Unit 4 -GROUP BEHAVIOUR AND CONFLICT

What is GROUP?

The concept of group is of sociological origin.

The Meaning of Group: The collection of people cannot be called as GROUP.Groups can be defined in terms of perception,organisation interdependencies, interactions.

Marvin Shaw's Defination of GROUP:'collection of two or more people work with one another regularly to achieve common goals or organizational objectives.'

It means:

1. Simply the presence of the people or individual can not make group

2. The people must interact with each other.

3. They must have a common objectives or goal or target.

Types of Group: The group can be broadly classified into **formal group and Informal group.**

formal group : A formal group is officially selected to serve a specific organization purpose**. Informal group:** The informal group is derived by employers based on their nature interest or personal contact and friendship. Formal groups are further categorized into command groups, task group and committees

The command group is also known as functional group. A command group is relatively permanent and is characterized by functional reporting relationship.Ex. marketing research department or consumer product division or a product assembly team, **Task groups** are relatively temporary in nature and created to solve a problem or perform a defined task. Once the task is over the group may be dissolved.

Types of Group

From the sociological point of view the groups can be divided into many categories. All these categories are not important in management or organizational perspective. When we talk about the group, basically it is a small group. The group can be broadly classifiedinto **formal and informal.** A formal group is officially designated to serve a specie organization purpose.

Whereas the informal group is the product of natural functions in the work environment based upon interest or personal contact and friendship.

An example in the work unit headed by a manager and consists of one or more groups. The organization creates such a group to perform a specific task which typically involves the use of resources to create product such as a report, decision, service or commodity. The head of the group is responsible for the performance and all group members contribute it. The head will act as a linking pin between other departments.

Formal groups are further categorized into command groups, task group and committees. The command group is also known as functional group. A command group is relatively permanent and is characterized by functional reporting relationship, such as supervisor or group manager. The presence of the command group can be seen in the organizational structure charts as departments often called as marketing research department or consumer product division or a product assembly team, etc.

Task groups are relatively temporary in nature and created to solve a problem or perform a defined task. Once the task is over the group may be dissolved. Task forces are generated in many organizations as cross-functional teams to solve special problems may be installing a e-mail system or introducing a new product modification.

Virtual Groups

Virtual Groups are new type of groups which is emerging in many work places. The virtual groups are created by the advent of information technology. The members of a group work together electronically via network computers. It is also called computer assisted group or electronic meeting. Due to the internet and intranet environment in the organization many organizations are creating virtual groups in decision making and problem solving process. Team oriented software, or GroupWare provides quick and more efficient decision making process. In this process team members may be from the same organization and multiple organizations.
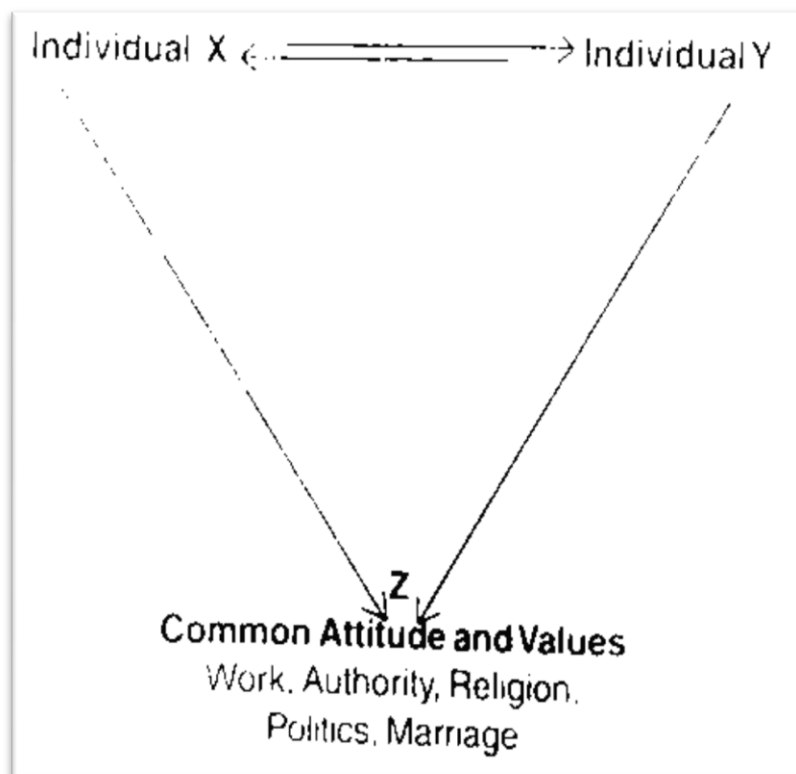
Informal Groups

