

GROUP COHESIVENESS THROUGH INDUSTRIAL MORALE AND PRODUCTIVITY

Dr. Sandeep Singhal

Senior Lecturer, S.S.V. College, Panchsheel Nagar, U.P.

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Abstract

A standard behavior can only be established along with a justified maintenance of mental health through group formation. Group formation in an organization and its cohesiveness place what impact on the group and the organization. This research throws the light on the working of the group. Here, in the study, the author seeps to investigate- (i) group cohesiveness as a factor of member morale, (ii) group formation can lead to less stress regarding work-related matters and (iii) group cohesiveness increases performance. The study was conducted in a manufacturing unit in Ghaziabad. This factory has a typical organizational structure with a supervisory hierarchy of workshops. Each workshop is made up of a group of skilled employees, who have in common a single supervisor and a work assignment in which individual taska are either similar or complementary. In this factory the work sections typically have about 10 to 15 members, but they may number over 75. Such a work section is the basic unit of formal Organization stricture. We come to a conception of group cohesiveness as a facilitating factor which determines the amount of Influence a group has but not necessarily the direction or the goal towards which the group influences operate. We see the variable, group cohesiveness, as being of sufficient importance to make its effects measurable. They are measurable even in a complex setting in which the formal social structure is designed to ignore or even suppress group effects and in which there are strong factors, such as in-dividual mobility, multiply group membership, out-plant associations, problems of reliable measurement and others, which tend to obscure primary group effects.

Keywords: Group Cohesiveness, Through Industrial, Morale and Productivity.

Classification-JEL : D80, G30

1. INTRODUCTION

A standard behavior can only be established along with a justified maintenance of mental health through group formation. Group formation in an organization and its cohesiveness place what impact on the group and the organization. This research throws the light on the working of the group. Here, in the study, the author seeps to investigate- (i) group

cohesiveness as a factor of member morale, (ii) group formation can lead to less stress regarding work-related matters and (iii) group cohesiveness increases performance.

2. POPULATLON AND SOURCE OF DATA

The study was conducted in a manufacturing unit in Ghaziabad. This factory has a typical organizational structure with a supervisory hierarchy of workshops. Each

workshop is made up of a group of skilled employees, who have in common a single supervisor and a work assignment in which individual tasks are either similar or complementary. In this factory the work sections typically have about 10 to 15 members, but they may number over 75. Such a work section is the basic unit of formal Organization structure.

The size and work routines of such a "Kaam" (workshop) are determined manufacturing reasons that do not take into account the effects of cross-cultural integration among the sections and the superiors and subordinates.

A research sample of section-shift groups was selected from the total workers in the unit by applying the following criteria: (1) groups for which critical information could not be obtained were discarded, particularly of those groups lacking a measure of productivity (2) groups, who was not in the regular plant production hierarchy, were discarded. There remain from this process of selection of 55 workers.

During the early months of 2019, survey of employee attitudes was conducted with the objective of investigating various areas of morale among employees and the productivity. Included in this questionnaire were a series of questions relating to membership in work groups and the cohesiveness. These were individual productivity averages, for a period of one month in the form of actual performance as a per cent of standard.

3. DESIGN OF THE STUDY

Figure 1 present the major variables used in the present analysis. An index of group cohesiveness is used as the independent variable. Dependent variables are in three categories, namely, anxiety (morale), group standards regarding productivity, and conditions facilitating group cohesiveness.

For this analysis, group cohesiveness is conceptualized as the resultant of all forces acting upon the individual member to remain in the group and to avoid leaving the group. This was operationalized in terms of responses to three

questions about work group membership. A group is said to be highly cohesive if the member tends to say they are really a part of the group, if they would prefer to remain in the group rather than to leave for a similar job in some other group, and if the members perceived their group as being better than others with respect to mutual attraction among members.

There were available four measures of anxiety, each derived from an individual question or from an index based on responses to several related questions. These included (1) feeling nervous or "jumpy" while at work, (2) feeling under pressure for higher productivity, (3) frequency of stress about certain job-related matters, (4) feeling of insecurity in relation to the unit.

