The relation of group dynamics with the effectiveness of a team in an organization

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Abstract

The group dynamic is crucial for organizations in a highly competitive business environment. It signifies that each member successfully contributes to the shared goal. But, explaining in a group requires a separate point of view in order to comprehend what is going on and to focus on many people, each with their own unique perspective and response to the activity that was taking place. The purpose of this study is to examine the relationship between group dynamics with the team effectiveness in the organization. This study uses various perspectives from the previous literature until the present relating group dynamics and team effectiveness. This study provides general information about the studies on group dynamics and team effectiveness in organizations.

Key words: Group dynamics; team effectiveness; organizations

INTRODUCTION

Human behavior is present in every facet of existence, not just as an individual but also as a key systemic dynamic among individuals. At the time, many executives in large corporations recognize the necessity of understanding group dynamics within the firm. When a good dynamic occurs within a group functioning, group dynamics play a crucial component in effective methods (Naveenan & Kumar, 2018). It denotes that each member contributes successfully to the common aim. Yet, explaining in a group need a distinct viewpoint in order to grasp what is going on and to focus on many persons, unique perspectives, and responses to the activity that was taking place.

Moreover, many models and theories about group dynamics concern interpersonal interaction because it draws not only from behavior in the present but also from the previous (Kottler, 2010). Group dynamics is generally defined as the study of how individuals interact with and influence groups, and how groups affect individuals. It involves examining the processes that occur within groups, such as communication, decision-making, and social influence, as well as the roles and norms that shape group behavior. While groups may interact with other groups, that is not typically included in the definition of group dynamics. Another definition regarding group dynamics is from Lewin (Humphrey et al., 2017), he points out that usually people take specific roles and behavior when they work in a group, and the effect of those In groups, individuals often adopt specific roles and behaviors that can have an impact on the group as a whole. These roles can be formal, such as a team leader or facilitator, or they can be informal, such as a peacemaker or jokester. The behaviors of group members can also have an impact on the group dynamic, for example, if a member is highly assertive or argumentative, this can affect the level of conflict or cooperation within the group. Group dynamics refer to the study of how these individual roles and behaviors interact with each other to shape the overall functioning and effectiveness of the group (Gençer, 2019).

Lewin's model of group dynamics, which emphasizes the importance of trust and collective decision-making in effective groups, has been widely discussed and applied in organizational contexts. Moreover, the benefits of positive group dynamics, such as increased creativity and productivity, have been well-documented in the literature (Oyefusi, 2022). However, the challenges of building positive group dynamics in diverse workplaces are also recognized, as differences in background, culture, and experience can influence individual behaviors and decision-making (Mannix & Neale, 2005).

The importance of effective communication and interpersonal skills in understanding and managing group dynamics is also widely acknowledged, as these factors can impact the functioning and effectiveness of the group (Mohanty, 2018). Overall, the study of group dynamics is crucial for managers and leaders in organizations, as it can help them to build and manage effective teams that can contribute to the achievement of organizational goals (Arative et al., n.d.).

Group dynamics have a significant impact on the effectiveness of teams in public organizations. Public organizations typically have complex structures and functions, and teams are often formed to work on specific projects or tasks. Effective teamwork is essential to ensure that these projects are completed efficiently and that organizational goals are met (Mohanty, 2018).

Positive group dynamics can contribute to the effectiveness of teams in several ways. When team members have a sense of trust and respect for each other, they are more likely to communicate openly and honestly, which can lead to better problem-solving and decision-making. Positive group dynamics can also create a supportive and collaborative environment, where team members feel comfortable sharing ideas and working together towards a common goal (Oyefusi, 2022) (Kelly & MacDonald, 2019).