Informal Groups emerge without being officially designated by the organization. They form on the basis of personal relationships or special interest. Within the formal group there can exist an informal groups. An MB A class is a formal group but the cricket team or cultural group created by the students informal group. This type of group is neither formally structured nor organizationally determined. Further informal groups can be classified into **friendship group and interest group.** A friendship group is formed on the basis of one or more common characteristics. They tend to work together sit together, take breaks together and even do things together even outside work place.

Interest groups consist of persons who share common interest. This could be job-relatedinterest or non-work interest such as community services, sports culture or even religion.

The Dynamics of Group Formation The reasons behind the group formation are more of systematic rather than rand Classical Social psychologists have explained that people come together because proximity. In an organization same supervisor, subordinates, managers form a group rather than people away from them. Some theories suggest that, the group formation is based activities, interaction and sentiments. Yet another theory suggests that group formation? based on motivation such as security, status, self-esteem, affiliation, power and on achievement

New comb's balance theory of group formation suggests that - persons are attracted to one another on the basis of similar attitude towards commonly relevant objects goals.

Individual X ⟵══════⟶ Individual Y

Z
Common Attitude and Values
Work. Authority, Religion,
Politics, Marriage

This theory states that X will attract to Y on the basis of Z which is common attitudes and values.

STAGES OF GROUP FORMATION(TEAM BUILDING)

FORMING	⇨	STORMING	⇨	NORMING	⇨	PERFORMING	⇨	ADJOURNING

Forming: The first stage is forming and related with uncertainity greatly.Very often they focus on defining,understanding group objectives or purpose of team.There will be doubts, interruption regarding purpose,motivation,leadership.

Storming: The storming stage is characterized by conflicts over work behaviour.The question often asked who is responsible for what ? There will be a conflict over who will control the group. Competition over leadership role and conflict over goals may dominate this stage. Managing this stage is very important.

Norming: In this stage members begin to settle into co-operation and collaboration. Theyhave a feeling of oneness and the team experiences high cohesiveness. The work behaviours at the norming stage evolve into a sharing information, and positive attempts to make decisions that may require compromise. The social behaviours focus on empathy, concern and positive expressions of feelings.

Performing: This is the stage where the group is fully functioning and devoted to efiecnveiy accomplishing the tasks agreed on in the previous stage. Here the team members show their efficiency and effectiveness.The role behaviours of each members are accepted mutually.

Adjourning:This stage is the last stage of a team.The termination of work behaviour may occur in this stage. However, the parent group continues to remain.The adjourning stage of group development is especially important for the many temporary groups such as task forces, committees, project teams and like.The team may not concentrate on high performance. The attention is diverted toward closing activities. Some members may talk on their achievements others may talk about the loss of friendship gained during the team work.

The group has many advantages. They are-

Quality of Decisions: The quality of decisions is superior in nature because large number of ideas have been generated through group approach. Group can be used as an effective problem solving tool. Groups have greater information available with them because the varied experience of the group members.

Support for Decisions: One of the important by - product of face-to-face group meeting is that people who participate in making a decision feel more strongly motivated to accept it and carry it out. Not only group members but also the superiors, associates are likely to accept and implement group decisions. More

information and more problem solving approach.**Group can bring more information and more problem solving approach. It leads to better decision.**

Increased Participation: Group means more participation by group members. The particinaiinyuup members to act. Some individuals are passive but participation ml responsibility. Participation also increases the interactive skills of member

Effective team works (need of best performance)

Performance of groups is influenced by certain factors. The effectiveness of group depends upon how formal group and informal group work together to complete goal of organization. High performing organization is an interesting area of research; such organization can be created by high performing groups. Factors influencing group performance are as below,

