

SOS POLITICAL SCIENCE AND PUBLIC ADMINISTRATION,

JIWAJI UNIVERSITY, GWALIOR

MBA IV SEM -HRD 404

SUBJECT NAME: MANAGING CHANGE IN ORGANISATION

UNIT-V

TOPIC NAME: GROUP COHESIVENESS

MEANING OF GROUP COHESIVENESS:

Group cohesiveness is one of the characteristic features of the groups, which is very important from behaviouristic point of view. Cohesiveness is the degree to which the group members are attracted to each other and are motivated to stay in the groups. Cohesiveness defines the degree of closeness that the members feel with the groups. It is understood as the extent of liking each member has towards others in the group and how far everyone wants to remain as a member of the group.

“Cohesiveness refers to the extent of unity ‘in the group and is reflected in members’ conformity to the norms of the group, feeling of attraction for each other and wanting to be co-members of the group.” Attraction, cohesiveness and conformity are all intertwined. The more the members feel attracted to the group, the greater will be the group cohesiveness. The greater the cohesiveness, the greater the influence of the group members to persuade one another to conform to the group norms. The greater the conformity, the greater the identity of the members to the group and the greater the group cohesiveness.

In general terms, group cohesiveness is being committed to a group or to group members where all the members of the group find similarities in their nature and interest. It can also be called as **team cohesiveness**.

It is a circle of people who share the same interests and abilities. And such a group and their group members are reliable for each other.

Moreover, reliability can be positive and negative as well. Most probably, it's up to a person in which kind of group or cohesive team, he or she is in.

GROUP COHESIVENESS PROCESS:

Group cohesiveness Process can be defined as a group session wherein which, group of people connects them with the help of similar interest and program. Moreover, it is a process where a group of people for a group or a team consider their similar interests and ability.

1. Similar interest:

Being a part of a group or a team is not that easy as it seems. Some groups and teams maintain a certain type of ground rules for their group. And those ground rules can be measured in terms of the **common interest of all the group members**.

If anyone wants to join such a team considering their common interest, then they should follow all the ground rules given by the team leader.

Therefore, it is necessary to understand that all the group of team maintains the same level of interest in their team formation.

2. Group dignity:

Every group or team maintains a certain level of **pride and dignity** with their team and team members. And to maintain that dignity and pride of the group the members deliver certain responsible services in favor of the society and whoever concerned.

Moreover, it is an initial process of every group activity and in that process, they undertake several services according to the pride and dignity of the group. And every single member of the group takes part in such activity of the group.

3. Commitment:

Commitment is a word that describes a person's **loyalty and honesty** relating to the group.

Most probably every member of the team needs to show some sort of commitment towards their work within the group and for that, they need to take active participation in the activities of the group. This can lead to developing high performing teams.

Therefore, it is very much necessary for all the members of the team that without commitment a group cannot survive in their future activity.

IMPORTANT FACTORS OF GROUP COHESIVENESS PROCESS:

To understand the importance of the group cohesiveness Process, one should well understand the group cohesiveness definition and cohesiveness meaning. Therefore, with this additional info about the group cohesiveness Process, one can have better clarity on it.

1. Equal mindset:

As people join some group with thinking that they can be a part of that particular group as they share a **similar kind of interest**, then they definitely should go ahead with their decision and join such a team or a group.

Most groups that maintain a certain focus element in their group consider their members' interest to carry on with their group services.

Therefore, most of the group accepts those candidates who are very much interested in their activity. And other than that no group accepts a person with different natures of interest.

2. Communication:

As it is explained earlier that, **communication between the team and its team members is very much necessary.**

If there is any sort of miscommunication between the team and its members, then it is quite clear to everyone that there will be all sorts of doubts between the team members.

Therefore, communication creates a link between the team and their member's point of view as well.

3. Trust:

Sometimes trust holds all the main activity between people, whether it is a company, organization, and team. And that is why all the people who are in connection with the team or a group need to **maintain a positive trust in their team and their decision.**

Therefore, it is very much necessary to understand all the factors of trust in the team and their decision and moreover handling all the facts relating to that.

4. An objective of the group:

Every group or a team maintains its objective for that particular group and that group delivers its objective in the form of its services and activity. And that is why objective holds all the basic needs of the group or a team.

Therefore, **maintaining an objective** for a group or a team is necessary to continue with their **positive intention about their social activity.**

Eventually, these social activities with a positive objective can bring them a positive recommendation for their future benefits.

5. Experience:

Experience means their previous group experience. Most of the time these group experiences create a difference with the new group.

This difference can bring up all the new and creative ideas within the members of the group and which is a good thing for the overall growth of that particular group.

Therefore, all the things which come with the help of previous experience in group cohesiveness can provide overall growth.

