ACHIEVING WORK EFFECTIVENESS IN ORGANISATIONS THROUGH GROUP BEHAVIOUR IN NIGERIA

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Abstract

The study was designed to examine how achieving work effectiveness through group behaviour can be successful in Nigeria. Three hypotheses derived from the specific objectives of the study were tested. The study adopted the cross-sectional research design. The study used quantitative data and which was gathered with the questionnaire. This data collection instrument was validated and also subjected to a reliability test before it was used for the collection of data. The questionnaire was used to elicit responses from 70 respondents that constitute the sample size. The data generated from the fieldwork was extracted from the measuring instrument and then subjected to inferential statistical analysis for the testing of the hypotheses. The chi-square statistical tool was used to test the hypotheses. Based on our analysis, it was found that there is a relationship between group behaviour and the courses of organizational conflict. Based on the above, it was recommended among others that organisations, should always try to put into consideration the desires, needs and personal feelings of the workers.

Keywords: *Work Effectiveness, Group Behaviour, Organisations.*

1. Background of the Study

Work attitudes or behaviours are consequently the tendencies to work, emerging from notions feeding beliefs, habits, and impulses. Behaviour is a taught disposition to behave in a specific manner towards an object. The concepts, beliefs, and motivations that these employees brought

into their work activities tend to have an impact on the workers' productivity, effectiveness, and efficiency in addition to the work itself inside the firm achievement, comfort, and a healthy atmosphere.

According to Ejiofor (2020), contribute to the formation of a positive attitude, while failure, hardship and lack of essential facilities among others lead to the development of a negative attitude or behaviour among employees in the organization. These varied behaviours of both individuals and groups become a problem for managers as the modern workplace becomes more complex. Management is preoccupied with the problem of solving work-related problems. This could not have been necessary if the organization were not made of people and other intimate factors of production. Management is generally seen to have major dimensions technical, conceptual and human. The technical dimensions consist of the manager's know-how in the technical matters of his organization while organizational behaviour is directly concerned with the conceptual and human sides of management and with the application, of techniques that most productivity experts are talking about (Luthans, 2005).

The organization is indeed one of the producing or manufacturing companies in Nigeria with a very complex structure in terms of a large number of employees, multiplicity of people of different ethnic groups, religious beliefs and afflictions, norms and values, career orientation habits and social backgrounds. In the workplace, these different variables come to play and present themselves in various behaviour patterns expressed through groups in the organization either formal or informal. Research studies on the influence of the formal group in shaping the functioning of work organizations in Africa and elsewhere have shown that work groups are very significant in work organizational life. According to Chukugwu (1995), their presence is mostly self in the organization through the amount of intersection among different forms of groups. She went further to say that work organizations create opportunities for an increased form of these interactions thereby giving itself a character and ways of doing things.

1.2 Objectives of the Study

The main objectives of this study are to identify the effect of group behaviour on work effectiveness;

The specific objectives are;

i. To find out how group behaviour positively or negatively affects workers' effectiveness or performance in the organization.

ii. To find out the different forms and types of group behaviours exhibited in the organization.

1.3 Research Questions

In other to carry out this research, the following questions were asked;

i. How does group behaviour negatively or positively affect employees' production and effectiveness in the organization?

ii. What are the different forms of group behaviour exhibited in the organization?

iii. What are the effects of conflicts resulting from later groups' behaviour in the organization?

2. Review of Related Literature

The review of related literature was done under the following subtopics; conceptual review, conceptual framework, theoretical review, empirical review and summary of literature review.

Group Behaviour

Group behaviour emanates from the causes that contribute to the group's effectiveness. The well-structured, well-defined role and status hierarchy, able leadership, well-developed norms and strong cohesiveness a group has, the greater the groupthink. Groupthink is defined as "the deterioration of mental efficiency, reality testing, and moral judgment in the interest of group solidarity." As groups function and interact with other groups, they develop their own unique set of characteristics including structure, cohesiveness, roles, norms and processes. As a result, groups may cooperate or compete with other groups, and intergroup competition can lead to conflict.

Why People work in Group

Ozeghe (2014) suggest that people work in a group for the following reasons;

Security: By joining a group, individuals can reduce the insecurity of "standing   alone." People feel stronger, have fewer self-doubts, and are more resistant to threats when they are part of a group.

Status: Inclusion in a group that is viewed as important by others provides recognition and status for its members.