Group Composition(Groupतयार करणे)

Group composition is described as homogeneity and heterogeneity of groups. Group composition basically determines the group productivity.When profiles of members are same then it is Homogeneous group. When group members are not same by age, experience, technicalknowledge, culturalnorms, language,nationality are differentthenit is heterogeneous group. A manager cannot alter the basic personality of the group members. Therefore, attempts to influence their behavioral roles in a team or groupare more useful.A homogeneous group is more productive when task is simple, co-operatively done.Heterogeneous group is productive when the task is complex and requires creative effort.

Groups Norms: All groups have established norms. It is an accepted standard of behavior shared by all group members. Thus, norms determine the behavior expected in certain situation without norms, the activities in a group would be chaotic.

Social norms regulate the relationships between individual in groups, in fact they are guides to behavior on a number of issues rangingfrom has tasks are done and level of output to appropriate level of tardiness. Norms result from the combination ofmember personality characteristics, the situation, the task and the historical background of the group.

Leadership: Leadership will play an important criteria in performance of group. Leader should be able to bring high cohesiveness among the group members. The members must be attracted towards group performance.

Size: The size of the group has some bearing on its performance Smaller the group, the performance effectiveness will be better. But it is also debatable what normal size of group is? Once again the task before the group is a criteria for the performance. If the goal of a group is fact- finding, larger groups shall be more effective, on the other hand, smaller the groups are better at doing something productive with that inputs. Groups of approximately seven members tend to be more effective for taking action. In ofgroup the potential influence of any individual is limited, but it is said that groups with more,members tend to produce more ideas and seem to be better at problem solving thansmaller groups. Interactions and communications are more formalized in larger groups.

Knowledge, Skills and Personality of Group members

Performance largely depends upon the quality of people in group.The connection between innovation and group structure was established. Innovation has the ability to generate and implement new ideas. Innovation or creative ideas are required to cope up with new technological change or work practices.

Clubbing the group members together has some contingency effect.Student of management should understand that when high performing members clubbed with high performance members the outcome was better than low and low performing members

Clubbedtogether: Certain personality profile of group members do have certain influence on group performance. Authoritarianism, dominating, personality has a negative influence on group performance, whereas flexibility, sociality, initiative, openness, proactive approach have a positive influence on group performance.

Goals, Rewards

Appropriate goals, well established reward systems can also influence long term performance of a group. Group performance can suffer just like individual performance when goals are unclear, Reward system is a key factor in group performance Compensation package need to be at par with or even better than industry norms

Technology and Resources

Technology is an impetus for group performance. Organizations must provide right technology for the task at hand. Availability of resources influences group performance.

CONFLICT

Conflict is an inherent part of functioning of any group of persons or organization. Conflicts have positive or negative effects on the organization. Conflict management has, therefore, become a more important job of a manager in modern times.

Definitions of Conflict

1. **John W. Newstorm and Keith Davis:**"Conflict is any situation in which two or more parties feel themselves in opposition.
2. **Stephen P. Robbins:**"Conflict is a process that begins when one party perceives that another party has negatively affected or is about to negatively affect something that the first party cares about."

   Characteristics of Conflict: From the analysis of the above definitions certain characteristics of conflict maybe derived as follows
   1. Conflicts arise at different levels - individual, group and organization
   2. Conflicts are caused by disagreement between the persons/groups over the ways of attainment of goals, sharing of resources and the roles to be played.
   3. Conflicts have positive and negative effects.
   4. Conflict management includes both conflict resolving and stimulating techniques.

      Traditional and Modern Approaches to Conflict

Approach to conflict has changed over a period of time. This approach may be classified into-Traditional approach and Modern approach.

A)Traditional Approach

1 The traditional approach to conflict is that all conflict is bad and it must be avoided.

2. It is harmful to the organization.

3 The conflict was viewed negatively and was used synonymously with terms like violence, destruction and irrationality. The traditional approach prevailed during the 1930's and 1940's and was in consistent with the attitudes and views about group behavior prevailing then

4.It was regarded that poor communication, lack of openness, distrust between people and failure of managers to respond to the needs and aspirations of their employees caused conflict in the organization.

