

Group Dynamics

Organizational Behaviour

BHI 2-Sem, DHA-IBS, CCS University, Meerut

Dr. Priya Singh

Group: Meaning & Definition

- The term 'group' may be defined as a cluster of two or more individuals interacting with each other and sharing certain common values, interests and goals
- Group acquires its own structure, functions, values, norms and goals to be pursued by its members.
- The group has a powerful influence on the productivity of their members.
- According to Edgar Schein, " A group is any number of people who interact with one another, are psychologically aware of one another and perceived themselves to be a group.

Characteristics of a Group

- Interaction between members
- Awareness
- Group perception
- Common objectives

Types of groups in an organisation

1. **Small and large groups** : Small groups are consists of two individuals, have face to face interaction, communication, interpersonal relations, and interdependence. While, large groups consist of of many members are many smaller groups.
2. **Primary and secondary groups** : Smaller in size and relatively close association among members: A family, a friendship group and a work group are the examples of primary groups. Secondary groups are larger in size and mostly formal in nature.
3. **Formal and informal groups**: Formal group is deliberately created to perform task based on the talents. The informal groups emerge spontaneous out of personal, social, and natural instinct among the members.

-Types of formal groups:

- a) Command group
- b) Task group

Distinction between Formal and Informal Groups

1. Formation
2. Purpose
3. Leadership
4. Relationships
5. Size
6. Communication
7. Stability

Group Dynamics

- According to Keith Davis, " Social process by which people interact face-to-face in small groups is called group dynamics."
- Group Dynamics is concerned with the formation of groups, their structure and processes and the way they affect individual members, other groups and the organisation.

The basic assumptions underlying the study of group dynamics are:

- Groups are inevitable
- Groups influence the behaviour and performance of individuals.
- Groups may produce both good and bad consequences for the organisation.

Formation of Informal Groups: Theories

- Propinquity theory: According to this theory, individuals affiliate with one another because of geographical nearness.
- Homan's theory: Explain group formation in terms of activities, interaction and sentiments of people.
- Balance theory: Newcomb propounded this theory. He states that the persons are attracted towards one another on the basis of similar attitudes towards common objects and goals.
- Exchange theory: According to Thibaut and Kelly, reward and outcomes of interaction are the bases of group formation.

Causes of emergence of Groups

1. Desire for socialization
2. Sense of identification
3. Goal achievement
4. Monotonous jobs
5. Security
6. Source of information
7. Reduction of monotony
8. Innovation and creativity

Importance of Informal Groups for the Organisation

- Support to formal structure
- Filling gaps in management's abilities
- Speedy communication
- Social functions
- Solution of work problems
- Norms of Behaviour
- Better Relations

Negative Aspects of Informal Groups

- Restriction of output
- Conformity
- Power politics by informal leaders
- Role conflict
- Generation of rumours
- Resistance to change
- Social costs