On the other hand, negative group dynamics can have a detrimental effect on team effectiveness in public organizations. When team members do not trust each other or have conflicts, communication can break down, leading to misunderstandings and ineffective decision-making. Negative group dynamics can also create a toxic work environment, where team members may feel demotivated or disengaged, leading to lower productivity and decreased morale (naveenan & kumar, 2018; Oyefusi 2022)

In summary, group dynamics play a crucial role in the effectiveness of teams in public organizations. Positive group dynamics can lead to better communication, collaboration, and problem-solving, while negative group dynamics can lead to breakdowns in communication and lower

productivity. As such, public organizations should prioritize building positive group dynamics within their teams to improve their overall effectiveness.

Literature Review
Group Dynamics
The Development Study

Group dynamics is a well-established area of research with several influential works. Lippitt, Lewin, and White's research (Lewin et al., 1939) focused on the influences of a group atmosphere and leadership style on the group as whole and individual members. Tavistock and T.T. Paterson's work emphasized the psychoanalytical approach to group behavior and the diversity of roles that emerge in the group (Koortzen & Cilliers, 2002). Homans (1950) and Newcomb (1981) both suggested that groups develop based on shared activities, interactions, and sentiments (Olofu et al., n.d.). In contrast, the exchange theory of group formation highlights the rewards and costs of interaction between individuals.

The relation of group dynamics with the effectiveness of a team in an organization Tuckman's (Mary & Jensen, 1977) framework outlines the stages of group formation, starting with the orientation period of forming where group members get to know each other and the group's purpose. The second stage is storming, where members may struggle with leadership and conflicts arise. Systematic literature reviews on group dynamics have focused on various aspects, such as the impact of different leadership styles, group cohesion, and group decision-making. Overall, the literature suggests that effective group dynamics are critical for the success of teams in public organizations. Moreover, the critics that concern the group might be increased. It can be a positive experience if members can achieve cohesiveness. However, if members are not able to resolve the conflict, then the existence will be ineffective and never advance to the next stage. Evaluations of strengths and weaknesses, as well as roles, might help uncertainty. Further, the next stage is norming, the stage in that conflicts are resolved and competition is replaced with solidarity and cooperation. The responsibilities are divided among the members and work together to reach common goals instead of their well-being. The members give a unique contribution to the team and respect one another. The fourth stage is performing, which occurs when the group has matured and accomplished a feeling of cohesiveness. Usually, members decide through a systematic process that focused on essential goals and band together to channel their energies for team success. In this stage, feedback is necessary to be given to members regarding their contributions and avoid activities that promote intragroup competition. The member completes the task within the standard that has been defined in the previous steps. The last stage is adjourning, characterized by the disbandment of the group, while not all groups experience this stage of development. According to Luthans (2005), some groups are relatively permanent (Gupta, n.d.). The disbanding occurs when the members completion of the task and any subsequent needed evaluation. Another reason is people decide to go their ways, and it provides perspective to all members of the group as they move through it. Therefore, the five stages of group development are the life cycle of the group which is the way a group comes together as one. Likewise, Gibbard and Hartman (Akrivou et al., 2006) introduce the concept of a life cycle model that was developed by Mills (1964). It shows the importance to separate an issue in group development because separation is a crucial issue throughout the life of a group.

The Characteristic of Teams

Contrary, Katzenbach and Smith (Katzenbach & Smith, 2005) on their paper, said that not all working groups are teams. Teams require individual and mutual accountability with a shared commitment to becoming a powerful unit of collective performance. The member of a team shared leadership roles while in a working group, members focused on one leader. `There are five characteristics of a team's discipline. First, a meaningful common purpose that helped the team to be shaped, means that the team might develop its own purpose for responding to an initial mandate from outside. The second is specific performance goals from the common purpose, and it requires the member to focus on the collective effort rather than an individual title of status. The next point is a mix of complementary skills; these are including technical skills such as problem-solving and decision-making and interpersonal skills.

Furthermore, a strong commitment to how the work is completed is also vital because teams must agree with the job description. The last point is mutual accountability where trust and

commitment are the critical part of the process that makes the teams function. Thus, those essential discipline has been established; a team might focus on the critical challenges it faces. The same authors also point out that teams and excellent performance are inseparable.

