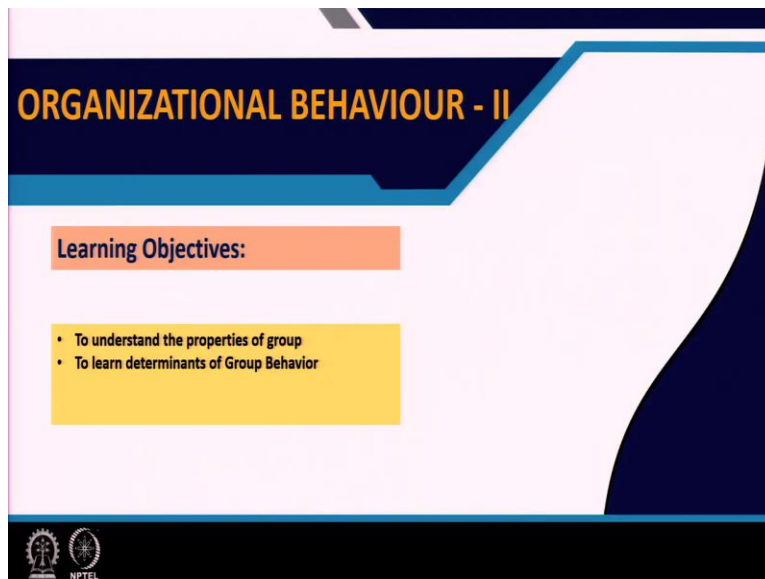


Organizational Behaviour - II
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Lecture –02
Group Properties and Determinants of Group Behaviour

Welcome to lecture 2 of module 1. In the lecture 1, we discussed about the concept of group and different types of group characteristics and functions of group.

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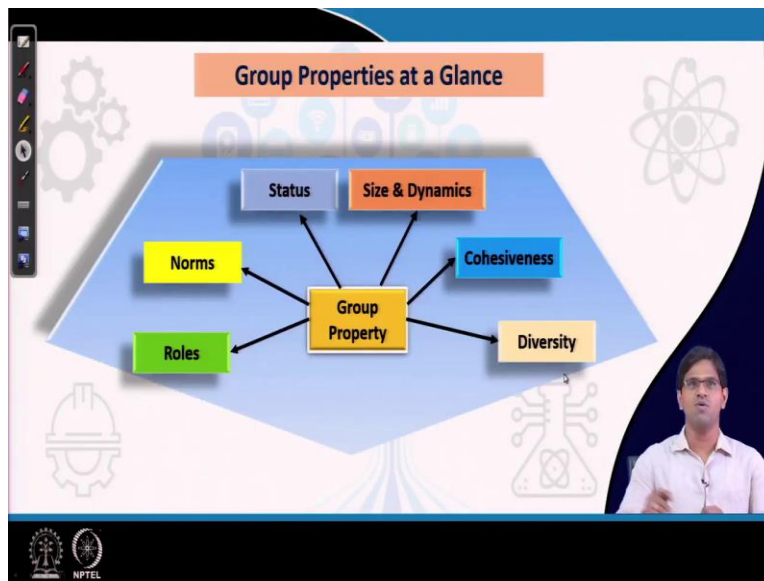


In today's lecture, what we are going to learn is... we are going to learn about group properties to understand what are the different properties of a group. These are all very essential to learn because I am going to explain the concept clearly. And then you will also relate to certain incidences or situations, where you have your own experience with these properties. At this will essentially drive the performance of the group or even the functioning of the group.

So that, you will be able to understand and make an awareness that okay.. the group members will have these properties as a leader or you want to become a manager or you want to become a better employee or better team player. It is important that you are learning the sum of the properties of the group so that you would appreciate these properties and then try to inculcate this learning so that you will become an effective manager in your workplace or may be an effective employee within the group.