The measures of group standards regarding productivity were two in number. (1) actual productivity and (2) the level of productivity perceived to be "reasonable." In connection with the analysis of group cohesiveness in relation to group standards another variable was introduced for control purposes, namely "security in relation to the unit." This variable was measured by two separate indices, the first based on attitudes of the employee regarding the company and regarding the supervisor as a representative of the company, and the second based upon attitudes toward the company as reflected in the employee's perception of the union as an agency for defense against the company.

The examination of conditions facilitating the formation of group cohesiveness was limited to a few variables which have this characteristic in common, that all are determined largely by conditions prior to and external to group formation and functioning. These Included two measures of similarity among members, a measure of the personal attractiveness of members, and two measures of opportunity for interaction among members.

The study was based on the correlational

technique. For each of the dependent variables the significance of differences between high and low cohesive groups were measured.

4. GROUP COHESIVENESS AND ANXIETY

Here, it is to say that members of more cohesive groups are less likely to feel and report anxiety. The theoretical basis for this hypothesis has two concepts- (1) that the cohesive group provides effective support for the individual during anxiety, and (2) that this satisfaction around from group membership has a generalized effect of anxiety-reduction.

The results of this analysis are shown in Figures 2, 3 and 4. Figure 2 shows the relationship between group cohesiveness and tension at work. The measure of stress at work used here consists of responses to the question, "Does your work ever make you feel 'jumpy' or 'nervous'?" High group cohesiveness is associated with low-tension at work. The relationship is significant ($r = .28, p < .001$).

Figure 3 shows the relationship between group cohesiveness and feeling of pressure for productivity. In this instance the analysis was made separately for groups of high and low actual productivity, for the reason that groups with low actual productivity might be exposed to obsessively greater overt pressure from supervision.

Figure 4 shows the relationship between group cohesiveness and feelings of insecurity in relation to the unit. There are two curves representing the two separate indexes of security in relation to the company. Both show relationships in the predicted direction, although only one of these is significant. ($r = .58, p < .001$).

5. GROUP COHESIVENESS AND PRODUCTIVITY STANDARDS

The hypotheses in connection with group productivity standards concern group cohesiveness as a determinant of the power of the group to induce forces towards uniformity of behavior among members. The hypotheses are also concerned with the direction of group-induced forces and the consequent effect of these

forces on the absolute level of productivity.

The first of these hypotheses is supported by an analysis of variance for actual productivity, represented in Figure 5.

High cohesiveness is associated with uniformity within the group in productivity, that is, with the existence of an effective group standard regarding productivity. This finding is confirmed by the fact of high between-groups variance among the high cohesive groups. High cohesive groups and to be more unlike as between groups, and more uniform within each group, ($p < .01; p < .05$).

To formulate an hypothesis in this area the researcher has to venture a series of assumptions. The first assumption is that employees are under constant pressure from the company for higher productivity, and that the unit's demand for higher productivity is viewed by employees as virtually insatiable. The second assumption is there are forces within the individual towards minimal productivity.

The third assumption, is that the balance of forces upon the individual towards lower or higher productivity depends in part upon his perception of the company as being helpful, supportive and dependable in its dispensation of rewards and deprivations for higher or lower productivity. The essential idea is that of certainty of reasonable reward or deprivation.

6. CONDITIONS FACILITATING GROUP COHESIVENESS

Our hypotheses concerning the conditions facilitating group cohesiveness hold that high cohesiveness will be associated with (1) the personal attractiveness of members of the group and (2) opportunities for interaction among members. In connection with the first, we assume that member similarity can be one basis for the development of personal attractiveness, either through the process of Identification or through the fact that apparent similarity may increase the degree of mutual confidence in interaction.

The hypothesis was not supported in the case of similarity with respect to age and with

respect to educational. Level. It appears likely that age and education may be relatively unimportant points in similarity and consequently not critical to the perception of similarity in this factory population. It is possible that similarity on matters of more consequence to the group – values, attitudes and opinions for example – might show such a relationship.

A second test of the hypothesis regarding personal attractivities and group cohesiveness was based upon the Idea that member prestige may enhance member attractiveness. In the culture of a factory, prestige is associated with occupational status. Figure 7 shows the relationship between group cohesiveness and status of job. The relationship is in the predicted direction and of high significance ($r=.26$; $p<.001$).