Group Performance

There are many types of research concerning how to build team performance, Although no guaranteed how-to recipe for it. According to Katzenbach and Smith (Katzenbach & Smith, 2005), there are several numbers of approaches to building team performance. Firstly, establish urgency, demanding performance standards and direction. At this point, all members need to realize that the team is a necessary and worthwhile process and need to know the expectations. Secondly, selecting members for skill, not personality because no team succeeds without the skills needed to meet the purpose and the goals. Thirdly, pay specific attention to the first meeting and actions, in this phase, everyone will see signals given by others to confirm, suspend or dispel assumptions and concerns. They pay attention to those in authority.

Moreover, the next thing is to set some clear rules of behavior. For instance, all members must give a contribution, active in the discussion, and have no phone during the discussion. The next tips are set and seize upon a few immediate performance-oriented tasks and goals; there are no such things as the result of performance. The last points are spending time together and giving positive feedback and reward. This might build relations with one another, and it might encourage contributions. Therefore, the best team has invested a tremendous amount of time and effort to explore, shape and agree on a purpose that belongs to them collectively and individually.

The Group Process

There are a few kinds of research regarding group dynamics, while many examples about it. One piece of research about studying dynamics within the group comes from Laurie E. Weingart. In this paper, Weingart emphasizes the study of the temporal aspect of the group process (Weingart et al., 2015)Research on group process is essential to understanding group effectiveness and performance. While the paucity of research on group dynamics in OB might have been influenced by the fact that the researchers often used the term' group process' too broadly that including the new states' unclear process of phenomena (Weingart et al., 2015). To tackle this problem, Marks, Mathew & Zaccaro (Marks et al., 2001) differentiate between interactional processes (behavior, actions, and activities) (a result of interaction). They point out the team process as members' interdependent acts that convert inputs to outcomes through cognitive, verbal, and behavioral activities toward collective goals. Align with Marks, according to Plsek (Weingart et al., 2015) group process is a part of the complex adaptive system because complex systems have many moving parts and a slight change in one member might affect the whole group. McGrath et al., (Weingart et al., 2015) show that a theory of group as a complex adaptive dynamic system might impact three aspects which are local dynamics (internal dynamics), global dynamics (group-level dynamics), and contextual dynamics (external dynamics). Nevertheless, these three layers are interwoven that shape the overall functions of a group.

The Effectiveness of Team
The Characteristic of Effective Group

The difficulty within the group sometimes led to weak group dynamics. However, the capable group might increase productivity and employee satisfaction. Michael A. Campion, Gina J. Medsker, and A. Catherine Higgs in their research (Campion et al., 1993)suggest that the workgroups are essential within the organization and present many potential risks and opportunities. Thus it is a neediness to understand the characteristics of active work groups. They provide 19 characteristics of group works towards the three measures of effectiveness criteria such as productivity, satisfacton, and manager judgments (figure 1). From the research conducted, it can be found that job design characteristics were significant in predicting effectiveness and related to all criteria.

Furthermore, the motivational value of group work might become, particularly self-managed groups that enhance the motivational quality of members. This is a link to the fact that according to Katzenbach and Smith (Smith, 2005), effective teams need support from higher management because management is responsible for clarifying the carter, rationale, and performance challenges for the team while management might provide enough space for teams to develop collective commitment. Align with this, Sundstrom et al. (Sundstrom et al., 1990)suggest that managerial support is another characteristic of effectiveness team. Management control resources such as material and information

and might support the use of groups by organizations' culture and top management. While it seems, management has interconnected with group effectiveness, the research examining its influence is little.