5.The managers should look at the behaviour of trouble makers, find out the cause of the conflict and correct them to improve the group and organizational performance.

B) Modern Approach

The modern approach to conflict is that conflict is natural and inevitable outcome in the organization and it may not be bad. Stephen Robbins calls this approach as human relations view. This view prevailed from the late 1940's to the mid 1970's. The human relations school advocated the acceptance of conflict. They rationalized its existence and felt that conflict need not be bad and it may benefit the organization. The conflict cannot be eliminated totally.

There is a further change in the modern approach from 1970's. Stephen Robbins calls it as interactionist view. The interactionist view is based on the belief that conflict is no only positive force in a group but some conflict is absolutely necessary for a group to function effectively. The interactionist approach encourages conflict. It is required for change and innovation. It states that the managers should stimulate conflict and maintain continuously a minimum level of conflict to keep the organizations viable, self-critical and responsive to change, otherwise they will become static. Ie.transitions in conflict thought can be presented in table below

1.Traditional Approach   Conflict is bad and must be avoided.

2. Human Relation Approach   Conflict is natural and inevitable.

3. Interactionist Approach   Conflict is necessary for theeffective functioning

                                of a group.

Sources of Conflict: Conflicts in an organization arise from a number of sources.

1 .Organizational Change

Today the technology, political and social environment is changing very fastly compelling organizations to change. Global markets have created both Opportinities and threats. Under these circumstances organizational change has become indispensable. But there may be disagreement among the people in the organization as

to what change should be implemented, how it should be effected, how the resources should be distributed.This disagreement may lead to conflict.

2. Different Values: Conflicts may arise due to the different philosophy, value system and culture of people in the organization. These conflicts are difficult to resolve since they are less objective in nature.

3. Threat to Status

Status or social position in the group is very important. Status of a person is threatened; conflict arises between that person and other personwho has created a threat. The person threatened struggles to maintain his status in organization.

4. Lack of Trust

Conflict arises when the trust in others is lost. An environment of distrust, suspicion is created and people conflict with each other instead of co-operating. Every action person is looked at with suspicion.

5.Personality differences

Personality differences are another important source of conflict.No two persons are alike.Theythink,feel, look and act differently. Personality differences arise due to certain traits.some persons are emotionality stable, agreeable and co-operative. While other persons are emotionally unstable, uncooperative, reserved and careless.
6. Communication

Communication can be a source of conflict in the organization. The language difficulties, misunderstanding, different meaning of words, technical language, insufficient exchange of information and noise in the communication channels are all barriers to effective communication and hence a source of conflict

Levels and Types of Conflict

Conflict occurs at different levels-individual, group and organization. It may appear in different forms. Understanding the levels and types of conflict can help a manager to manage the conflict effectively. There are three levels and types of conflict as shown   in figure below.

Type of Conflict
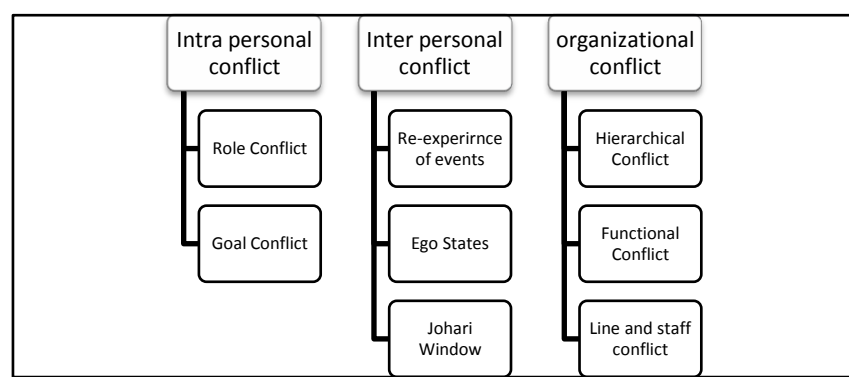
A)Intra personal conflict

Inter personal conflict occurs within an individual. It arises because of a threat to a persons value system, a feeling of unfair treatment in the organization. For example apersonal secretary may find speaking lie against his/her value system of speaking truth.A role ambiguity, for example, a telephone operator may be advised to be polite with customers But at the same her supervisor may complain that she is spending too much time with the customers.An inability to choose between two equally desirable alternatives or between two equally undesirable goalsA demand of the organization 10 work more than capacity.