All of the various definitions of a social group imply some degree of interaction among members. Interaction among members is a minimal condition for the existence of a group and the basis for group processes and group influences such as those we have been discussing. In the present research setting there were two conditions which could be examined in this connection 1) the duration of shared experience in group memberships, and 2) size of group. The first requires that we conceive of cohesiveness as developing over time with cumulative effects resulting from interaction. The second requires the reasonable assumption that there are limitations on the total amount of Interaction an Individual may have in a factory setting, and thus large size of the work group will limit the frequency of interaction among members of the group. Figure 8 shows the relationship between group cohesiveness and length of shared group membership. High group cohesiveness is associated with a high percentage of member with over three years' service. Figure 9 shows the relationship between group cohesiveness and size of group. The relationship is clearly curvilinear and shows that both extremely high and low cohesiveness we are associated with small size of group. The relationship is highly significant ($Eta: .31$, $p,q.001$).

Since size of group is a variable which is easily manipulated by management, we show in Figure 10 the regression of cohesiveness on group size. In this instance we see clearly that groups of small size are much more likely to have high cohesiveness than are groups of large size. For this Figure only we have added to our research population all available groups of size three and four. They show that the relationship continued through groups of these very small sizes.

7. CONCLUSION

We emerge from this study with some new ideas regarding the primary group but mainly with increased respect for some old ones. We have seen demonstrated in a typical social setting the dependence of the individual upon his prime group associations for feelings of security and the reduction of his anxieties. We see the primary group as a source of potent influences which may or may not be marshalled in support of the goals of the larger organization. We come to a conception of group cohesiveness as a facilitating factor which determines the amount of Influence a group has but not necessarily the direction or the goal towards which the group influences operate. We see the variable, group cohesiveness, as being of sufficient importance to make its effects measurable. They are measurable even in a complex setting in which the formal social structure is designed to ignore or even suppress group effects and in which there are strong factors, such as in-dividual mobility, multiply group membership, out-plant associations, problems of reliable measurement and others, which tend to obscure primary group effects.

To return to our original objectives, we might make the following interpretive abatements: (1) We have demonstrated that the concepts and hypotheses regarding group cohesiveness developed mainly in connection with small, contrived laboratory groups, are applicable to larger groups in a natural social setting; (2) In the study of the effectiveness of large organizations, it is clear that we will have to take account of primary work associations not

only in terms of their effects on employee morale, but also in terms of their power to influence behavior in either positive or negative ways; (3) We observe that in this factory, at least, the degree of cohesiveness that develops is significantly determined by managerial decisions regarding the rise of work groups, continuity of membership in work groups, and the status character of Jobs and thus clues are provided for administrative policy and action.

Work groups differing in COHESIVENESS we compared as to:

1. WORK-RELATED ANXIETY
 - Stress at work

- Pressure for higher productivity
- Frequency of stress
- Insecurity in relation to unit
2. PRODUCTIVITY STANDARDS
 - Actual level of productivity
 - "Reasonable" productivity
3. CONDITIONS FACILITATING COHESIVENESS
 - Attractiveness of group members
 - Similarity
 - Prestige
 - Opportunities for interaction
 - Duration of shared membership
 - Since of group