IMPORTANCE OF GROUP COHESIVENESS PROCESS:

When it comes to valuing something in one's life, then people experience some sort of issues with it. And to understand such importance of that particular thing, a person needs to appreciate its worth, which is possible only by handling all the activities either it is group or individual.

1. Performance:

It has been explained earlier that, the factors which bring up all the importance of cohesiveness of group performance can be measured in terms of their activities.

Performance matters in-group cohesion and especially when it is mattered with the services delivered by each valuable member of the team.

Therefore, performance matters with the activities which are delivered by the group cohesiveness behavior.

2. Satisfaction:

The main issue that every member of the team faces while working according to the expectation of the group that the team members might feel a bit left out other than a team leader.

Not all the valuable members of the team need to be treated well. It is even expected, especially from the team leader that he or she needs to treat all the members of the team the same so that they can **feel complete satisfaction with their work** assigned by their team.

3. Emotional factors:

Most of the time while working in a team people used to feel a bit attached to others who are active members of the team. And it is normal to feel emotional around them.

It is even possible that all the things which come up or which come along with the help of group cohesive behavior is quite a result of hard work and team spirit.

Therefore, emotional factors always weigh heavy in terms of group cohesive nature.

4. The pressure of assurance:

It is quite possible with all the element and characteristics of group cohesive behavior that most of the factors come up with the help of group working or because of the team task.

Therefore, it is very much necessary to understand all the matters which can bring up with the help of all group related behavior and eventually this **creates a level of pressure with an assurance of work completion.**

CONSEQUENCES OF GROUP COHESIVENESS PROCESS:

According to **Richard M. Steers**, *“Specifically, when cohesiveness is high and acceptance of organizational goals is high; performance will probably be high. In the same way, low cohesiveness will be directly proportional to performance“.*

True group cohesiveness and closeness experienced by members of the group had an important positive impact on performance results. Some of them are,

- **Higher Influence**
- **Higher Participation**
- **Higher Communication**
- **Higher Productivity**
- **Higher Conformity**
- **Higher Success**
- **Higher Personal Satisfaction**

ADVANTAGES AND DISADVANTAGES
OF
GROUP COHESIVENESS PROCESS:

<u>GROUP COHESIVENESS PROCESS</u>		
S.no	Advantages	Disadvantages
1	Motivational elements	Low level of productivity
2	Better cooperation	Lack of creativity
3	Time-saving	Lack of innovation
4	Improves communication	Domination

ADVANTAGES OF GROUP COHESIVENESS PROCESS:

All the factors and study elements relating to the group cohesive behavior are a cover-up for all sorts of benefits of group cohesiveness. Therefore, these advantages or benefits can clear out all the fogs surrounded and can show a ray of sunshine.

1. Motivational elements:

As it explains earlier that, all the elements which help a person to join or to be part of the group are the motivational elements that can buy from the members of the team.

Moreover, these members can create some sort of differentiation between their improvement and courage in terms of their motivating behavior.

2. Better cooperation:

If it is a group of members who share similar interests and attraction as compared to each other, then it is quite clear that all the things which can be delivered with the help of group cohesiveness behavior can produce better cooperation between the teams and their members.

Therefore, because of group cohesive behavior, the group can embrace better cooperation with the rest of the team members.

3. Time-saving:

A work or a task allotted to a group of persons instead of work allotted to an individual can approach a positive side of the work.

For instance, when it comes to a person, then the person might take a little longer time to solve the issues, but when it comes to the group of people, then the solution can be better and quicker as compared to the individual doing the work.

4. Improves communication:

As it is a task of a group or a team, then the team leader might be aware of all the consequences of work assign to a person. And because of the group cohesiveness, the whole team can experience some sort of change in their communication levels.

These communication levels create a difference in their personal and professional life as usual. Moreover, it also provides good confidence for all the members of the team.

DISADVANTAGES OF GROUP COHESIVENESS PROCESS:

Most parts of the study material with the subject line group cohesiveness Process can clear all the doubts among its readers and with their team. Therefore, it is necessary to know more about the disadvantages of group cohesiveness, and then these disadvantages can help a group of people with all the growth and success of their daily work.

1. Low level of productivity:

Most of the time, working in a group can not favor a company or an organization with the help of their group, and that is because all the teams own their thinking.

And in this case of production, a group cohesiveness Process brings it down to a low level because most of the team members available in the team are from the same field of work.

Moreover, it is a fast-moving generation and that is why it's necessary to understand the low level of productivity among the team members.

2. Lack of creativity:

As most of the members of the team share a single and simple interest and eventually this type of similar interest can deliver the same sort of results each time.

Therefore, because of group cohesive behavior, the company can lack behind with its creative elements. Moreover, all the elements in the group cohesiveness provide a lower level of creativity among their group or a team.