Self-Esteem: Groups can provide people with feelings of self-worth. That is, in addition to conveying status to those outside the group, membership can also give increased feelings of worth to the group members themselves.

Power: What cannot be achieved individually often becomes possible through group action. There is power in numbers.

Goal Achievement: There are times when it takes more than one person to accomplish a particular task; there is a need to pool talents, knowledge, or power to complete a job.

Stages of Group Behavioral Development

Forming: The first stage in group development, characterized by much uncertainty

Storming: The second stage in group development, characterized by intragroup conflict

Norming: The third stage in group development, characterized by close relationships and cohesiveness

Performing: The fourth stage in group development, when the group is fully functional

Adjourning: The final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than task performance.

Inter Group Behaviour Conflicts and its effects on Organisational Performance

While many behavioural models focus on the general nature of people. Davis 1985 identifies three behavioural models that deal with people within the enterprise context. Specifically, he shows how assumptions and related theories influence managerial behaviour.

The process that occurs between two or more inter-group performances, depends on several different factors. These characteristics include:

    1. Interdependence

    2. Task Uncertainty; and

3. Time and goal orientation consistent with several ideas and research studies inter-group performance can be defined in terms of their levels of analysis namely:

1. Individual-level leg satisfaction, goal and achievement.

2. Group level (e.g moral productivity and

3. Organisation level (e.g profitability efficiency turnover).

When these different groups interact during everyday activities, there is also the group's potential for intergroup conflict. And when conflict exists, we can expect to see changes in two areas.

1.   Changes with each group; and 2.Changes between each group. The change within each group are:

a. Cohesiveness increase between members an external threat courses a group to pull together as a unit.

b. The group becomes more tasks oriented. There is less idle time or "going off" all efforts are directed to meeting the challenge of the other group

c. There is an increased emphasis on the organization to ensure successful task accomplishment an increased focus is placed on rules, procedures, and centralization of responsibilities.

d. Leadership becomes more auto rationally based there is a demand for strong, definitive leadership changes due between conflict group are:

1. Hostility and negative attitudes increase the rival group is seen as the "enemy and is viewed with hostility.

2. Negative stereotypes become dominant. There are attempts by one group to label another group or person in negative tones.

3. Communication between groups decreases. As conflict groups, the level of interaction and communication between groups diminishes.

4. The other group's activities are closely monitored there is an increased emphasis on surveillance activities on the other group: The observed behaviour is not only used to evaluate their performance but also to check for illegal activities that may serve to verify the negative stereotypes.

The practical utility of any model or measure of personality to an organization will depend on its ability to explain, predict, and control the behaviour and performance of individual employees. Porter, lauiler and Hackman (1982) aptly points out that personality moderates an employee's response to the organization, whether a person responds negatively or positively to the pay system, a particular style of supervisor, or a given form of communication some technology change will depend upon such personality characteristics as needs, expectations, interests values, and abilities.

Effectiveness and efficiency of group behaviour

The main strengths of group decision-making are a generation of more complete information and knowledge, increased diversity of views and increased acceptance of a solution. The weaknesses are Conformity pressures, Discussions that can be dominated by one or a few members and ambitious responsibility for the outcome. The effectiveness and efficiency of group behaviour can be stated as under;

Effectiveness

1. **Accuracy** – the group is better than the average individual but worse than the most accurate group member
2. **Speed** – individuals are faster
3. **Creativity** – groups are better
4. Degree of Acceptance – groups are better
5. Efficiency: Groups are generally less efficient

Implications for Managers

Cultural differences affect the importance, display, and derivation of status. Social loafing occurs mostly in individualistic cultures motivated by self-interest. In the globalised scenario, diversity leads to greater conflict but surface-level recognition may make members more open-minded and accepting – leading to better decisions. Following are the implications of group behaviour for managers; Positive relationship between role perception and performance evaluation, Group norms can affect individual performance either positively or negatively, Status inequities adversely impact productivity and performance, Group size impacts effectiveness and Cohesiveness can influence productivity.