Then, we will also understand what are the determinants of a group behavior ? We know the group will behave in a different way in different situations. Now, we are going to understand in this lecture what are those factors which are determining in the group behaviour. The reason, why group behave in such a way we are going to learn what are those factors which are determining the group behaviour.

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Let us try to in a glance we are trying to understand, what are the key property in group? One is roles, every individual will perform multiple roles. As an individual employee, you will have a role in explain in detail when we go in subsequent slides. So the roles are also one of the important properties. What is individual members take a role within the group for the effective functioning of the group. So we learn about their roles.

Then norm,s apart from the defined rules of the organisation maybe by organisation policy or employee guidance. Norms are different, within the group and they will set some standard acceptable behavioural standards within a group. They become norms; these are norms, different from the defined rules by the organisation. So generally within an institution, within an organisation or within small group also you will developed norms so we will discuss, what are norms ? And how these norms are playing a role in managing the dynamics within the group.

Then status: The status, each individual will get in a group is very very critical especially on the how group is performing, how the individual relationship between the group individual members relationship in the group are maintained, these are all will be understood when we learn about the status in the group. Then we are also trying to understand the size of the group members. We are also discuss; about the optimal size , and when do we use a large size of the member, when do we use a small size of the members in the group. Then we will also learn about cohesiveness. Cohesiveness is nothing but the togetherness. Being in the group, then we will also learn about the diversity. These are all the properties of the group.

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Group Property: Roles

Different groups impose different role requirements on individuals. we all play a number of roles, and our behavior varies with each. We can understand our role requirement in the ways as given below.

- **Role perception:** How we're supposed to act in a given situation is a role perception
- **Role expectations:** The ways others believe we should act in a given context. It is viewed in the context of psychological contract. An unwritten agreement that exists between employees and employers
- **Role conflict:** When compliance with one role requirement may make it difficult to comply with another, the result is role conflict

We will learn in detail now. Now we will spend some time on understanding the roles. What is the role? Role is nothing but an individual expected behaviour of an individual, who occupies a particular position. If you are a parent or if you are a manager so you have certain roles to play. As a manager you maybe you are responsible for managing a team, you are also responsible for taking in.. achieving the organisation goals and you are also responsible for reporting to your higher level management about what is happening in your team and how you are managing the project and how we are managing a client? So as a manager, you have certain roles to play, right?

Similarly, each individual member have multiple roles to play. For example, let us say I am a manager in a company. So I may be I am a son to my parents and if you are married you are husband to your wife or you are wife to your husband. So each individual member plays multiple

roles. And each role will demand certain expectations. Each role will demand you have to do performs certain duties. So now, we will also understand when you are understanding the role, we have to understand three important perspective on the role.

One is the Role perception: Role perception is nothing, but individuals will perceive, what if in case if I am occupying a particular position, what I supposed to do? Let us say, you want to become a manager. What we do, we always have some perception, right? By looking at the other managers or somebody who acted as a manager. So what will happen.. When you are a manager, you will have some perception.

If I am a manager, I have to do 1, 2, 3.. these tasks that your perception. Individual will perceive that when I occupy this role, I have to deliver this responsibility that is your perception. Then comes second one is other side role expectation. So when you occupy the position, so the organisation will demand you to do something else. They will list down, you would have perceived that no 1, 2, 3 is the responsibility of the manager because that is your perception, that role perception.

Now, come the Role expectation: Let us say that you are sitting on a role of a manager. Now your organisation will tell you, you have to do 4, 5, 6 right? So, the role perception is what you perceive, when you occupy the role, what you have to do. Now the role expectation is what the organisation demands you or expects you to perform. So the role perception and role expectations are different.

Now, comes a Role conflict: that another important concept, when you are learning about the role is the role conflict. Each individual member, as I said as an individual member you may be a manager in an organisation, but you are also acting in different roles. Let's say maybe you are a member of an informal group... just imagine. You will also play another role in informal group then at family you are different member.

