Group and Team in Organization

Concept of Group:

When several persons with similar and distinct skill, knowledge, qualification and qualities come together to accomplish organization task, it is called group. So, group constitutes collection of two or more persons from the similar or different areas to meet their personal and organizational goal. Therefore, group is an assemblage of two or more persons who interact frequently and each person or member influence others and is influenced by other.

According to S.P Robbins Judge and Vohra, "A group is defined as two or more individuals interacting and interdependent who have come together to achieve particular objectives"

According to Moorehead and Griffin, "A group is two or more people who interact with one another in such that one influence and is influenced by each other person."

In conclusion, group refers collection of individuals who have regular contact, frequent interaction, mutual influence, common feeling of camaraderie and who worked together to achieve common or set of goals.

Types of Groups:

Groups are the collection of two or more individuals to accomplish organizational goals. Organization classifies the group in different basis based on the relationship function to be performed and nature of membership, etc. Broadly, groups are classified into two groups that is formal and informal.

i) Formal group:

The group which is deliberately formed by the organization to achieve organization goal is called formal group. The formal group is explained by organizational structure and authorities, duties, responsibilities, accountability of each member is clearly described. Members of the formal groups are appointed by the organization. In a formal group, hierarchy of authority exists with specified rules and regulations. The formal groups are command group and task group.

a) Task group

The task group is also called task force. It is a type of temporary group where members are taken from different functional areas with different background, skill and abilities. These groups are established to perform certain and specified work. After the accomplishment of work, they will be dissolved.

b) Command group

It is a permanent group of structure where the authority, responsibility, accountability, etc. of group member is clearly defined in the structure. These groups are established to get specialization or organizational objectives such as various department of organization.

ii) Informal group:

Informal group also called **clique**, is an alliance that is neither formally structured nor organizationally determined. The group which is established spontaneously called informal group. Informal groups are natural formation in the work environment which appears in response to the need for social contact. The informal group obviously does not possess formal structure rather members roles are loosely defined based on members expectations and needs of particular moment. Member's behavior is guided by his/her own internalized perception

a) Friendship group

When two or more persons sit together, get together, work together in order to fulfill their personal and social need is called friendship group. The friendship group aims to satisfy their social and esteem needs when members are taken from different part of society or membership is not confined within the organization.

b) Interest group

The interest group refers to the collection of two or more person having the same hobby or interest and from the same type educational and profession background. Such groups are established to protect the right and interest group members and to share complains and grievances.

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Team

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A special type of group which involves different members from diverse area, concentrated on specific goals with high level of commitment is called team. In a team, members have complementary skills with high level of expertise and mutual trust between the members. Each member is accountable and responsible to perform assigned task. It is established to get synergy.

According to Ricky Griffin, "Team is a group of workers that function as a unit,

Differences between Groups and Teams

A group is a collection of individuals who coordinate their efforts, while a team is a group of people who share a common goal. While similar, the two are different when it comes to decision-making and teamwork. Differences between group and team can be mentioned as under:

Differences	Groups	Teams
Meaning	Collection of people who work together to coordinate their individual efforts.	A team is a group of people who are involved in the same work or activities.
Goal	Members of a group may not have a common goal. The group is focused on achieving individual goals.	Team members have a common cause or goal. They focus on they on achieving team goals.
Size	A group is made up of a large numbers of people.	A team consists of a limited numbers of memory.
Roles	Specific roles and duties are not assigned to group members.	Specific tasks are assigned to each individual of a team.
Independences of members	Members of groups are not relay on one another.	Since, different roles are assigned to different to different, members are independent.
Knowledge of other member.	Since, members many in group, they may not have been seen to each other.	Team members are aware of each other.
Responsibility	Each member is responsible for his or her own work without any collective responsibility.	Team members posses collective responsibility.