Moreover, Hackman (1990); West (1994); Brannick and Prince (1997) (Mickan & Rodger, 2000; Reis & Puente-Palacios, 2019) emphasize the characteristic of effective teams across three different levels of organizational, team, and individual function. This analysis leads to the system model of teamwork, where organizational structure and individual contribution refer to input and team process refers to throughput. Hackman argues that team effectiveness is expressed both by the quality of teams' outcomes and the quality of teams' performance, as well as the perception of each member's needs (Hackman, 1990). On the other hand, Cohen and Bailey (Fung, 2014) categorized performance effects such as productivity and efficiency. While the same author said, the important that should be concerned are team values and activities.

Teams in Organizational Settings

The next research that reviews the recent trends of group dynamics is from Susan G. Cohen and Diane E. Bailey (2007). The research focuses on teams in organizational settings. As mentioned above, Cohen and Bailey discussed the four different types of teams, such as work, parallel, project, and management (Isabel Delgado-Piña et al., n.d.). The research finding of each type organized by the categories valuable in the heuristic framework (figure 2). In their research, they defined the four types of teamwork in the organization: (1) work teams, the type of team that is continuing work unit responsible for producing goods or providing services. Typically, stable, full time and well-defined (Cohen & Bailey, 1997); (2) Parallel teams, the type of team that exists in parallel with the formal organization structure. The member comes from different work units and jobs. (3) Project teams, the team that time is limited because only produce one output such as new system information and new product. The last is (4) management teams, which literally, coordinate and provide direction to the subunit under the jurisdiction across crucial business processes. In the team effectiveness model by Cohen and Bailey (Cohen & Bailey, 1997,)it can be seen that the framework moved away from the 'input-process-output' approach by depicting design factors. In the framework, effectiveness is a function of environmental factors, in which the organization's environment is embedded. The design factor refers to the feature of the task, group, and organization that is manipulated directly by a manager in terms to create effective management-for example, size, diversity, reward system, training, and supervision. The process is the interaction among group members, such as communication and conflict. Also, group psychological traits are shared understanding, beliefs, and emotional tone including norm, cohesiveness, team mental models, and group effect. Thus, altogether (environmental factor, design factor, internal and external process, and group psychological traits) predict effectiveness outcomes. Cohen and Bailey (Cohen & Bailey, 1997) argue that most studies still do not address how teams changed and have not captured the impact of the change on team effectiveness. They also said that the heuristic framework put more attention to the design factor, which is the crucial factor of team effectiveness to leverage the influence within the team. They suggest that the group process occurs both inside and outside the group because some research solely focuses on private groups and other studies focus on outside groups. This framework also views the group as a social entity that shared the psychosocial traits that influence the behavior, including group norms, cohesiveness, and new constructs such as team mental models.

Other Factors to Form an Effective Team

Contrary, to the current situation, Fransen et al., (Fransen et al., 2011) point out that the effectiveness of a team not only depend on task characteristics and shared intention but also on other factors such as team formation, team members' abilities and characteristics, role assignment within the team, decision making, team leadership, and interdependency. Similarly, Carter et al. (Carter et al., 2019) point out that terms of across the industry, the proposes of the nature of the industry will necessitate different approaches in composition, task design and leadership to optimize team effectiveness. The authors also said that the organization needs to capture essential variations in factors that affect team performance, such as innovation, research, and development from high technology. Align with others, traditional devices such as organizational structure or rules appear ineffective because the external environment is too complex and interdependent to be hierarchically managed (Choi, 2002). Critics come from other researchers (Barron 2003; Fleming & Monda Amaya 2001; Henry & Stevens 1999; Rulke & Galaskiewics 2000; Salomon & Globerson 1989; cited in