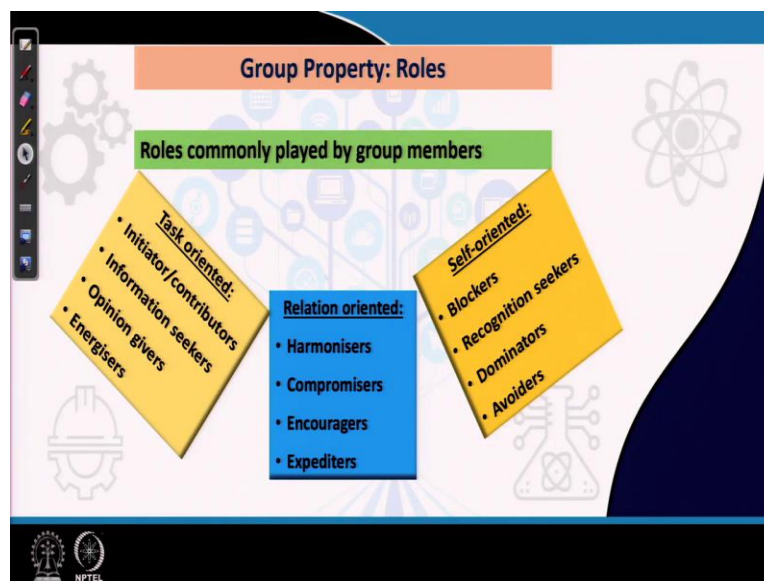
So now, all these roles will have certain demands or certain and it will expect you to perform certain duties or the certain activities to be done being a person in these roles. What will happen sometimes.... it will be very difficult for you know being comply with one role. Sometimes other

role may demand you to do something else. And at the same time one more role will be demanding.

For example as a manager it is a Friday evening. So, now at 7 O'clock you have an important family function to attend. Now, as an important member in your family, it is your role is a requirement for you to be available or you need to attend a particular program, a family function. Now, let us say your company says, see... there is an important client meeting at 6.30 and we do not know when it will end.

Now come see, there is a role conflict coming in. Should I perform as a manager, because I want to stay, I want to take up the client meeting at 6:30 p.m. on Friday evening. Now there is another demand at 7 p.m. On the same day, there is an important family function to attend. Now there is a role conflict comes. Should I perform only as a role of a manager? Or how should I manage these all where the multiple demands will actually cause the role conflict. So why we are learning these roles, each individual member plays multiple roles in a group also.

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So, we are going to learn about roles commonly played by the group members. Roles are classified into 3 different categories. One is a task oriented roles. Let us say you might play a role of an initiator or contributor, when there is a task is given, you will contribute put in lot of effort to make sure the your group is achieve the task or may be an information seeker, you use to know seek information for delivering the task, and giving opinions or suggestions.

You maybe, delivering a lot of opinions and suggestion to group to perform. Then maybe you are a person who are a energizer, you had a lot of enthusiasm to the group. So this is a task initiator and each individual member may play a different role, or maybe one individual might play multiple role also possible. Maybe in your workplaces or maybe just reflect back. You would be seeing that yes as an individual, you would have been initiator.

And every time there is a task given, you will just pump up and then say yes, let us do it. Let us start doing something else. So now, then let say relation orientated... you maybe a harmonisers, you may be a compromiser. Let say within the group or between the group there is a conflict and you always be a person, who used to know load and content-discontent between the members and you were trying to make sure that there is peace in the group.

And if any intergroup conflict between inter member conflict, you try to be a compromise maybe you are an encourager you appreciate people. You boost people to do tasks or maybe an expediter who makes things sooner or faster. So, each individual member might occupy multiple roles the relationship oriented roles. Then self oriented roles maybe sometimes some people are blockers, recognition seeker.

See, I have done. But now I want some recognition, because I am doing most of the work. What are you guys are appreciating, you are not even appreciating me, and you might need a recognition seeker or sometimes you will see a member, who will dominate in the group. You would have observed, within the group may be out of 5 number one member used to dominate or whatever decision whatever he or she says, that should be the decision of the group.