Importance of Teams

A team is a small number of people with complementary skills, who are committed to a common purpose, common performance goals and an approach for which they hold themselves mutually accountable. The importance or benefit of teams are:

i. Enhanced Performance:

Working in A team enables workers to avoid wasted effort, reduces errors and respond to customers in better ways. It will be helpful to improve productivity, quality and customer services, resulting enhanced performance of the organization.

ii. Employee Benefits

Rather than relaying in traditional, hierarchical and manager based system, teams give employees freedom to grow and gain respect and dignity by managing themselves, making decision about their work. It provides better quality of work life and reduces stress of employees. Consequently, employees get benefits from team immensely

iii. Reduces Cost

In teams, members are committed to their teams' performance. When employee join in teams, team members are committed to teams performance and that will make them more cost conscious. That result reduced scrape, fewer errors, fewer remuneration claims and finally reduces the cost of organization.

Better Quality Decision

iv. A team involves the collection of people from diverse area and it includes collective efforts of with different background, experiences, complementary skills and expertise. It produces more ideas and alternatives, that can address different perspective, interest and mind. So it makes better quality decision in the organization.

v. Improved Process

Teams are provided freedom for planning, and scheduling the activities as well as the implementation of activates. Members are self-devoted, self-responsible and highly accountable. They perform activities and make decision-based consensus among team members.

vi. Enhance Competitiveness

A team involves the persons with diverse expertise, complementary skills where members are highly devoted to work. People having diverse skills and expertise are superior to what a single individual can marshal. Divers skill and devoted attitude add to competitive age to the firm.

vii. Organizational Enhancement

Team leads to organizational enhancement which include increased innovation, creativity and flexibility. Teams can eliminate redundant layers of employees and flatten the structure in large organization. Employees will have better access to top management. In addition, team

environment constantly challenges teams to innovate and solve problems creatively, that will improve the organizational efficiency.

Types of Teams

Teams are the specific group of employees with complementary skill and committed towards the achievement of specific goals. Organization may form different types of teams to achieve efficiently and effectively. Some common teams are as follows:

i) Problem solving team

Problem solving teams are temporary team established to solve specific problem of the organization and after solving the problem team will be dissolved. It contains 5-10 members where each member meet weekly discusses problems of the organization and develops consensus to solve the problem. The major area of problem can be quality, work environment efficiency work process, etc. A quality circle is a common problem-solving team.

ii) Cross functional team

It is a specific type of work team which is made up of employees from different work areas and from same hierarchical level. The basis objective of such team is to solve that problem which is not possible by single department or work area. It contains members with varieties of skill, ability and knowledge. Each member freely share knowledge, coordinates and cooperate each other to solve the problem. Despite of its high efficiency and effectiveness, it is not easy to manage and develop trust between the team members.

iii. Quality Circles

Quality circles are small group of employees from same work area who meet regularly usually weekly or monthly to discuss and recommend solutions to workplace problems.

The role of QC is to investigate a variety of quality problems that might come up in the work place. The circle makes decisions based on the consensus of members regarding how to improve

quality and make recommendation to the top management to implement decision in practice.

iV. Management Teams

Management teams are relatively permanent team. The work of such team does not end with the completion of a particular project or solution of the problem. The primary job of the management team is to counsel and coach others team, coordinate other teams.

v) Virtual team

It is also called network team or spider web team. It involves few members where each member is physically dispersed and linked through information technology and internet. There is no face-to-face interaction and communication between members where members communicate through the use of internet, Skype, Imo, etc. Organization uses such team to perform the work which are physically dispersed at different location at minimum cost.

viii) Self -managed team

It is also called autonomous work team which is characterized by empowerment, self- plan, self-responsibility, self-supervision, etc. to get the result. It contains 10-15 members who perform independent job. They select their own member and evaluate the performance of each other. There is no need of supervision. They are responsible for scheduling team work, assigning the task, self-control and taking the corrective action whenever required.

Creating Effective Work Team

An effective team is a group of people that are able to work together, support each other and motivate each other to achieve a shared goal or outcome. Effective teams have an effective leader whose job is to guide the team toward the goal or objectives that the team needs to achieve. Effective teams are more productive, and that means that companies and organizations win, too. There are some characteristics or factors which are typically associated with effective teams:

Clear Goals

Team must have clear goals. They should translate the broad vision into specific, measurable and realistic performance goals. Members are dedicated to the team goals, understand what they are expected to accomplish and how they will be collaborate to achieve these goals. Clear goals facilitates clear communication and also help teams on getting goals.