(Fransen et al., 2011) argue that research about teamwork and team effectiveness solely focused on production teams or workgroup in an organization and frequently defined the team effectiveness differently. These researchers suggest that definitions of active learning teams are no shared framework on it. Another criticism is in the work team effectiveness models, in this model the teamwork itself is not specified, and only several factors that promote effective teamwork are explored (Brannick, Salas & Prince 1997; Gully et al. 2002 cited in (Fransen et al., 2011). Align with them, Hackman (1987) said that the specific performance demands change from setting to setting (Gully, 2000). Another perspective of the capable group comes from Vincent Rousseau and Caroline Aube. Their paper in 2010 (Rousseau & Aubé, 2010) stated that team self-managing behaviors are positively related to team performance, and might enhance team effectiveness. Obviously, self-management might directly link to the decision-making authority and increase the accuracy of problem-solving, thus, it influences the effectiveness. The authors also suggested that from a basic contingency approach, self-managing behavior might be appropriate depending on the contextual conditions within which the teams operate. Team self-managing behavior can be defined as a set of actions from team members that collaboratively take on responsibilities to directly completed the task accomplishment towards team goals. Indeed, self-management behavior might foster effective team performance through the exercise to deal with task demands (Cohen et., 1996; Lambe et al., 2009; cited in(Rousseau & Aubé, 2010).

METHODS

The research used Systematic Literature Review (SLR) method to identify, evaluate and interpret all relevant information in terms of Group dynamics, Team effectiveness, and organizations (Calderón & Ruiz, 2015). This research is useful to identify different perspectives from the foundation theory of group dynamics and to explore the relationship between group dynamics and team effectiveness in organizations. There are five steps in this method,

Phase 1 : formulate a problem

At this point, the researcher writes the formulation of the problem to be thoroughly addressed. This question is designed to meet the demands of the researcher's selected topic, notably:

RQ 1   : Dissemination of journals discussing the relationship between group dynamics and team effectiveness in organizations.

RQ 2   : What is the relationship between group dynamics and team effectiveness in organizations?

RQ 3   : How are the development of group dynamics studies and current trends?

Phase 2 : find literature (identification)

In January 2022, a literature search was conducted. The data employed in this study is secondary data gathered not via direct observation, but rather from earlier research. The databases Publish or Perish, PubMed, and Scopus were utilized for the literature search.

Phase 3: Quality Assessment

This stage is carried out to decide whether the data found to be feasible or not for use in SLR research.

Phase 4: Analysis of the literature that passed the quality assessment

The step in which the researcher examines or parses something in order to identify and organize it according to Quality Assessment criteria.

Phase 5: Making research conclusion

Researchers make the conclusion of the study a brief statement about the results of the analysis descriptions are derived from facts or logical relationships and contain answers to the statements submitted in the formulation section problem.

RESULTS AND DISCUSSION

Group dynamics in the organization is a field of study that has grown throughout history. Even so, in the organizational behavior context, research published on the impact of group dynamics in the organization, particularly the effectiveness of teamwork, is limited. Based on the empirical research found, there is a need to develop conceptual clarity and concept development within a sound theoretical framework of the research on group dynamics.

The future topics in group dynamics are discussed in the two approaches, one is thematic, and the other is methodological. The presented literature review indicates that it is essential to highlight that in academic research is disconnected from real organization, which is more complicated. Academic research might give more contribution to anticipating or tackling the problem. However, the lack of data might be the barrier to dig more information. At the same time, the review of group dynamics in terms of the effects team is inadequate to show the influence of group dynamics within the organization, as well as for future research.