So, then there may be a dominator. So, and then may be avoider all the time keep avoiding. Each individual member may play multiple role in the group. And very importantly, you see that these roles are important for the effective functioning of the group. There is something as to be under for example: the blockers, dominators or avoiders those people have to be managed well. So, this is a very important challenge unless and otherwise you do not understand. Who plays this role then

it is very difficult for you to manage the team or manage the group.

That's why it is important to understand the role, what role each individual is playing. Let us say know there is an individual who always be an initiator. Who will lead, when there is a task given or deadline is approaching, somebody will lead, so then you should understand. Who is that kind of initiator in the group. So each individual member; definitely you also need a person, who is an harmonisers. Who always wanted to maintain, who can maintain peace in the group. So that is also important. You need a member who can actually maintain peace.

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The slide is titled "Group Property: Norms" and contains the following text:

All groups have their norms for acceptable standards of behavior shared by members that express what they should and should not to do under certain circumstances. By the Level of influence norms can exert over group in the ways that include-

- Norms and emotions
- Norms and conformity
- Norms and behaviour
- Positive norms and group outcomes
- Negative norms and group outcomes
- Norms and culture

The slide also features an illustration of five diverse people standing together, a video inset of a man speaking, and a logo for NPTEL at the bottom left.

Now, next property having learnt about the role now we are going to learn about the norms. Norms are nothing but acceptable standards of behaviour shared by the members. So, one important thing to understand is the difference between norms versus rules. See, rules are laid down by organization. The organization will say these are the rules, do's and don'ts whereas the norms which are not explicit they are implicitly nature.

So these are not evidently or it is not written it is unwritten rules, generally it is an unwritten rules. So being in the group as a group you would have decided. Let's you know, I am just giving some example; some may be fictitious example as well. Even whenever you know some tasks given to a group so, nobody will not immediately no one will take charge to perform the task. So, only after the brainstorming, maybe after the discussion each individual will be assigned and maybe this is

not a rule set by the organization but this is a norm developed in a room.

Whenever there is a task given. So, all members have to sit together and discuss then who will take what roles, this can be one of the norms. Now the norms will determine and what should be do's and don'ts within the group. Because all members will accept within the organisation this is a norm. Now you see it is the norms which have a critical role to influence the behaviour of a group. Let us say you would have observed.

You see somebody even in the class you would have observed how do you say how many of you agree with this kind of argument. We see that, if some members are saying yes, if they raise the hands and other those belong to a particular group accept yes, this is a right. There are pressure to conform to the group norms. As an individual you are not agreeing with the fact, but maybe as a group we have decided to the norm.

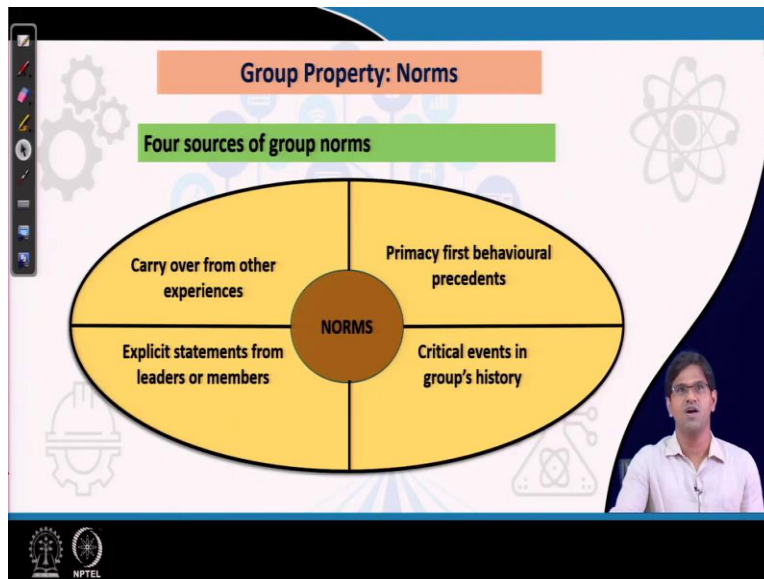
Let us say if there are five members, if there is a discussion to decide. The group norm is if 3 members say yes, then other 2 member also accept and now this is a norm. Let us say there was a decision on this decision 3 members are saying yes, then two members not agreeing, not able to get a justification or not feeling the reasonable to accept the decision. But the group norms is pressurizing you to accept even though, you are not ready to accept the decision, but the group norm says if the maximum number says yes, you have to accept it.