Relevant Skills

The team effectiveness is determined by members' skill, ability and knowledge or competency of

team members. Thus. For a team to become effective, team members must possess relevant skills i.e. technical skills and interpersonal skills. All members must be capable for applying existing knowledge to solve new problems.

Mutual Trust

Mutual trust among team members and team leader and team members are essential for making the team more effective. Members of a team must be trusted each other. Such trust enhances harmony and confidence between team members and fosters coordination among them. Further mutual trust develops commitment and reduces the need of supervision.

Unified commitment

Unified commitment is the dedication to team goals and willingness to expend extraordinary amount of effort to achieve team goal. An effective team necessitates team members' unified commitment. It makes all members loyal, dedicated and devoted to achieve goals.

Good Communication

Effective communication among team members is prerequisite for the effective team. Members of the team should communicate verbally and non-verbally in such a way that all members understand the sense of communication in realistic manner. Communication also plays the role of feedback that facilitates the guidance and the correction of misunderstanding.

Negotiation Skills

An effective team is composed of members with diverse skills, knowledge and competencies Members of an effective team must be able to adjust who does what, otherwise conflict may exist in team. For this team members require negotiation skills. By using their negotiation skills, members will be able to work together among their diversities and differences.

Effective Leadership

Effective leadership refers is the ability of leader to create vision, communicate vision and translate vision into reality with trust. It is essential for the improvement of teamwork. Leadership provides proper guidance, information and resources to teams according to job requirement. Managers must have leadership ability to form effective teams based on the requirement of job.

Internal and External Support

A positive and supportive internal and external environment is also required for an effective team. Internal support includes proper infrastructure facilities for work, provision for training and development, performance evaluation system, provision for reward and incentives for team activities, supportive human resources system. Externally, teams should be provided proper resources, guidance and information to accomplish the assigned job efficiently.

Managing Team Conflict

Conflict is misunderstanding between two or more person, groups and organization. Conflict is a process in which one party perceives that its interests are being opposed or negatively affected by another party A team involves two or more persons with diverse skill, knowledge and competencies where differences on their attitude, interests and expectations are common. Such differences create misunderstanding among team members, which is known as team conflict. Team conflicts arise when there are disagreements over the goals, methods or needs of the team and when there are differing personalities.

Managing team conflict involves making sure that interaction is based on a common set of objectives. As the conflict has both negative and positive effects, it should be constructively resolved. The strategies to be followed to manage team conflict will be largely determined after understanding the nature and sources of conflict in teams. The major approaches or styles to manage team conflict are as follows:

i. TASK VERSUS RELATIONSHIP CONFLICT

Task-related conflict (also called constructive conflict) occurs when team members perceive that the conflict is in the task or problem rather than in each other. Team members view the problem as something "out there" that needs to be resolved, and the employees are merely messengers in this discussion.

In contrast, relationship conflict occurs when team members view differences as personal attacks that threaten their self-esteem and resources. The conflicting parties view others (their attitudes, biases, and decisions) as the source of conflict.

MINIMIZING RELATIONSHIP CONFLICT

 The "moderate conflict is good" advice assumes that relationship conflict can remain low as task-related conflict increases up to some midpoint. Relationship conflict grows up in some teams even when members experience low levels of task-related conflict. Other teams can have high levels of task-related conflict without developing perceptible levels of relationship conflict.

The best advice for managers is to encourage task-related conflict and apply the following four strategies to suppress relationship conflict:

<mark>Emotional intelligence:</mark>

Relationship conflict is less likely to occur, or is less likely to escalate, when team members have high levels of emotional intelligence. Team members have high emotional intelligence when they are aware of their own and others' emotions, and when they are able to manage emotions in themselves and others. Employees with high emotional intelligence can better regulate their emotions during debate, which reduces the risk of escalating perceptions of interpersonal hostility.

<mark>Cohesive team:</mark>

Relationship conflict is suppressed when the conflict occurs within a highly cohesive team. The longer people work together, get to know each other, and develop mutual trust and transparency, the more latitude they give each other to show emotions without being personally offended. Members of cohesive teams are also motivated to remain with the team, which motivates them to avoid escalating relationship conflict during otherwise emotionally turbulent discussions.

