
To Analysis the Role of Group Dynamics in Organization

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ABSTRACT :

A collection of individuals who have regular contact and frequent interaction, mutual influence, common feeling of camaraderie, and who work together to achieve a common set of goals is called group. A group is defined as two or more individuals who are connected to one another by social relationships. There are however innumerable characteristics of a group but to name a few they are Group dynamics looks at how people form groups and how these groups develop and interact. Groups can be informal or formal but typically have a set pattern of how they function. For organizational development, group dynamics refers to the understanding of behavior of people in groups that are trying to solve a problem and making a decision. A good manager can act as a facilitator and assist the group in achieving the objectives and arrive at correct decisions for managing groups, it is important to understand the implications of group communication, alliances within groups and group motivation in order to direct the group to a positive result. Groups form an identity after working together for awhile and the group identity forms the approach the group will take to solving problems and what processes will be used to solve problems. Group dynamics are the influential interpersonal processes that take place in groups. The tendency to join with others in groups is perhaps the most important single characteristic of humans, and these groups leave an indelible imprint on their members and on society. To understand people, we must understand their groups then only we can able to utilize these groups for organizational effectiveness and growth.

INTRODUCTION

The alone individual—the single man or woman who has no connection with men and women—is a rare human being. Homo sapiens is capable of surviving alone, . But few humans enjoy the challenges of solitude. Most people prefer to live in groups. Virtually all the activities of our lives—working, learning, worshipping, relaxing, playing, and even sleeping—occur in groups rather than isolated from others. people belong to many different groups For centuries, sages and scholars have been fascinated by groups—by the way they form, change over time, dissipate unexpectedly, achieve great goals, and sometimes commit great wrongs. Yet groups remain something of a mystery—unstudied at best, misunderstood at worst. Here we unravel some of their benefits by examining their basic nature, their processes, and their impact on their members. As well as how group dynamics help in the growth of organization and become positive stimuli to a organization.

GROUP DEVELOPMENT

As applied to group development, group dynamics is concerned with why and how groups develop. There are many theories like A classic theory, developed by George Homans,

suggests that groups develop based on activities, interactions, and sentiments. Basically, the theory means that when individuals share common activities, they will have more interaction and will develop attitudes (positive or negative) toward each other. The major element in this theory is the interaction of the individuals involved.

Social exchange theory: Social exchange theory proposes that social behavior is the result of an exchange process. The purpose of this exchange is to maximize benefits and minimize costs. According to this theory, people weigh the potential benefits and risks of social relationships. When the risks outweigh the rewards, people will terminate or abandon that relationship.

Social identity theory offers another explanation for group formation. this theory suggests that individuals get a sense of identity and self-esteem based upon their membership in salient groups. The nature of the group may be demographically based, culturally based, or organizationally based. Individuals are motivated to belong to and contribute to identity groups because of the sense of belongingness and self-worth membership in the group imparts.

According to Tuckman's theory, there are five stages of group development: forming, storming, norming, performing, and adjourning. During these stages group members must address several issues and the way in which these issues are resolved determines whether the group will succeed in accomplishing its tasks.

1. **Forming.** This stage is usually characterized by some confusion and uncertainty. The major goals of the group have not been established. The nature of the task or leadership of the group has not been determined (Luthans, 2005). Thus, forming is an orientation period when members get to know one another and share expectations about the group. Members learn the purpose of the group as well as the rules to be followed
2. **Storming.** In this stage, the group is likely to see the highest level of disagreement and conflict. Members often challenge group goals and struggle for power. This can be a positive experience for all groups if members can achieve cohesiveness through resolution
3. **Norming.** This stage is characterized by the recognition of individual differences and shared expectations. this stage the group members will begin to develop a feeling of group cohesion and identity
4. **Performing.** Performing, occurs when the group has matured and attains the feeling of cohesiveness. During this stage of development, individuals accept one another and conflict is resolved through group discussion. a rational process that is focused on relevant goals rather than emotional issues.
5. **Adjourning.** Not all groups experience this stage of development because it is characterized by the disbandment of the group. Some groups are relatively permanent (Luthans, 2005). Reasons that groups disband vary, with common reasons being the accomplishment of the task or individuals deciding to go their own ways. Members of the group often experience feelings of closure and sadness as they prepare to leave.

GROUP TYPES

One common way to classify group is by whether they are formal or informal in nature. Formal work groups are established by an organization to achieve organizational goals. Formal groups may take the form of command groups, task groups, and functional groups.