So there is the time, where the norm will pressurize you to accept the decision or sometimes you know the norms might make group dysfunction themselves or maybe not perform really well also that is also possible consequences of the norms. As we can say in positive norms. They are able to influence the better outcomes of the group, maybe the negative norms might even no impact the group performances.

So, the individual norms might also influence the organisation culture or probably the other way around the norms in the group try to impact the some of the cultures in the organisations also. So the norms is also an important property to be understood by the member, so that when the norm is trying to impact a group of performance negatively somebody has to moderate to know why it is

to be part of the norm.

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Now, how these norm being formed, four sources of norm one is first behavioural precedence if something has happened and you try to follow and every member started to follow the same thing or maybe by way of observing some critical events and then after that critical event group would have decide ok. So when similar kind of situation comes we have to be like this. We have to function like this.

That is how you have decided a norm or maybe sometimes a leader was saying or maybe a most influential person in the group is saying, then everybody started to accept so that become an norm whoever is a leader who is the most influential person, whenever they say we have to accept and we have say yes to it. These are the way the groups develop norms carry over from other experiences. Through their experiences they said ok in similar situations again occur, we have to behave like this with their existing experience they would have developed a norm.

As, I said it is unwritten rule, in similar situations when happen we will behave like this. So these are all norms.

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Group Property: Status

Status is a socially defined position or rank given to groups or group members by others. It tends to be derived from one of the following sources:

- The power a person wields over others.
- A person's ability to contribute to a group's goals.
- An individual's personal characteristics

Status is effected with the following aspects:

- Status and norms.
- Status and group interaction
- Status inequity
- Status and stigmatisation
- Group status

Now, the third important property is status. What is status? Status is nothing but it is a socially defined position or rank given to a group of group members. So now, let us understand how the status is going to play role within the group. So, some individual members in the group individual member will develop a status in the group. How do they develop status? You see, one through power wields over others.

Let us say, if you just recollect your experiences of working in a group. Some persons who are very authoritative, very command full, they try to get high status. And what they do they try to influence decisions. They will dictate what to be done in the group. If you actually look at all of them are member to group, but because those who are very powerful and they try to get the high status in the group and try to influence the decision and they try to dictate what has to be done in a group.

Then sometimes you see person's ability to contribute to a group scores they get a high status. Let us say you would have seen when there is an assignment is given or some task is given to manage your client. And know all the time you always see know the person who is very smart who is academically good, who can be able to achieve, who can be able to produce the results, who will be able to complete the project and they will get a high status.

They will demand you and they will tell you went to meet and when to submit and what each one

has to do, right? Because the dependence is increasing. Because individual person's ability to contribute to the group goal. Because of this that particular individual getting the high status others become a moderate or low status. They become a low status member. By virtue of a personal characteristic there are you know charismatic persons, who are always having a leadership qualities or by looking up to the some of the personal characteristic or ability or knowledge that will also make a person to get a high status in the group.

Now, let us say what is the impact of this status? Or what kind of a dynamics status plays within the group? Now, let us say high status members. High status members.. what do they do? They will try to violate the group norms or they will dominate the group interactions. Let me give an example: let us say somebody is a high status member. He is a person who are always contribute to group goal.

