

## INDIVIDUAL AND GROUP BEHAVIOR IN AN ORGANIZATION

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### Abstract

Individual behavior, is an important form of group activity, consists in action by each member of a group upon the same object and toward the same objective goal. Adequately conceived, the individual's behavior does not terminate in his muscular contractions but includes the objectives results accomplished, which are determined by constraining factors in the environment as well as by the individual's muscular activity. Thus the individual participates in group activity, as he also participates in other environmental happenings such as the motion of a swing. Instead of participation he may offer resistance to environmental forces. The individual becomes adjusted to the objective situation and works toward an objective result, and the members of a team are adjusted to the same situation and work toward the same result.

### Keywords:

Individual and Group Behavior in an Organization, environmental forces, Individual behavior

### Introduction

Organizations are social systems. If one wishes to work in them or to manage them, it is necessary to understand how they operate. Organizations combine science and people technology and humanity. Unless we have qualified people to design and implement, techniques alone will not produce desirable results. The framework of behavioral science, management and other disciplines. There is no idealistic solution to organizational problems. All that can be done is to increase our understanding and skills so that human relations at work can be enhanced. However, it can be partially understood in terms of the framework of behavioral science, management and other disciplines. Individual participates in group activity, as he also participates in other environmental happenings such as the motion of a swing. Instead of participation he may offer resistance to environmental forces. Participation, then, is not forced on the individual but grows out of his fundamental objectivity of outlook and effort. The root of group activity is the individual's tendency to participate.

### Organization Behavior

Organizational Behavior is field of study that investigates the impact that individuals, groups and structure have on behavior within organization. It is the study and application of knowledge about how people act within organizations. It is a human tool for human benefit. It applies broadly to the behavior of people in all types of organizations, such as business, government, schools and services organizations. It covers three determinants of behavior in organizations: individuals, groups, and structure. OB is an applied field. It applies the knowledge gained about individuals, and the effect of structure on behavior, in order to make organizations work more effectively. OB



covers the core topics of motivation, leadership behavior and power, interpersonal communication, group structure and process, learning, attitude development and perception, change process, conflict, job design and work stress. Before studying organizational behavior, it is desirable to know the meanings of organization and management.

### **Group behavior**

Group behavior needs to be inculcated in organizations for the simple reason that employees must conform to the rules and regulations that govern organizations. Hence, there is a need for uniformity and consistency in the way organizational group behavior has to be molded. Towards this end, groupthink and group behavior must be encouraged by the HRD function as a means to ensure cohesiveness in the organization. Group behavior can be detrimental to the organizational health as well. This happens when the decisions of the top management are not challenged or are followed blindly leading to the leadership thinking that whatever they do is right. We do not mean to say that there must be fractious fights in the organization. Only when organizations inculcate these elements in their can they succeed in the competitive business landscape of the 21st century. There is a need for a nuanced and balanced approach towards group behavior to leverage the individual creativity and at the same time not sacrifice organizational cohesiveness and coherence.

### **Basic Approaches of Organizational Behavior**

#### **An Interdisciplinary Approach:**

It is integrating many disciplines. It integrates social sciences and other disciplines that can contribute to the Organizational Behavior. Its interdisciplinary nature is similar to that of medicine, which applies physical, biological and social science into a workable medical practice. Organizations must have people, and people working toward goals must have organizations, so it is desirable to treat the two as a working unit. It draws from these disciplines any ideas that will improve the relationships between people and organization.

#### **Scientific Management Approach:**

The fundamental concern of the scientific management school was to increase the efficiency of the worker basically through good job design and appropriate training of the workers. The scientific management school advocated that efficiency can be attained by finding the right methods to get the job done, through specialization on the job, by planning and scheduling, by using standard operating mechanisms, establishing standard times to do the job, by proper selection and training of personnel and through wage incentives. Taylor is the father of the scientific management movement and he developed many ideas to increase organizational



efficiency. Taylor showed that through proper job design, workerselection, employee training and incentives, productivity can be increased.

### **A Human Resources Approach:**

It is developmental approachconcerned with the growth and development of people toward higher levels ofcompetency creativity and fulfillment, because people are the central resource inany organizations and any society. It helps people grow in self-control andresponsibility and then it tries to create a climate in which all employees maycontribute to the limits of their improved Work satisfaction will be a direct result when employeesmake fuller use of their capabilities. Essentially, the human resources approachmeans that better people achieve better results. It is assumed that expanded capabilities and opportunities for people will lead directly to improvements in operating effectiveness.

### **A Contingency Approach:**

The situational effect will be totally ignored in thistraditional management. Situations are much more complex than first perceivedand the different variables may require different behavior which means thatdifferent environments required different behavior for effectiveness. Contingency theorist argues that the external environment and several aspects ofthe internal environment govern the structure of the organization and the processof management.Each situation much be analyzed carefully to determine the significant variables that exist in order to establish the kinds of practices that will be more effective. Traditional management relies on one basic principle there is one best way of managing things and these things can be applied across the board in all the instances. Effective management will vary in different situations dependingon the individual and groups in the organization, the nature of jobs, technology,the type of environment facing the organization and its structure. For example, ifthe employees are highly matured and willing to take more responsibility, themanagers can follow delegating style and give full freedom to their employees. Ifthe employees are not so matured and avoid taking any responsibility, themanagers must follow directing style. Depends upon the situation, that is, employees level of maturity, managers will adopt different style of leadership toensure more successful results.