Intrapersonal conflict can also arise when an individual feels that he is getting less for his her contribution to the organization or when an individual sees action within an organization that he she considers illegal or unethical. When an individual is not able to attain his/her goal, frustration will arise in the individual leading to conflict. The frustrated individual may adopt any of four defence mechanism namely -

Aggression   -   Attacking the barrier physically or symbolically.

Withdraw!   -   Coming back from the barrier

Fixation   -   Continuing the efforts to break the barrier and

Compromise   -   Searching for a new goal

1)Goal conflict

It is more complex than conflict arising from frustration. Goal conflict occurs whenthe attainment of one goal excludes the possibility of attaining the another goal.There are three main forms of goal conflict namely –

1.   Approach - Approach Conflict-A situation to choose between two or more positivebut mutually exclusive goals. For example a person wants to go to a political rallyor to see a movie which are scheduled at the same time.

2   Approach-Avoidance Conflict - A situation where an individual is attracted to butfeared by a single goal object. For example a person may pick up the telephone of his reach friend with a view to ask some financial help from him,start dialing number but fearing to be insulted may put down receiver quickly.

3 Avoidance-Avoidance conflicts:A situation in which an individual is required to choose between two undesirable goals. Example-continuing job in spite of bad treatment from the boss or leaving job.

2)Roleconflict:A person wants to play several roles a but he does not get adequate time and resources to do so. Among all roles organizational role is most important .The example of an organisational role in constant conflict is that of foreman. He is generally a promottee from among workers. In those days, he has become the cadre of management.When there is a dispute between labour and management he has to face the state of dilemma.

B)Inter personal conflict:

Inter-personal conflict occurs between two individuals in an organisation. It arises mainly because of difference in perception, temperaments, personalities, values systems, soci-cultural factors Inter-personal conflict can be explained with the following :

Re-experience of Events :We can re-experience all events of the past. All the events and feelings that we have ever experienced are stored within us and can be replayed so we can re-experience the events and the feelings of all our past years.

Ego States :Personality is made of ego states which are revealed in distict ways of behaving. Ego states manifest themselves in gesture tone of voice and action as if they are different people within us

JohariWindow :Before understanding Johari window it is necessary to understand what T- group (training group) is. A T-group has been defined as "an approach to human relations training which broadly speaking provides participants with an opportunity to learn more about themselves and their impact on others and in particular to learn how to function more effectively on face to face situation." The original form of a T-group re a small, leaderless, unstructured face to face grouping. The group normally numbers between 8 and 12 who may be strangers or may come from the same family or group. Faced with confusion and lack of direction, individuals act in characteristic ways. They bring to face the "hidden" and "blind" behavior of participants Thus,behavior is explained by the "Johari window".

JohariWindow :A simple framework for looking at
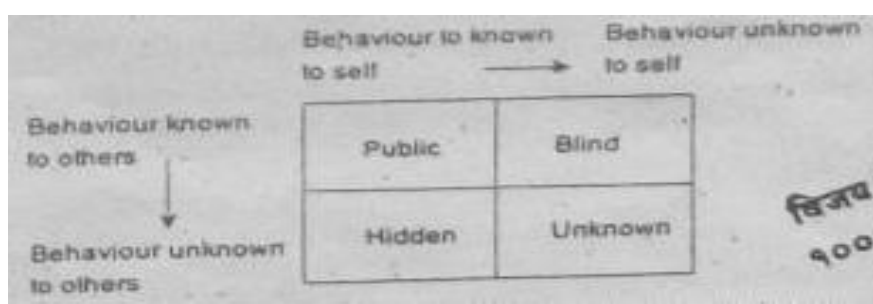
self insight which is frequently used to help individuals in the T-group process is the Johari window which is shown below.