<mark>Supportive team norms:</mark>

Various team norms cannot hold relationship conflict during constructive debate. When team norms encourage openness, for instance, team members learn to appreciate honest dialogue without personally reacting to any emotional display during the disagreements, other norms might discourage team members from displaying negative emotions toward coworkers.

<mark>Problem-solving conflict management style:</mark>

Whether relationship conflict emerges from constructive debate depends to some extent on the interpersonal conflict management style used by those participating in the conflict. Specifically, team members who take a problem-solving approach are less likely to trigger strong emotions compared with those who assertively force their preferences on others.

ii. INTERPERSONAL CONFLICT MANAGEMENT STYLES

Interpersonal conflict is the conflict happened between members of a team. The conflict literature identifies five interpersonal conflict management styles, each with a unique degree of cooperativeness and assertiveness

However, no single style is best in every situation. However, as we mentioned, some styles are more likely than others to transform task-related conflict into relationship conflict.

Interpersonal conflict management styles attempt to solve the conflict based on the combination the degree of assertiveness and cooperativeness' of individuals. Assertiveness refers to the motivation of individuals to satisfy one's own interest whereas cooperativeness is the motivation to satisfy others' party's interest.

Problem solving:

Problem solving tries to find a mutually beneficial solution for both parties. Information sharing is an important feature of this style because both parties collaborate to identify common ground and potential solutions that satisfy both (or all) of them. This style is often preferred because it minimizes the risk of relationship conflict. However, it won't work well if team members lack trust and the sides have perfectly opposing interests.

Avoiding:

Avoiding tries to smooth over or avoid conflict situations altogether. It represents a low concern for both self and the other party. For example, some employees will rearrange their work areas or tasks to minimize interaction with certain coworkers. This style works best when the problem has already generated relationship conflict and the issue is not worth fighting over.

Forcing:

Forcing tries to win the conflict at the other's expense. This style relies on assertive influence tactics. The forcing style creates a high risk of relationship conflict, but it may be necessary when the dispute requires a quick solution or the opposing party's views are unethical.

Yielding:

Yielding involves giving in completely to the other side's wishes, or at least cooperating with little or no attention to your own interests. This style may be necessary when the opponent has substantially more power or the issue is not as important to you as to the other party. In the long run, however, yielding may produce more conflict because it raises the other party's expectations of an easy win in disputes.

Compromising:

Compromising involves actively searching for a middle ground between the interests of the two parties. This style may be best when there is little hope for mutual gain through problem solving, both parties have equal power, and both are under time pressure to settle their differences. However, compromising tends to overlook creative solutions such as those discovered when using the problem-solving style.

iii. STRUCTURAL SOLUTIONS TO TEAM CONFLICT

So far we have looked at the interpersonal side of team conflict. But when conflict escalates or continues without resolution, managers need to identify the structural causes of that conflict and apply corresponding solutions. One of the most common structural causes of conflict is incompatible goals.

Super-ordinate goal

One of the most common structural causes of conflict is incompatible goals. Conflict that arise from incompatible can be resolved by developing superordinate goal. A goal which is common and acceptable to all is called super ordinate goal. It binds all conflicting group together and non-conforming minority can be ignored, or remains quiet and withdraws on its own thus conflict is resolved.

Reducing differentiation

Another important source of team conflict is the different beliefs, backgrounds, and values that employees bring to the group. Organization may have different policies and practices regarding the salary incentives, facilities and other polices for permanent and non-permanent workers male and female worker, etc. this will also cause conflict in organization. In such case. When a company adopts uniform policies and practices that finally manage the conflict.

Reducing task interdependences

When people departments are interdependent between each other, inability of one department affects the performance of other also creates conflict. In such situation if the degree of interdependency between departments is reduced, that helps to manage the conflict.

Clarifying rules and procedures

Conflicts are also caused by unclear rules, procedures and manuals, etc. When rules and procedures are made clear that eliminate organizational ambiguities, reduces, the chance of encroachment and minimizes the conflict.