Chart 1 : Feeling of Tension at Work

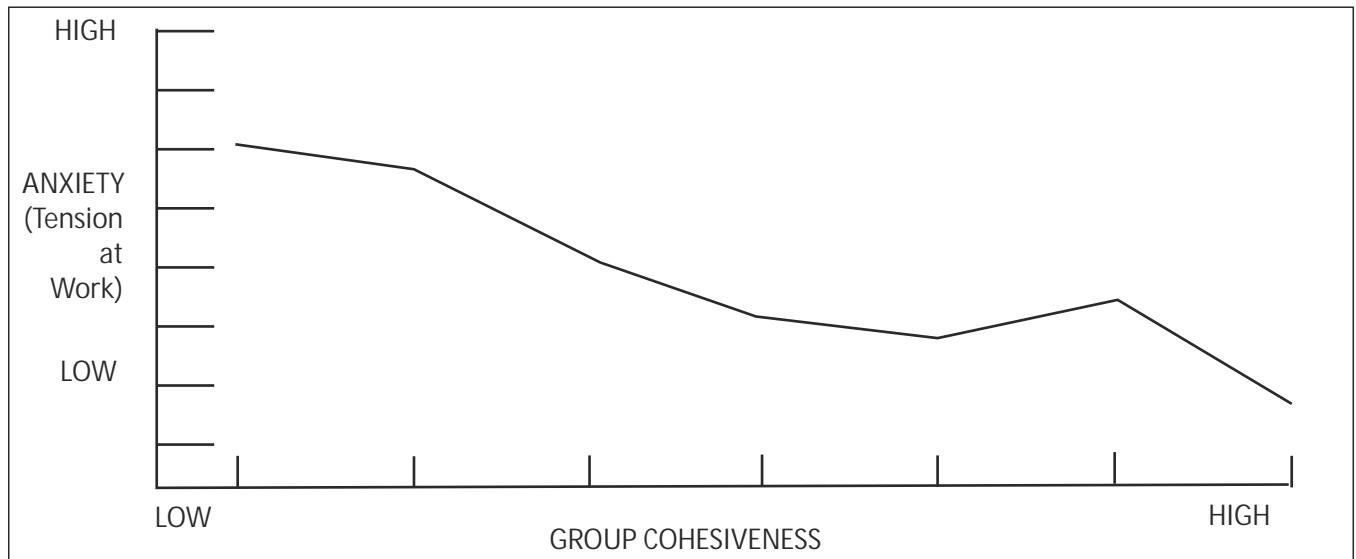


Chart 2 : Feeling of Pressure for Productivity

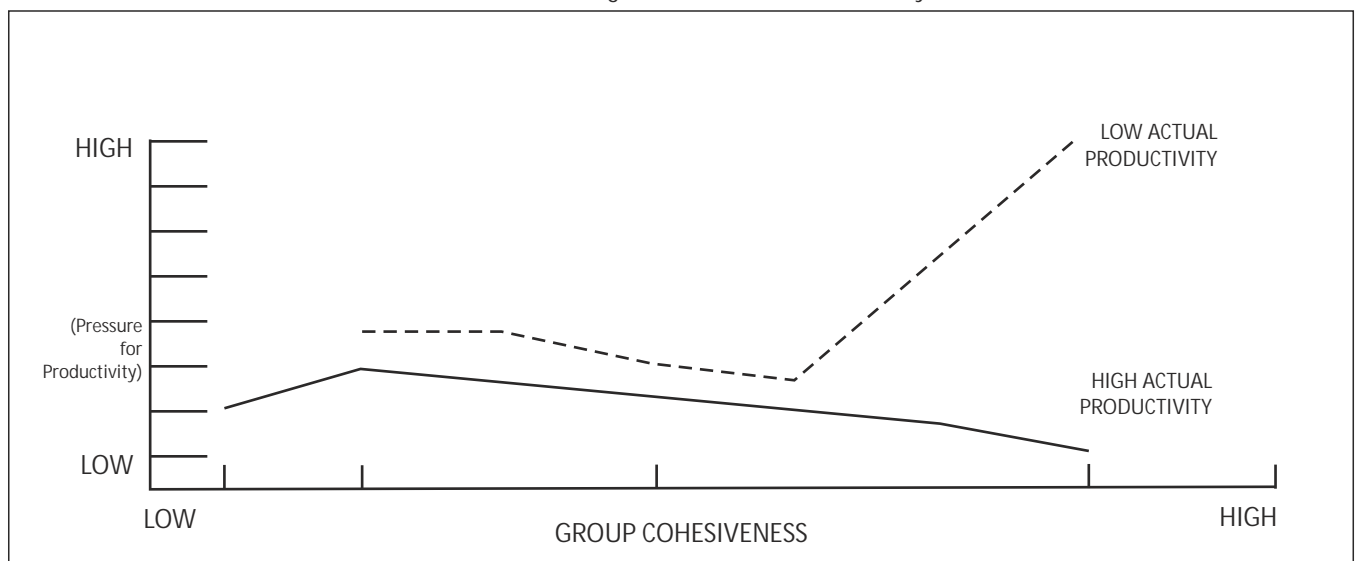