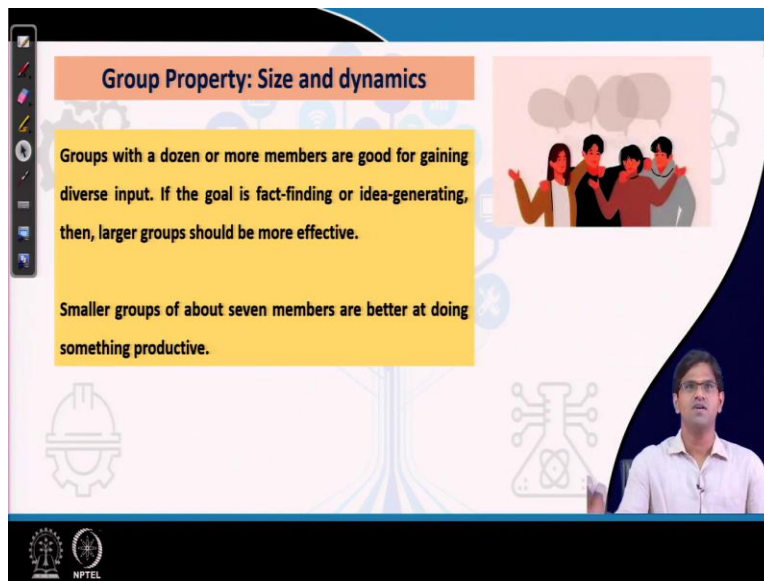
May be he is high performer, if a person high performer and what eventually happens, he or she will get high status in a group. This high status person let us say on a Friday evening the group is decided to have a meeting at 5 p.m. Let us imagine, there is a meeting your are scheduling at 5 p.m. on Friday that's a weekend. So now high status individual will say I cannot attend the meeting at 5 p.m. I have some other personal engagement. In these situations what will happen other members will accept or maybe they will rearrange or they say they will even postpone the meeting.

Whereas the same case the if the low status person says, I cannot attend then rest of the members will force the low status member to attend. That is where the status is playing a critical role in managing the dynamics within the group. This individual member who have high status they influence the decision. They violate the group norms, they been very authoritative; they create status in equity wherein the low status group members opinions are not heard.

All the time the high status member will dominate the group. They will dominate.... the low status member will be never heard. So, these plays a role and similarly what I explained was an individual. Now there is similarly there can be some group will also get status, some groups are always ranked high are seen high in the organisation. So all the time what happen.... organization always look up to the group say ok, what this group has to say has to organisation decision.

So those groups will again play in a similar way how this high status individual is playing this high status individual group will also play all these dynamics in an organisation. So, now you would have understood why understanding the status differences within the group is very important. The member how this high status or moderate or low status members are happening, and the important role of a leader is to ensure that low status member is also heard in the group.

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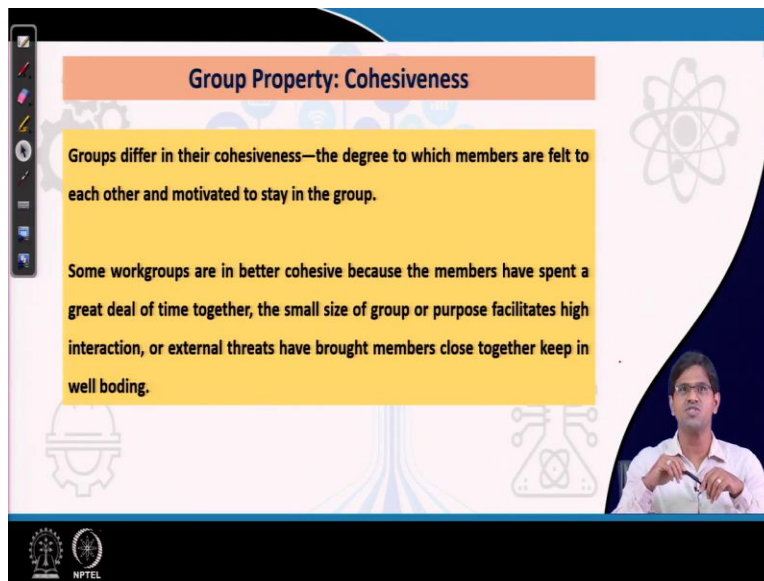
Now, having discussed about the status now we are going to learn about the size and dynamic. So size and dynamics plays a critical role. We have to decide what is a right size for a group? There are some researcher, which says optimal size would be 3 to 8 members is an optimal size of a group. But again the size is directly proportional to purpose. Let us say I wanted to generate idea. For Idea generation, I should have a large group. Why large group? Because as you increase the member more is the idea more insights or input will come. More input are more insights you will get if you have more members. Let us say there is specific task. In a task, you should have a small group. The reason is.. because as the size member increases there is more social loafing or meaning the social of loafing nothing but a free riders.