3. Lack of innovation:

It is quite similar to the topic that one can understand better. Most of the time people involved in a group can come up with a low level of innovation and that eventually lacks creativity in their field of work.

Therefore, it is necessary to understand all the things within this group cohesiveness. Moreover, this creates a lack of innovation among their members.

4. Domination:

The domination can experience because of the team leaders of each group. Most of these types of group leader domination can never benefit the company, moreover, it can damage the unity of the group.

Therefore, all the team leaders need to understand that if they need and want their team members to work according to their direction, then they need to treat as equals in the group.

CONSEQUENCES OF COHESIVENESS:

Group cohesiveness has only positive consequences.

These positive outcomes are explained in detail as follows:

1. More Participation:

Higher the degree of group cohesiveness, closer will be the interpersonal relationships among the members. As a result members will participate actively in group affairs and activities. As the members consider the group as their own, just like a family, they will help other members of the group in times of need which will further strengthen their bonds. The turnover of members will be very low. If possible, all the members attend the group meetings and group activities and take active part in discussions relating to preparing of strategies for achieving individual and group goals.

2. More Conformity:

One of the factors which influence cohesiveness is similarity of attitudes and values. As a result, members tend to like each other and perceive themselves as similar. These characteristics lead members to be relatively dependent on the group for satisfaction and, thus, they are susceptible to being influenced. For example, if any member is getting involved in organisational politics for enhancing his personal goals, the group might put social pressure on him and make him comply with the group norms.

3. More Success:

Cohesiveness and success are mutually dependent upon each other. Cohesiveness makes the goal achievement easier and goal achievement adds to success. The reason for this relationship is that higher degree of cohesiveness leads to high degree of communication, participation and

conformity to group norms. Such coordinated efforts result in agreement about the goals to be achieved, the methods of achieving them and finally achieving the final goals.

4. More Communication:

Members of cohesive groups communicate with each other more than the members of non-cohesive groups. Because the members share common ideologies, goals, backgrounds or attitudes, they are inclined to greater communicativeness. Such communication is reinforcing as it tends to foster and cement positive social relations as well as depth in personal relationships.

5. More Personal Satisfaction:

Members of cohesive groups are more satisfied as compared to members of non-cohesive groups. This is understandable because if members are not satisfied they will leave the group and join some other group. Members are more satisfied due to so many factors which include friendliness, respect, support, achievement, protection and a feeling of security.

6. High Productivity:

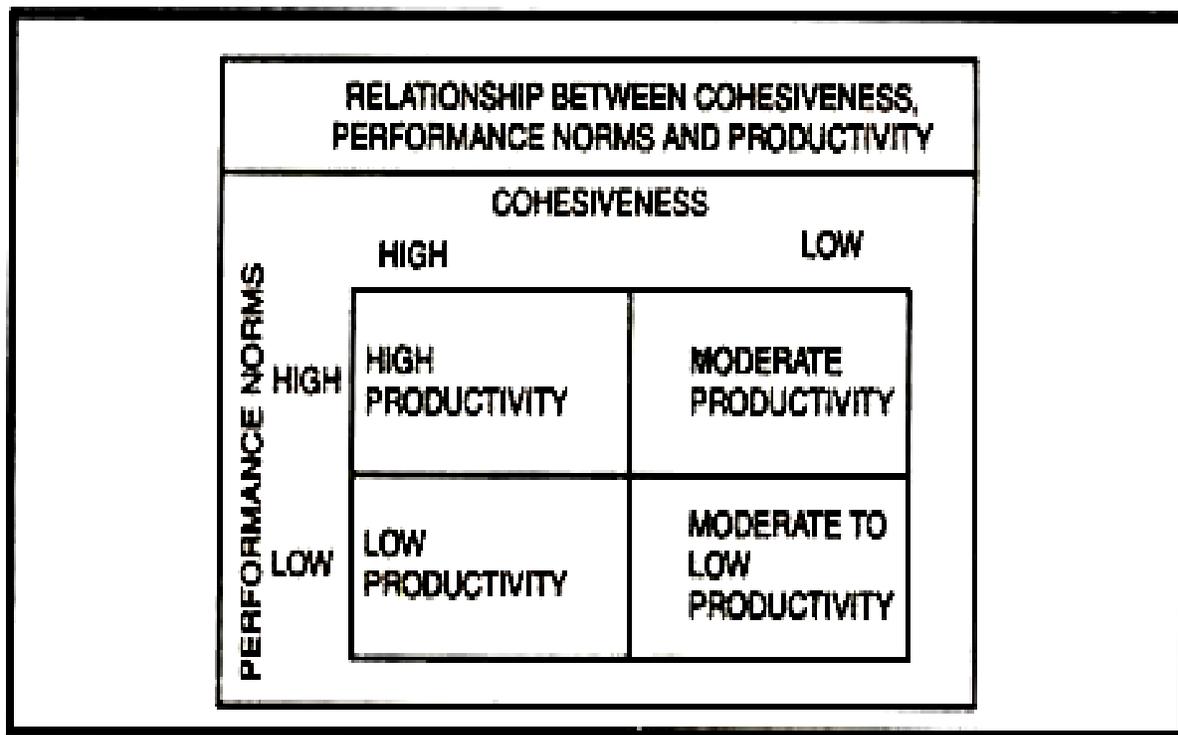
Cohesiveness may contribute to increased productivity because:

- (i) People in cohesive groups experience fewer work related anxieties and tensions
- (ii) Highly cohesive groups tend to have lower absenteeism and turnover and
- (iii) Cohesiveness decreases productivity differences among groups.

Studies consistently show that the relationship of cohesiveness and productivity depends on the performance related norms established by the group. If performance related norms are high, a cohesive group will be more productive than will a less cohesive group. But if cohesiveness is high and performance norms are low, productivity will be low.

If cohesiveness is low and performance norms are high, productivity increases but less than in high cohesiveness-high norms situation. Where cohesiveness and performance related norms are both low, productivity will tend to fall into the low to moderate range.

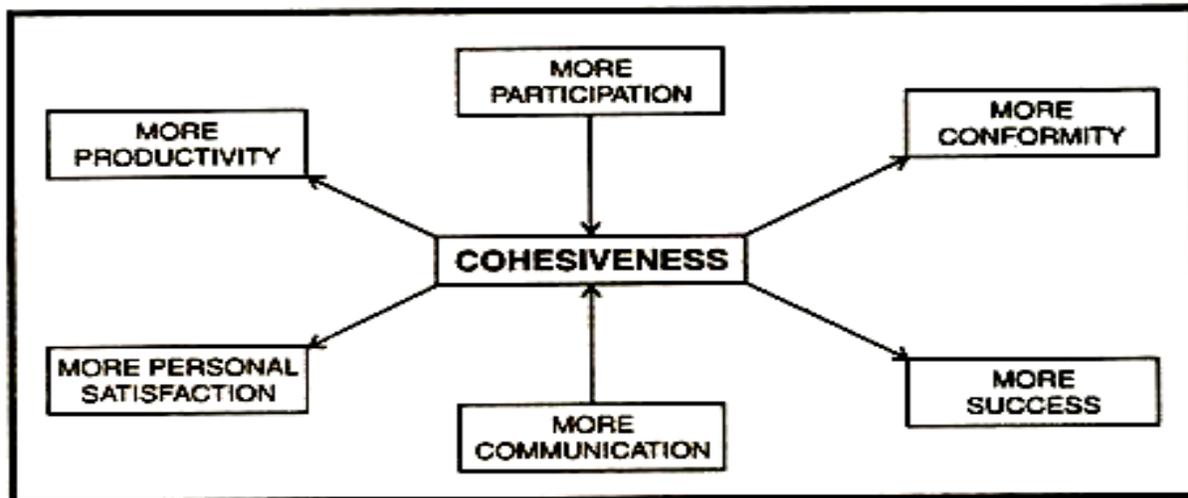
These conclusions are summarized in the following figure:



Relationship between Cohesiveness Performance Norms and Productivity

The worst situation for the manager is a highly cohesive group with low performance norms. Here members are highly motivated to work for their personal satisfaction only not for the organisational goals. Here the success of the management will depend upon how to direct the activities of highly cohesive group towards the successful attainment of organisational goals.

The consequences of cohesiveness are now illustrated with the help of the following diagram:



Managerial Actions for Increasing or Encouraging Cohesiveness:

A manager can follow any one or more of the following suggestions to encourage cohesiveness:

1. Make the group smaller
2. Encourage agreement with group goals
3. Increase the time members spend together
4. Increase the status of the group and the perceived difficulty of getting membership of the group
5. Stimulate competition with other groups.
6. Give rewards to the group rather than to members
7. Physically isolate the group
8. Increase membership homogeneity
9. Increase interaction among members

Managerial Actions to Decrease or Discourage Cohesiveness:

Sometimes high cohesiveness adversely affects the productivity. In such cases managers have to reduce the cohesiveness of the groups.

Following are some of the actions which can be taken by the managers:

1. Induce disagreement on group goals
2. Increase membership heterogeneity
3. Restrict interactions among members
4. Increase group size
5. Reduce the time members spend together
6. Allocate rewards to individuals rather than to group member.
7. Remove physical isolation
8. Disband the group
9. Introduce a dominating member