### **A Systems Approach:**

Conceptually a system implies that there are a multitude ofvariables in organization and that each of them affects all the others in complexrelationships.This implies that organization consists of many inter related and inter dependent elements affecting one another in order to achieve the overall results. Systems theorists describe the organization as “open to its external environment”,receiving certain inputs from the environment such as human resources, rawmaterials etc, and engaging in various operations to transform those raw materialsinto a finished products and finally turning out the “outputs” in its final form to besent to the environment. An event that appears to affect one individual or one department actually may have significant influences elsewhere in the organization the organization, since it is open to the environment,also receives feedback from the environment and takes corrective action

as necessary. This input-transformation process-output model with the feedback mechanism can be illustrated through a simple example.

### **Multiple levels of analysis**

These different levels of analysis are necessary for understanding individual behavior within organizations because people always act within the context of their environment, which includes both objects and other people. One of the main reasons for this interdisciplinary approach is because the field of organizational behavior involves multiple levels of analysis. Workers influence their environment and are also influenced by their environment, making the study of organizational behavior a multi-level endeavor. The different levels of analysis used in the field of organizational behavior are: the individual level, the group level, and the organizational level.

#### **Individual Level of Analysis**

At this level of analysis, organizational behavior draws heavily upon psychology, engineering, and medicine. At the individual level of analysis, organizational behavior involves the study of learning, perception, creativity, motivation, personality, turnover, task performance, cooperative behavior, deviant behavior, ethics, and cognition. For example; a study of organizational behavior at the individual level of analysis might focus on the impact of different types of overhead lighting on such factors as productivity and absenteeism.

#### **Group Level of Analysis**

At this level of analysis, organizational behavior draws upon the sociological and socio-psychological sciences. At the group level of analysis, organizational behavior involves the study of group dynamics, intra- and intergroup conflict and cohesion, leadership, power, norms, interpersonal communication, networks, and roles. For example, a study of how different personality types correspond to different leadership styles and levels of results operates at the group level of analysis.

#### **How to Improve the Behavior of the Individuals in an Organization**

From executive positions to employees handling the day to day operations of a company, each person knows his or her role in making the organization a great place to work. But even successful organizations experience times when employees, partners and board members are not content. Successful organizations function well at every level. Motivating good organizational behaviors through goal setting, workplace improvements, positive reinforcement and recognition help to create a positive work environment.

#### **Individual Goal Setting**

Listen to his suggestions and vision for his position in the organization and design goals accordingly. This empowers employees with a sense of ownership in the company and gives them the responsibility of seeing it succeed. Goal setting promotes good organizational behaviors. Set goals for individual employees that allow them to progress toward a desired benchmark. Have goal setting meetings with each employee and encourage him to be a part of the process.

### **Workplace Improvements**

Improved lighting, fresh paint, well-stocked supply rooms, equipment that is kept in working order and a warm and inviting lunch area help improve morale and organizational behavior. Paying attention to small details improves performance and helps employees know they are a valued part of the organizational team. Monitor employee work spaces, meeting rooms and common areas for needed improvements. Employees are happiest when they are comfortable in the spaces where they spend so much time.

### **Positive Reinforcement**

Gift cards to popular coffee shops or lunch spots, employee of the month parking spaces and simple notes of thanks for a job well done make employees feel they are a valued part of the team. Consider quarterly and yearly bonuses for employees who meet predetermined productivity levels. Provide a reward system for employees at every level for increased productivity. Getting rewards is a great motivator for more-efficient work and better organizational behavior.

### **Organizational Recognition**

People who are recognized for various achievements are more motivated to continue and expand their efforts. Recognition can also provide needed inspiration to other employees to go above and beyond their current level of productivity. Consider giving team-leader positions or mentorship responsibilities to those who earn recognition to help create an atmosphere of strong ethics and positive organizational behavior. Provide recognition for employees through quarterly newsletters, interoffice emails and at company events throughout the year.

### **Factors Influencing Individual Behavior**

#### **Abilities of a person are the natural or learnt traits:**

Mental abilities represent the intelligence, person's deductive reasoning, and memory, analytical and verbal comprehension. Physical abilities include muscular strength, stamina, body coordination and motor skills. Abilities can be classified into mental and physical abilities and different task requires different level of the two. An individual's self awareness of his own abilities determines how he feels about the task, while the manager's perception of his abilities determines the kind of task he assigns to the individual.

### **Gender**

Absenteeism is one area where differences are found and can be attributed to being primary caregiver to children. Although, research concludes that men and women are equal in their mental abilities and job performance, society does emphasize differences. However, this creates a difference in self perception of one's abilities, personal values and social behavior. Similarly, a manager's personal values might influence how he considers gender as factor in his task assignment and evaluation.