Command Groups.

Command groups are specified by the organizational chart and often consist of a supervisor and the subordinates that report to that supervisor. An example of a command group is an academic department chairman and the faculty members in that department.

Task Groups.

Task groups consist of people who work together to achieve a common task. Members are brought together to accomplish a narrow range of goals within a specified time period. Task groups are also commonly referred to as task forces. The organization appoints members and assigns the goals and tasks to be accomplished.

Functional Groups.

A functional group is created by the organization to accomplish specific goals within an unspecified time frame. Functional groups remain in existence after achievement of current goals and objectives.

Informal groups are formed naturally and in response to the common interests and shared values of individuals. They are created for purposes other than the accomplishment of organizational goals and do not have a specified time frame. Informal groups are not appointed by the organization and members can invite others to join from time to time. Informal groups can have a strong influence in organizations that can either be positive or negative.

Interest Groups.

Interest groups usually continue over time and may last longer than general informal groups. Members of interest groups may not be part of the same organizational department but they are bound together by some other common interest. The goals and objectives of group interests are specific to each group and may not be related to organizational goals and objectives.

Friendship Groups.

Friendship groups are formed by members who enjoy similar social activities, political beliefs, religious values, or other common bonds. Members enjoy each other's company and often meet after work to participate in these activities.

Reference Groups.

A reference group is a type of group that people use to evaluate themselves. For example, the reference group for a new employee of an organization may be a group of employees that work in a different department or even a different organization. Family, friends, and religious affiliations are strong reference groups for most individuals.

Group Structure

Group structure is a pattern of relationships among members that hold the group together and help it achieve assigned goals. Structure can be described in a variety of ways.

Group Size

Group size can vary from 2 people to a very large number of people. Small groups of two to ten are thought to be more effective because each member has ample opportunity to participate and become actively involved in the group but satisfaction as well.

Group Roles

In formal groups, roles are usually predetermined and assigned to members. Each role will have specific responsibilities and duties. There are, however, emergent roles that develop naturally to meet the needs of the groups.

Work roles are task-oriented activities that involve accomplishing the group's goals. They involve a variety of specific roles such as initiator,

The informer role involves finding facts and giving advice or opinions. Clarifiers will interpret ideas, define terms, and clarify issues for the group..

Group Norms.

Norms are acceptable standards of behavior within a group that are shared by the each participant of the group. They define the boundaries of acceptable and unacceptable behavior. They make behavior more predictable, avoid embarrassing situations, and express the values of the group. Each group will establish its own set of norms that might determine anything from the appropriate dress to how many comments to make in a meeting.. The norms often reflect the level of commitment, motivation, and performance of the group.

Role Ambiguity and Role Conflict

If the group supports the norms. It should be noted, however, that members might violate group norms from time to time. If the majority of members do not strict to the norms, then they will gradually change and will no longer serve as a standard for evaluating behavior. Group members who do not conform to the norms will be punished by being excluded, or asked to leave the group.

Group Cohesiveness.

It refers to the bonding of group members and their desire to remain part of the group. So many factors influence the amount of group cohesiveness. the most difficult it is to obtain

group membership the more cohesive the group. Groups also tend to become cohesive when they are in intense competition with other groups or face a external threat to survival. Smaller groups and those who spend considerable time together also tend to be more cohesive.

Importance of Group Dynamism for organization :

The group can influence the thinking of its members. The members are always influenced by the interactions of other members in the group. If the leader of group is good then it perform better then other group .Group can give the effect of synergy, if the group consists of positive thinkers then its output is more than the double every time. Also the group dynamism can give job satisfaction to the members and bring team spirit .Even the attitude & perceptions of members depend on group dynamism.

If the group works as a cohesive group, the cooperation and convergence can result in maximization of productivity. It also Even it reduce the labour turnover due to emotional attachment among the group members.

Groups with positive interdependence were generally more co-operative and tend to be productive as compared to those working under negative task. Motivation for change must be generated before change can occur. Participants must be helped to re-examine many cherished assumptions about self, relationships and the group as part of the process.

CONCLUSION

Group dynamics looks at how people form groups and how these groups develop and interact. Groups can be informal or formal but typically have a set pattern of how they function. When managing groups, it is important to understand the implications of group communication, alliances within groups and group motivation in order to direct the group to a positive way and to help them in contribution of organization growth and development. Groups plays an important role in organization if they handled with positive way.

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