Chart 3 : Insecurity in Relation to Company

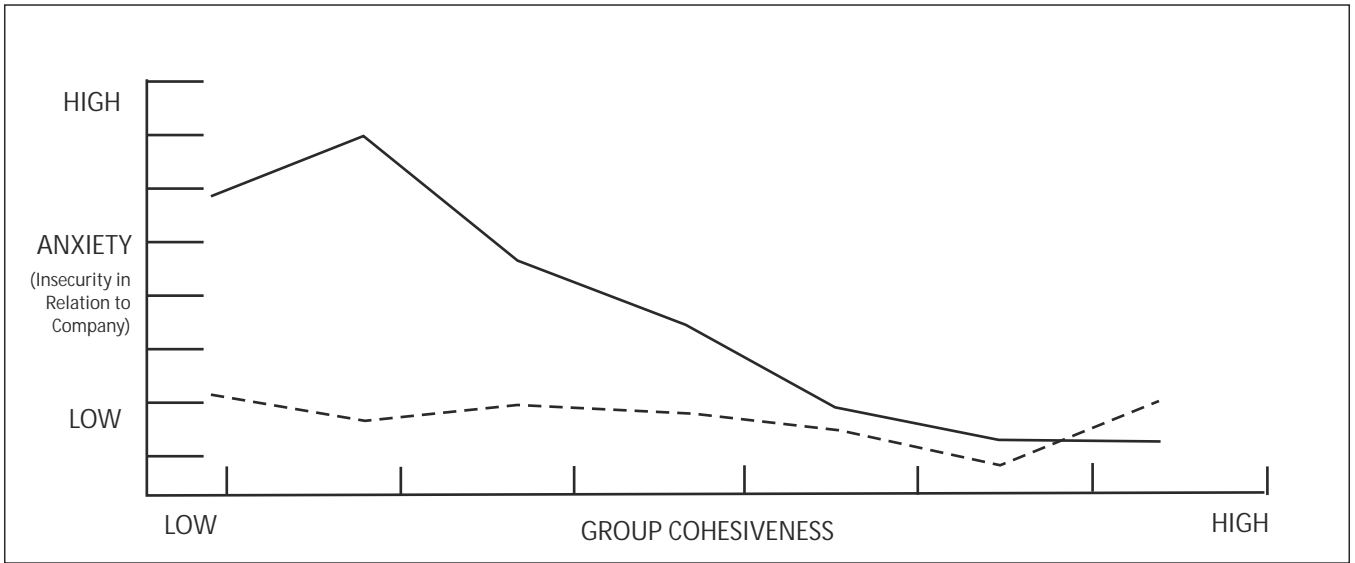


Chart 4 : Group Cohesiveness and Variance on Actual Productivity