### **Race**

Stereotyping and attributing behavior based on race and culture are common mistakes that influence individual behavior. It is important for both management and the staff of diverse workforce to learn about different cultures, their values, common artifacts and communication protocols. Race and culture exert significant influence when both workplace and society have considerable diversity. This would create a more comfortable corporate culture and would subdue behaviors that might be perceived as insensitive and offensive.

### **Perception**

This quells the famous notion that reality is objective and thus everyone must perceive it the same way. Most real life problems are multidimensional and the rational approach is often entwined with the gut feeling, resulting in individual perception. Both managers and subordinates must recognize that perceptual differences exist and often are the reason for mutual dissatisfaction. Perception is the basic cognitive process that transforms sensory stimuli into meaningful information.

### **Stereotyping**

In general, stereotyping leads to decisions that are based on inaccurate data that can result in unfair performance evaluations, job design or promotion. It is categorization of individuals on basis of single attribute, it ends up creating a generalized and simplified belief that do not take into account other significant characteristics. Age, race and sex are the three most common basis of stereotyping; not only they are unethical but can cost missing resources.

### **Selective Perception**

It is the process of selecting only the information that supports our pre-existing belief system, thereby eliminating the discomforting information. Both stereotyping and selective perception can be beneficial only by chance since they are based on partial information. The specific situations in which they can be positively exploited cannot be used as reliable methods. Selective perception acts like a catalyst to stereotyping because people tend.

### **Attribution**

Attribution based on personality is due to internal causes and is termed as dispositional attribution. Attribution is the process of observing behavior and then determining its cause based on individual's personality or situation. It includes personality traits like shyness, arrogance, intelligence, etc. Attribution based on external influences and situations that are outside the control of individual are termed as situational attribution. The basic attribution framework uses three criteria mentioned below.

### **Consensus:**



When behavior is attributed to consensus, the individual is not rewarded or penalized due his personality. It is the extent to which other people in the same situation might respond similarly.

### **Distinctiveness:**

It is the extent to which the individual's behavior can be attributed to situations or to his personality. If the person behaves the same way in seemingly different situations, then his behavior will be attributed to his personality.

### **Consistency:**

It is the measure of the frequency of the observed behavior, how often does the behavior occurs. High consistency is linked to dispositional attribution while low consistency is linked to situational attribution.

### **Attitude**

It is experienced as a quick response to a familiar situation without any deep reasoning; it forms the basis of biases and attribution errors. As an example, an individual who has worked in various organizations might develop an attitude of indifference towards organizational citizenship. An attitude is the abstract learnt response of an individual's entire cognitive process over a period of time.

### **Personality**

The 'integrated individual behavior model' proposed above, is a framework to understand the process by which the personality develops over a period of time. Personality is the relatively stable set of psychological attributes that distinguishes one individual from another.

## **Group and individual performance in working place**

### **Working in a team**

- Teamwork provides workers a cooperative, enjoyable and friendly work environment. The team can also be helpful in responding to worker's problems and questions, therefore **increases the work efficiency.**
- One of the main benefits team environments is the ability to share ideas among the group.
- Personalities, who are able to work with a group of people in a team tend to communicate well with others.
- In a team, sometimes you do not get the credit you have earned, "It is amazing how much people can get done if they do not worry about who gets the credit."

### **Two heads are better than one:**

One person's knowledge and abilities are limited; it could be hard for us to deal with difficult problems without others' help. On the other side, every individual is different and has unique qualities. Individuals with different experiences and backgrounds increase the creativity of individual team members and the group as a whole. When members apply different skills they are often able to come up with a more effective solution than one person working on the same problem. Teamwork also plays a key role in improving relations among the employees.

### **Working individually**

There's really not much to write about working individually. It's simple and clear on the plus side you can be the boss, on the minus you lose out on the previously mentioned many advantages.

- You get the credit for your achievements. As you get to do everything, you are the only one who gets credit for it. You can't end up in a situation where others do less, but get praised.
- It's easier to concentrate, focus. You're interrupted less and don't need to shift and shape around others. Sometimes group work is less productive because of too much gossiping and chattering. It's more fun, but less work gets done.
- You're in charge of your goals and decide what to do and when. Your responsibilities might be allocated by someone else, but you are the one who decides who to deliver and carry out your tasks.
- You get to make your own decisions!

### **Conclusion**

The life cycle of teams can often closely resemble various stages in individual development. In order to maintain group effectiveness, individuals should be aware of key stages as well as methods to avoid becoming stuck along the way. Good leadership skills combined with knowledge of group development will help any group perform at its peak level. Teams, though similar, are different from groups in both scope and composition. Groups are often small collections of individuals with various skill sets that combine to address a specific issue, whereas teams can be much larger and often consist of people with overlapping abilities working toward a common goal. The success of the team or group rests within the successful management of its members and making sure all aspects of work are fair for each member.

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