicts, interdependency approach need to be followed through which one can reduce the conflicts between the groups. If the group behavior of the individual is improved in a positive manner, then the group excels in its performance and obviously shows a positive impact on the organization. Good relationship can be seen between the individuals, groups and even between the employees and management.

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