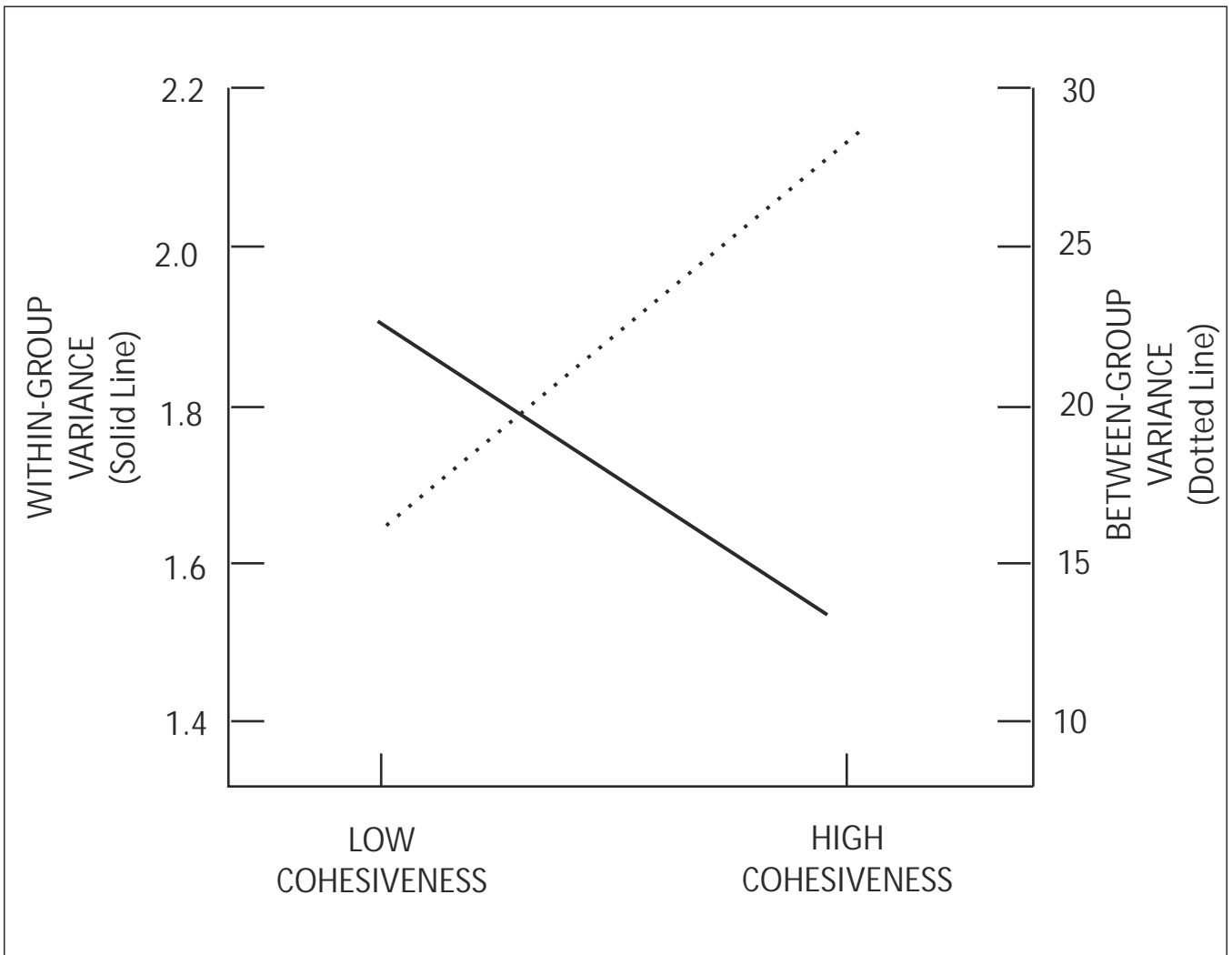


Chart 5 : Group Cohesiveness and Variance on Actual Productivity Standards for Groups Differing in Security in Relation to Company