Internal or Economic Determinations of Group Behaviour

As individuals are the basic building blocks of an organization, most of the research domain of organization theory and virtually all of the research that has emerged from a social psychological or industrial psychological tradition has adopted a focus on the individual as the unit of analysis and proceeded from the premise of conscious foresightful, action guided by internal or purpose Duaita and Snyder (2001) stated that group behaviour is determined by complicated variables that relate to three factors: time, team environment, and group composition. Stoel (2002) in his study commented that group research generally shows that large group size hurts group behaviour, and noted that group size directly influences member behaviours in an inverse relationship; the larger the group, the less frequent the communication behaviour of the group members. Some have used motivational and leadership theories to explain the behaviour of individuals in the organization. Others have used theories that take their risk from a social constructionist perspective in explaining factors that determine individual behaviour in an organization. And yet, others have anchored their analysis of determinants of individual behaviour in the organization on paradigms and perspectives that centre on views and modes of man. Theories of this form are numerous and include:

1. Expectancy theory (Vroom, 1964) argues that people undertake actions according to their assessment of the probability that these actions will lead to some instrumental values outcome;

2. That theory (Alderfer, 1972; Maslow, 1943) argues that people act purposefully to fulfil their needs or to overcome need deficiencies;

3. Goal theory (Locke, 1968) postulates that people undertake actions to achieve their goals, and

4. Political theories (Pfeffer, 1981) maintain individual action is motivated to achieve some valuable outcome such as promotion, additional power or more resources. These respects.

    i. The analysis proceeds from the individuals as the unit of analysis;

    ii. The behaviour demonstrates a rational value- (or utility) - maximizing the choice process; and

    iii. This process is based on the attainment of some value judgments; in each instance, the rational-economic doctrine of human nature is much palpable and

presumed to operate over some individuals and presumed to operate over individual-level dispositional property.

Basic Economic Determinants

The basic economic determinants among others are:

Personal income: One's income is the reward for one's economic efforts. Income means purchasing power. When we talk of income in a marketing sense, we are more concerned with 'disposable income' and "discretionary income'.'Disposable income is the amount of money that a consumer has at his disposal for spending or saving or both. In other words, of the total gross income, whatever balance remains after meeting preemptive demands like taxes, debt repayment and debt servicing charges and the like. Any change in disposable income will change consumer buying decisions. The decline in disposable income reduces consumer spending; however, when disposable income rises, consumer spending not only rises but makes them go in for more luxuries. In other words, disposable income causes a change in the relative demand for different categories of products and services. On the other hand, 'discretionary income' is the income which is available after meeting the basic needs of living. It is the residual disposable income left after meeting all the expenses essential to provide minimum subsistence needs to a family. Discretionary income changes have their implications. A rise in discretionary income results in usually increased spending by consumers on those items that raise their living standards. Therefore, a continuous rise in discretionary income is likely to change the very lifestyle of the consumers, Kifordu et al (2020).

Family income: Where a consumer is a member of a joint family, the buyer's behaviour is influenced by the family income rather than the individual income. It does not mean that one can ignore the individual income, for family income is the aggregate of the individual income of all the members of the family. In a joint family, it may so happen that a rise in an individual member's income may be neutralised by a fall in another member's income. That is why; it is the relationship between the family size or the requirements and the income that finally determines the buying behaviour of the family members.

Consumer income expectations: Many times, it is the future income expectations of the consumer that influences such consumer behaviour. It is the optimism or the pessimism about consumer income that determines the level of current spending. If there are bleak prospects of future expected income, he spends less now and saves more and vice versa. It is worth noting

here that the force and vitality of a tendency to spend or save depend on the nature of consumer needs. In the case of basic needs of living, such a tendency will be too weak for no consumer denies the minimum subsistence level merely because of bleak future income expectations. However, in the case of non-essential goods, the tendency may be very strong to save than to spend if he is expecting weak future income generation and vice versa.

Consumer liquid assets: It is the consumer liquid asset position that influences consumer behaviour. Liquid assets of consumers are the assets held in the money or near-money forms of investments. The best examples of this kind are hard cash, bank balance, bank deposits, shares and bonds and saving certificates. These assets are built up to buy some consumer durables or to meet unexpected future needs or contingencies. If a person has more such liquid assets, more carefree it comes to spending the current or regular income.

Consumer credit: Availability or paucity of consumer credit has an impact on consumer buying behaviour. Consumer credit is a facility extended by a market to postpone the payment of products bought to some future date. Consumer credit takes several shapes deferred payment, instalment purchasing, hire-purchase arrangements and the like. The easy availability of consumer credit makes the consumer go in for those consumer durables which he would have postponed otherwise. Further, it makes him spend more freely on his current income.