The main contribution of the reviews has come from Michael Campion (CAMPION et al., 1993) and Susan G. Cohen and Diane E. Bailey (Cohen & Bailey, 1997)with the effective team model and framework that might help a leader to deeply understand the design of group and the group performance to achieve the team effectiveness. The review is somewhat limited in that its search procedures included solely peer-reviewed journals and research on group dynamics and team effectiveness. Another limitation of the review is related to the method used because the systematic literature review does not need to capture all papers in the academic literature. Moreover, the article's classification and paper exclusions are limited by the author's purposes. Considering the results, it concluded that the field of group dynamics in the organization toward team effectiveness has excellent potential to be more explored. There are crucial emerging research lines in group performance in the organizational behavior context that should see more publication in academic journals. This situation implies that further research is necessary in order to understand the group process.
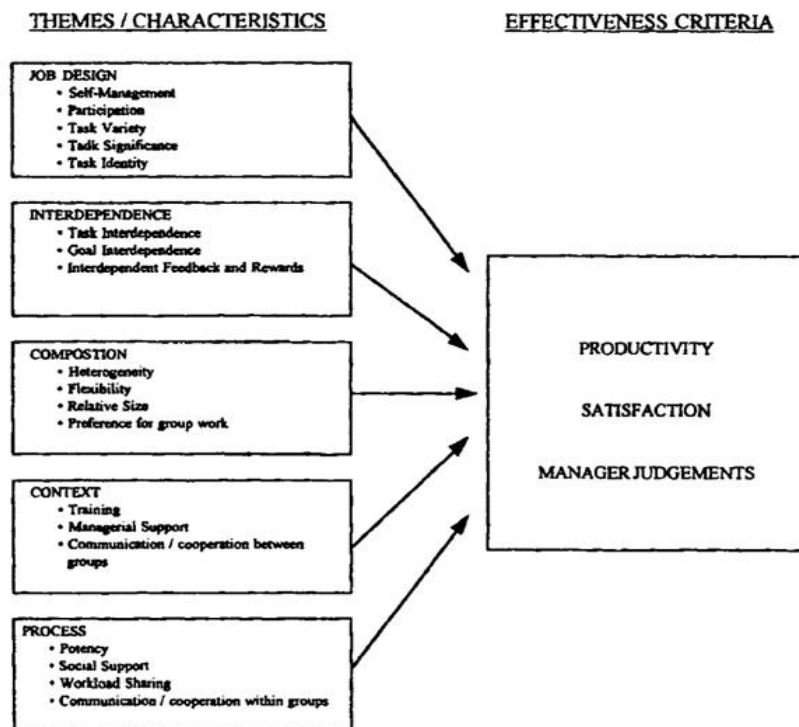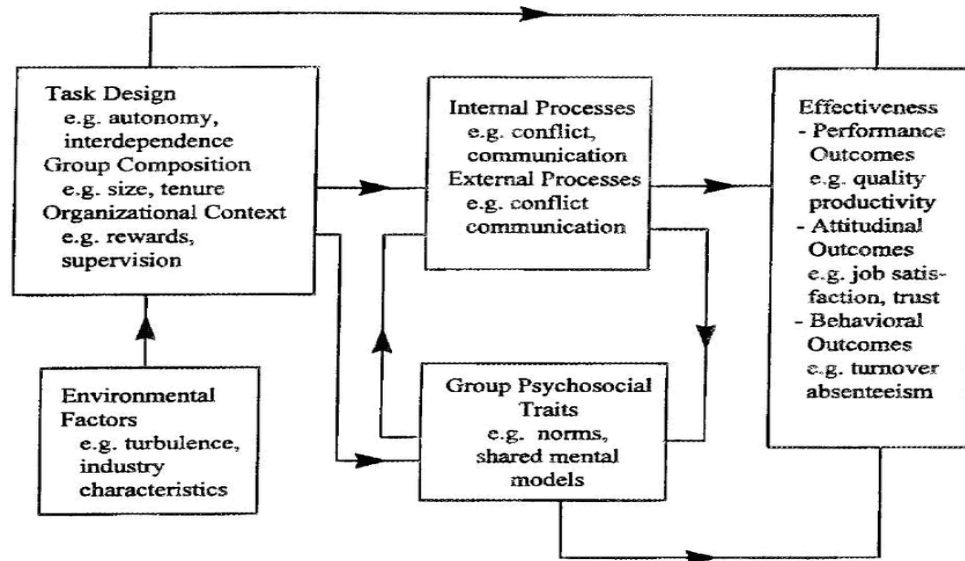

Figure 1. Group Process

Figure 2. Group Process 2

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