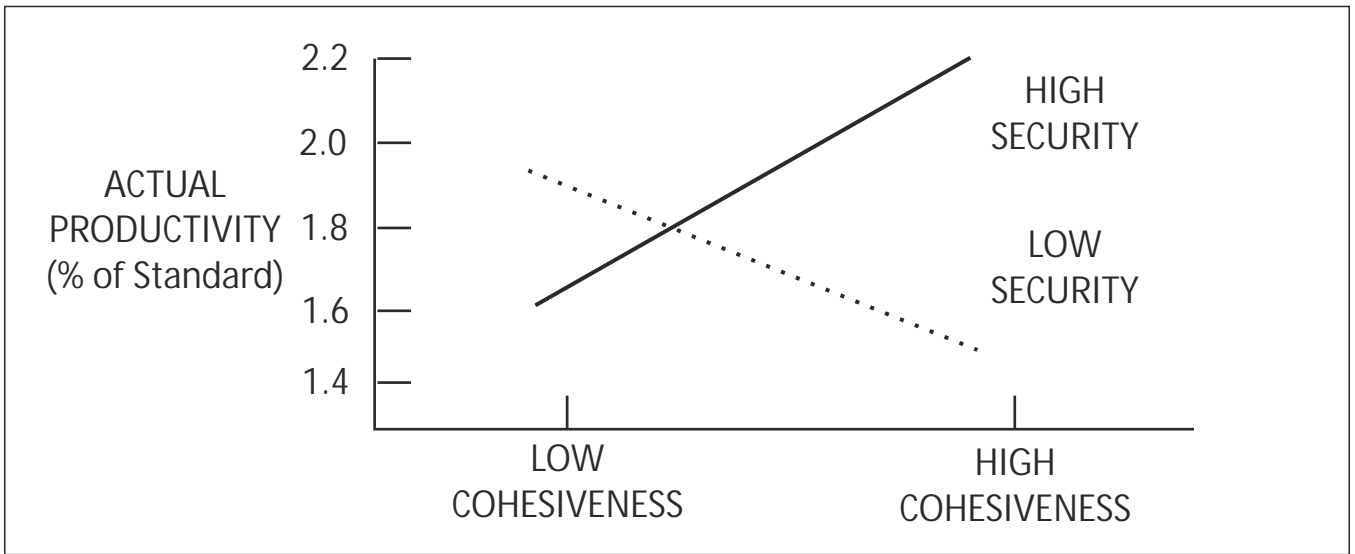


Chart 6 : Group Cohesiveness and Status of Own Job

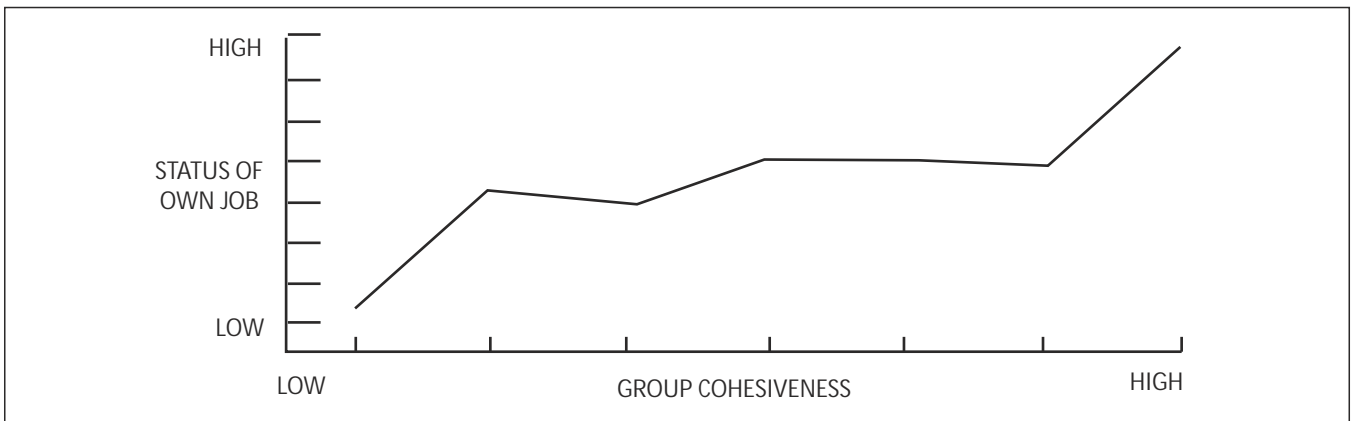


Chart 7 : Group Cohesiveness and Duration of Shared Service in Group