3)organizational conflict:

It includes all types of conflict arising within an organization.It is caused by structural defects,scaricity, of resources,authorityrelatiomship in the organization.It may be <u>Hierarchical Conflict</u> - A conflict which arises among different levels in the organization. For example conflict between top management and middle management.

<u>Functional conflict:</u>A conflict between functional departments of the orgnazation.For example a conflict between production department and marketing department.

<u>Line and Staff conflict</u> - A conflict between members of line and members of staff authority.

What is meant by Values?

Values are encompassing concepts. They are at the core of personality and therefore, they are a powerful force affecting behavior. Values are so embedded that they can be inferred from people's behavior and their expressed attitudes. What may appear to be strong behavior in an employee can make sense if managers understand the value underlying that behaviour.Values have an important influence on the attitudes, perceptions; needs and motives of people at work. That is why, they are important to the study of organizational behavior.

<u>The answers to the questions-what right or wrong and good or bad-are values</u>.Thus, values are the basic convictions that give us a sense of right and wrong, good and bad. In this way, values form the basis for ethical behavior. All of us have a value system. Values are learned. These change as individuals grow and mature. As changes in values change individual behavior, managers have shown increasing interest in the study of values.

Values consists of opinions about what is right, fair, just,or desirable and they represent broad guides to action. Values areacquired   very early in life, transmitted by parents, teachers,friends and a groups. Values generally influence attitude andbehaviour. The decision making styles are also influenced by value of a person.

Value system is known as the intensity of values one possess. All of us have hierarchy of values that forms our value system. This framework may be a guiding principle when we encounter a situation of choices among the alternative courses of action. After value is learned it becomes integrated into an organized system of values in our life. This system is identified by the relative importance we assign to such values as freedom, pleasure, self-respect, honesty, obedience and equality.

B) Definitions :<u>1) White and Bednar</u> :"Value is a concept of the desirable, anaccepted criteria(नियम) or standard(नियमान्चा संच) of evaluation(मूल्यमापन) a person possess.(व्यक्तीमध्ये असलेल्या गुणांचे मूल्यमापन अपेक्षीत ,आणि स्वीकारलेले नियमाने किंवा नियमांच्या संचाने करणे म्हणजे (Value) मुल्य होय.) Such concepts and standards are relatively few and determine or guide an individual's evaluations of many objects encountered in everyday life".

Types of Values: Values are classified into different categories by different experts. Milton Rokeash has classified terminal value and instrument value through his survey. His survey is known as 'Rokeash Value Survey (RVS)'. Terminal value refers to describe end states existence. These are the goals that a person would like to achieve during his or her lifetime.It is an end state of existence.

    <u>Terminal value</u> is once again subdivided into 'personal value' and 'social value'. Rokeash terminal values are a comfortable life, an exciting life, a sense of accomplishment, pleasure,true friendship, wisdom, freedom, happiness, etc.

    <u>The instrumental values</u> are the preferable modes of behavior or conduct. The values are broadminded, cheerful, forgiving, helpful, loving, logical, polite, responsible,self-controlled, imaginative, clean, competent.

Milton Rokeachidentified two basic types of values. They are as follows :

I)   <u>Terminal Values:</u>Terminal values represent the desirable and states of existence, the goals of an individual would like to achieve during his/her life time. Rokeach identified 18 terminal values. They are as follows :

1) World Peace,   2) Happiness.

3) Equality,   4) Achievement,

5) Inner Peace,   6) Beauty in Nature,

7) Family Security,8) Self-Respect

9) Salvation,   10) Friendship,

11) Mature Love, 12) Pleasure,

13) Freedom,   14) Wisdom.

15) Prosperity,   16) National Security,

17) Social Respect,18) Exciting Life.

II)<u>Instrumental values</u>: Instrumental values represents preferable modes of behavior or means of achieving one's terminal values.

1)Honesty 2)Forgiving Nature,

3) Helpfulness   4) Self-control

5) independence,6) Obedience,

7) Ambition,8) Open-mindedness,

9) Cleanlinees,10) Affection and Love,

11) Politeness,12) Rationality,

13) Responsibility, 14)Courage

15) Competence,16) Cheerfulness

17)intelligenee,18) imagination.