You will have a more and individuals will not take the responsibility or accountability. They tried to put it on the other members and there will be a dilution of accountability. These are some of the potential things to happen, if the size is increasing, but again as I said, the size is directly

proportional to the purpose of a group. So your purpose will have to decide what should be your size of your organisation.

For example: Amazon has a policy like 2 Pizza policy. Amazon as an example in which 2 Pizza if you 2 Pizza is not sufficient to feed your members, then your group is bigger in size. So many organisations are having very interesting facts in deciding on the sizes.

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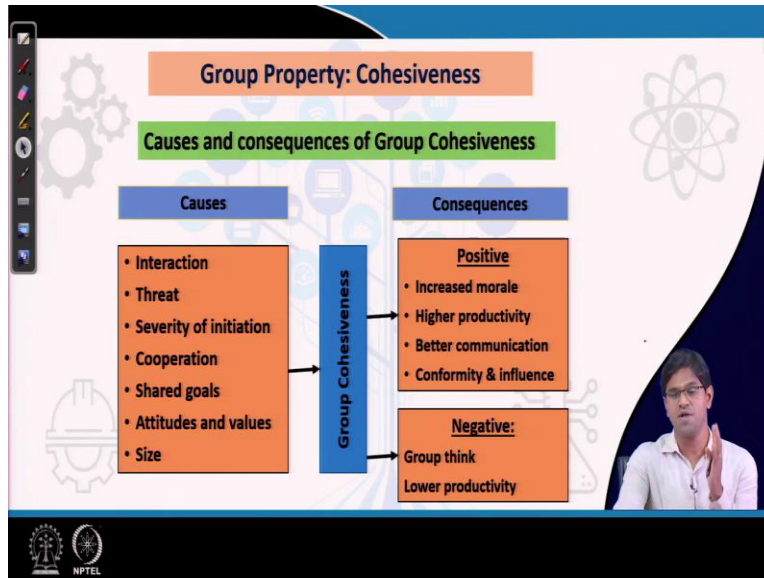
Group Property: Cohesiveness

Groups differ in their cohesiveness—the degree to which members are felt to each other and motivated to stay in the group.

Some workgroups are in better cohesive because the members have spent a great deal of time together, the small size of group or purpose facilitates high interaction, or external threats have brought members close together keep in well boding.

Now, let us try to understand another important property, which is a cohesiveness. So, what is cohesiveness? Cohesiveness is nothing but degradable members are liking each other and they wanted to stay with the group. So the people highly cohesive people who always wanted to be with the group members there together, we feeling is really high. It is very good. It is important that.. group is having that we feeling or togetherness feeling but there is also a challenge when we not talk about the cohesiveness.

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What are the negative groups, sometimes you level low productivity. Highly cohesive people, highly cohesive groups, what they do instead of focusing on the task. They will focus on individual or group members. This is actually what is happening? This is actually deviating the focus of the group. So whenever you want to cohesiveness is maintain the cohesive is important because you will have high moral, high productivity better communication, but unless otherwise you have to have a directions.