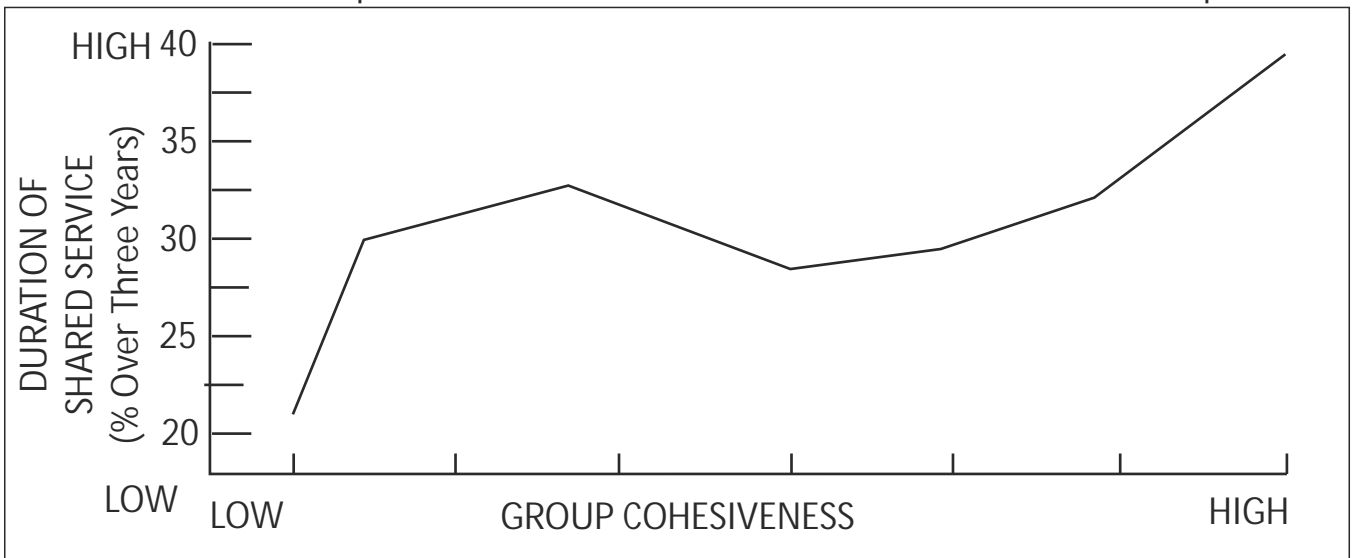
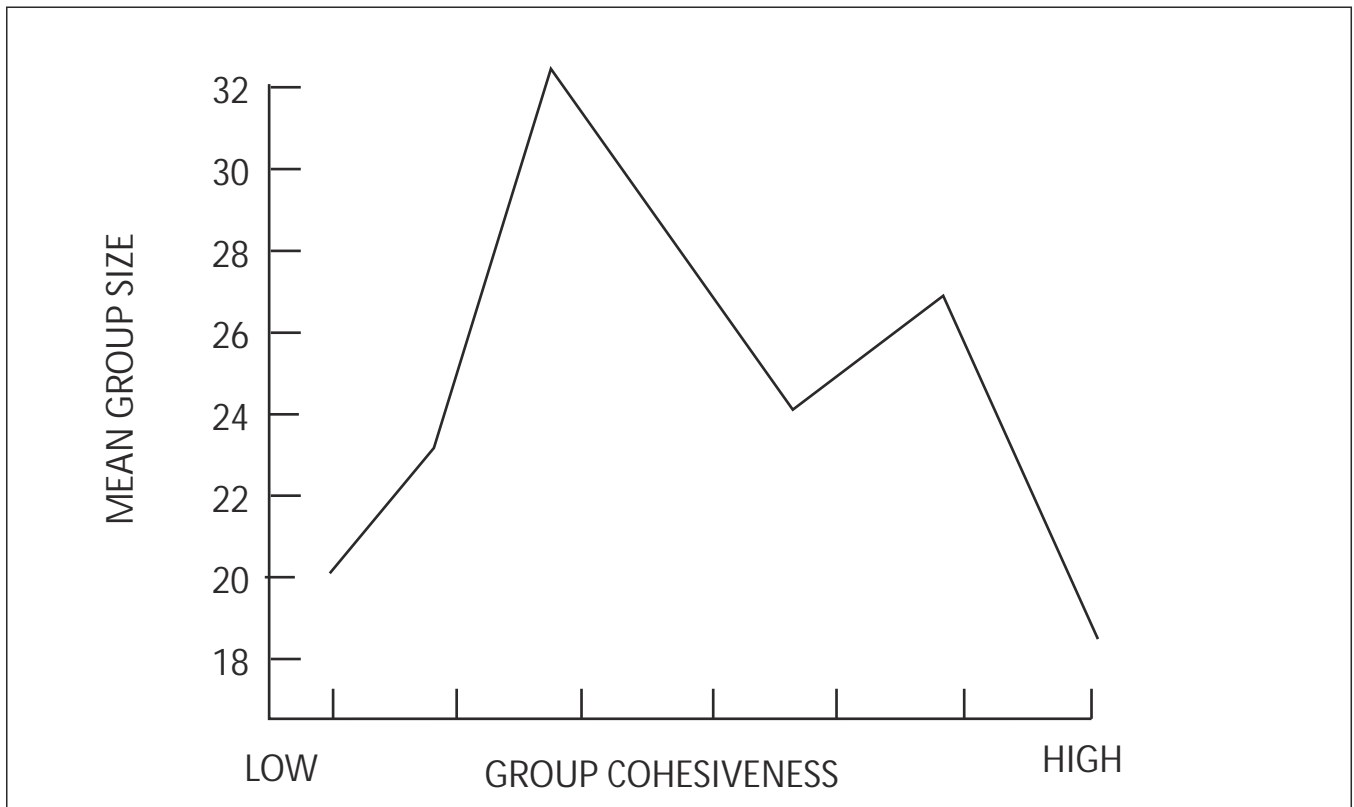


Chart 8 : Group Cohesiveness and Size of Group



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