

W9.1

# Chapter 9 Foundations of Group Behavior

# Classifications of Groups

## Formal Groups

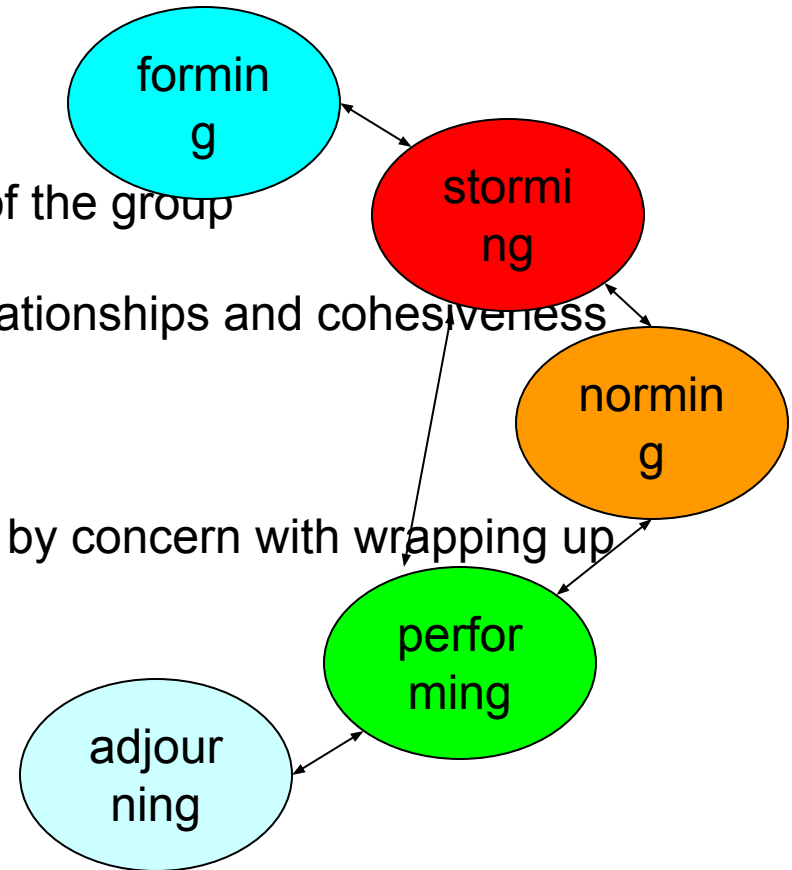
- Task Group
  - Those working together to complete a job or task in an organization but not limited by hierarchical boundaries

## Informal Groups

- Interest Group
  - Members work together to attain a specific objective with which each is concerned
- Friendship Group
  - Those brought together because they share one or more common characteristics

# Five Stages of Group Development

1. Forming
  - Members feel much uncertainty
2. Storming
  - Lots of conflict between members of the group
3. Norming Stage
  - Members have developed close relationships and cohesiveness
4. Performing Stage
  - The group is finally fully functional
5. Adjourning Stage
  - In temporary groups, characterized by concern with wrapping up activities rather than performance



# An Alternative Model for Group Formation

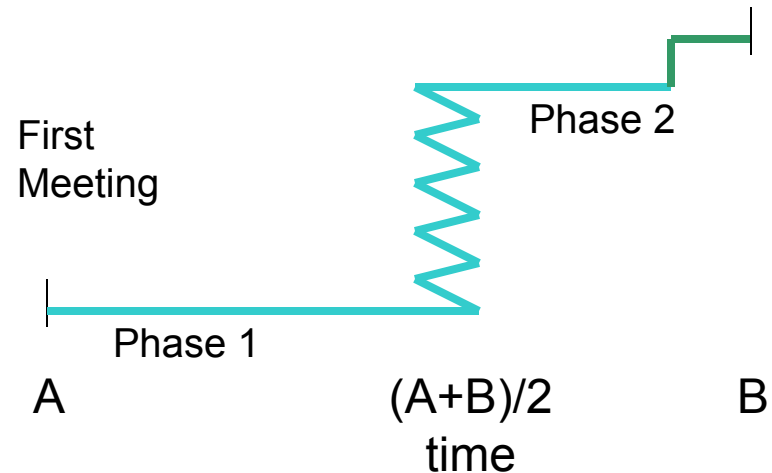
## *Temporary groups with deadlines*

- Punctuated-Equilibrium Model

- Temporary groups under deadlines go through transitions between inertia and activity—at the halfway point, they experience an increase in productivity.

- Sequence of Actions

1. Setting group direction
2. First phase of inertia
3. Halfway point transition
4. Major changes
5. Second phase of inertia
6. Accelerated activity



# Group Properties

## Group Performance:

- Roles
- Norms
- Status
- Size
- Cohesiveness

- Group Property 1: Roles

- Role Identity
- Role Perception
- Role Expectations
- Role Conflict

- Group property 2: Norms

- Norms

- Acceptable standards of behavior within a group that are shared by the group's members

- Classes of Norms

- Performance norms
- Appearance norms
- Social arrangement norms
- Allocation of resources norms

# Group Norms and the Hawthorne Studies

*A series of studies undertaken by Elton Mayo at Western Electric Company's Hawthorne Works in Chicago between 1924 and 1932*

## •Research Conclusions

- Worker behavior and sentiments were closely related.
- Group influences (norms) were significant in affecting individual behavior.
- Group standards (norms) were highly effective in establishing individual worker output.
- Money was less a factor in determining worker output than were group standards, sentiments, and security.

# Group Norms and the Counterproductive Behavior

- **Counterproductive work behavior** (CWB) is employee behavior that damages performance and well-being of organizations:



- Group Property 3: Status
- A **role model** is a person who serves as an example, or whose behavior is emulated by others.
- Role-modeling effects

- **Group Property 4: Size**
- Group size affects behavior
- Size:
  - Twelve or more members is a “large” group
  - Seven or fewer is a “small” group

- *Ringelmann’s Rope Pull:* greater levels of productivity but with diminishing returns as group size increases

Attribute	Small	Large
Speed	X	
Individual Performance	X	
Problem Solving		X
Diverse Input		X
Fact-Finding Goals		X
Overall Performance	X	

# Group Property 5: Cohesiveness

Cohesiveness  
 • Degree to which group members are attracted to each other and are motivated to stay in the group

	High	Low
performance	High productivity	Moderate productivity
	Low productivity	Moderate to low productivity

- To increase cohesiveness:
- Make the group smaller.
- Encourage agreement with group goals.
- Increase time members spend together.
- Increase group status and admission difficulty.
- Stimulate competition with other groups.
- Give rewards to the group, not to individuals.