The level of standard of living: Consumer behaviour has an impact on the established standard of living to which he is accustomed. Even if consumer income goes down, consumer spending will not come down proportionately because it is very difficult to come down from an established standard of living.

3. Methodology

The study was a survey research design which according to Kerlinger (2009), is a research design or plan, structured to obtain answers to research questions and to control variance. The purpose of using this design is because of the economy of time. While the population according to Ary and Jacobs (2011) is the entire group of people objects or events having at least one characteristic. The population size for this study is made up of 80 respondents, which were obtained from entire organizations in Warri, Delta State. The sample is an approximation of the whole rather than itself. In other words, it is a good estimate of the true population. (Akpomuvie, Esumude, and Maku, 2010). The sample size for this study is 80 which is used because of the small nature which is why is called census in sampling and randomly selected

According to Nwana (2011), a sample is said to be randomly selected if each of the members of such a sample is given an equal chance of being selected. Reliability is the extent or degree of consistency between two measures. It is the stability of scores obtained in the different measures. (Iwuana et al., 2012). The test and re-test method was to test the reliability of the instrument. The researcher did this by ail ministering copies of the questionnaire to respondents on different occasions to determine their relationship and corporate it into the study.

4. Data Presentation and Analysis

ANALYSIS OF DATA ACCORDING TO THE RESEARCH QUESTIONS

Research Question 1: How does group behaviour negatively or positively affect employees' production and effectiveness in an organisation?

Category of Response	Frequency of Response	Percentage
Strongly agreed	27	28.6
Agree	41	58.6
Strongly disagree	-	-
Disagree	-	-
Undecided	2	2.8
Total	70	100

Source: (Field Survey, 2023).

The above table shows that 27 respondents, representing 38.6% strongly agreed with the question 41 respondents, representing 58.6% agreed with the question. While the remaining 2 respondents, representing 2.8% were undecided.

Research Question 2: What are the different forms of group behaviour exhibited in the organisation?

Category of Response	Frequency of Response	Percentage
Strongly agreed	51	44.3
Agree	39	55.7
Strongly disagree	0	0.00
Disagree	0	0.00
Undecided	0	0.00
Total	70	100

Source: (Field Survey, 2023).

The above table shows that 31 respondents, representing 44.3% strongly agreed with the question. While the remaining 39 respondents, representing 55.7% agreed with the question.

Research Question 3: What are the effects of conflicts resulting from later groups' behaviour in the organisation?

Category of Response	Frequency of Response	Percentage
Strongly agreed	21	30
Agree	32	45.7
Strongly disagree	7	10.
Disagree	6	8.6
Undecided	4	5.7
Total	70	100

Source: (Field Survey, 2023).

The above table shows that 21 respondents, representing 90.32 respondents, representing 45.7% agreed with the question. 7 respondents, representing 10% strongly disagreed with the question. While 6 respondents disagreed with the question, representing 8.6%. The remaining 4 respondents, representing 5.7% were undecided.

Research Question 4: How does group behaviour affect the effectiveness and efficiency of work in the organisation?

Category of Response	Frequency of Response	Percentage
Strongly agreed	27	28.6
Agree	43	61.4
Strongly disagree	0	0.00
Disagree	0	0.00
Undecided	0	0.00
Total	70	100

Source: (Field Survey, 2023).

The above table shows that 27 respondents, representing 38.6% strongly agreed with the question. While the remaining 43 respondents, representing 61.4% agreed with the question.

5. Conclusion and Recommendations

From the findings and all the observations of this study, it's very clear that every organisation desires or are influenced by the way or manner the employees treat the organisation. Group process variables are this daily interaction that occurs as a group work together to accomplish its task if works are done together. Most of these theories, however, have been based on specific

ideologies of work organizations, and because "ideologies are virtually certain to incorporate some of the attitudes and values of the society in which they take their rise", most of them may appear strange and foreign to other peoples of the world with different cultural configuration particularly the African or other "third world" workers in industrial and other modern workplaces.

Recommendations

Given the above findings, the researcher has decided to recommend the following:

1. Organisations should always try to put into consideration the desires, needs and personal feelings of the workers.
2. The management should try and design a reward scheme for the employee to encourage them.
3. The management should also try to build a very strong management – staff relationship and this will also increase their sense of commitment to the organizational goals and objectives.

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