Cohesiveness can be high, but at the same time it should be mapped with the target. Unless otherwise no target, highly cohesive people will be talking about the individual dynamics. They only will talk about what the individual member are doing, they will be concerned about each other but never progress toward achieving the organisation goal. The cohesive people are always or a cohesive group has to be given with a specific associated task unless and otherwise they will not perform.

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Group Property: Diversity

Diversity the degree to which members of the group are similar to, or different from, one another.

It appears to increase group conflict, especially in the early stages of a group's tenure; this often lowers group morale and raises dropout rates.

The slide features an illustration of a diverse group of people, including a person in a wheelchair, and a small video inset of a man speaking. The background includes icons of a gear, a tree, and a chemical flask.

And then the Diversity: The diversity is nothing but degree to the members of the group or similar to, or different. Now we are talking about diversity and inclusion but there is also challenge the diversity as you increase the diversity. Let us say diversity is increasing. That is also a possibility of subgroup formation. On 10 members...Let us say a simple example 4 female and 6 male so there is likelihood that 4 female may form a group and 6 male will form another group.

So, that subgroup formation is high and intergroup conflict may be high, these are all the some of the consequences of the diversity so that has to be dealt properly.

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Determinants of Group Behaviour

K. Aswathappa, has pointed out that Group Behaviour (GB) is determined by several factors. They are as follows:

- Organizational strategy
- Organizational resources
- Authority structure of the organization
- Physical work environment
- Organizational culture
- Resources of the members of group
- Procurement of personnel

The slide features a video inset of a man speaking and a background illustration of an atom. The background also includes icons of a gear, a tree, and a chemical flask.

Then what are the determinants of the group behavior. As I said, group behaviour are determined

by some of the factors. One is the organisation strategy, what is an organisation strategy? Organisation strategy is talking about what is the strategy; what is the organisation trying to achieve. So what organisation wants to achieve? They will have a goal it will demand certain behaviour.

So, this behaviour will be expected from the members. So, the strategy will also decide the group behaviour. Why individual in the group behaves or why group behave in such a way that organisation strategy will infer. Similarly the organisation resources will also critical role in managing this. For example, technological resources or may be human resource and there are other restrictions or what can communication style is provided, that would also determine and how individual or how organisation will behave.

Then next one is about authorities or structure of an organisation. Organisation structure will also decide how the group will be kept. It will say the reporting structure. You would have seen organigram right! From here you drop down. There is an organigram then you will say this is the reporting structure within the organisation. Then this structure will also decide, how group will behave maybe the interaction pattern, may be the reporting pattern and individual dynamic will also plays.

Then important is physical work environment. How the natural resources provided during interaction pattern. The physical setup will also play a critical role in how individual members are being. Let us say member are given a chance to opportunity to meet regularly. They will only meet once in a week or they may be work setup in such a way that will also influence what kind of the behaviour they play.

Then comes in organisation culture, of course, the organisation culture will directly impact the group behaviour. For example: let us say organisation culture promotes group living or group work situation then more opportunity to have a group work. Let us say organisation culture is more promoting individual though you work in a group. But no promotion or the increment is only for individual, then what will happen there will be competition, competition will go high.

And they will not appreciate the working in a group. That is culture will also play a critical role in deciding. Then resources of the members of a group, what kind of a resource each individual members have that it also determine the group behavior. Then comes what hiring of an individual, what kind of an individual being; the hiring of employees or hiring of a member to group that will also determine, what kind of a group behaviour individual will have.

So, in a nutshell, these are all the major factors that will influence the group behaviour within the organisation. So today, these are all some of the details.

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So these are the references and today's lecture we learnt about important group properties. How group properties are influencing group behaviour and how as a leader or a member or a manager how you will be able to understand. Create your awareness about the some of the properties and then you will be able to appreciate, why this dynamic happening? So that you can manage or make your team work effectively and we also learnt about what are the determinants of group behaviour within the organisation. So, with this we are concluding this lecture, we will meet you in the next lecture. Thank you.