

## **‘An evaluation of group behaviour for organisational effectiveness and efficiency: A case study of the Nigerian Television Authority**

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### **Abstract**

*The study sought to evaluation of group behaviour for organizational effectiveness and efficiency. The survey research design was adopted. The Yaro Yammane (1969) statistical formula was employed to select a sample of 200 respondents that comprised the total study population. Questionnaire was the instrument for data collection. The instrument was validated by experts in the library and information science profession, administered by hand and analyzed with statistical charts and tables. The research provides a case study of group behavior and its effect on the organizational effectiveness and efficiency on the Nigerian television authority. The finding of the research showed that Groups behavior contribute positively to organizations such as creating collaboration among employees, providing an effective communication, increasing job satisfaction and motivation, and gaining competitive advantage over other organizations without group.*

**Keywords:** Group Behavior, Organizational Effectiveness and Efficiency

### **1. Introduction**

Since the humans are the species living in groups, they must communicate, cooperate and interact with each other in order to survive. This cooperation and interaction occur within the formal and informal groups in the community. Group behaviour refers to people with a similar goal behaving in the same way, which might be different from how they would normally behave if they were alone or as individuals. A group is an intact social system, complete with boundaries, interdependence for some shared purpose, and differentiated member roles. Traditionally, groups tended to be intact, stable, and tightly bounded social systems. The role of group is important regarding the meeting of individual's needs in participation of individuals in the groups. When it is discussed in this regard, it may be said that the group satisfies, first, its need (Levi, 2010). The groups are the means of determining the facts and solving the problems. There are some researches showing that the groups may take the more

correct and doughtier decisions than the individuals in solving the problems that they face with. According to the results obtained from those researches, the groups may reach to more correct solutions than the individuals.

Three forms of reference group impacts can shape consumer conformity: informational, normative, and identification. It's critical to distinguish between these categories because the marketing strategy that is needed is dependent on the type of influence involved. When an individual uses the behaviors and opinions of reference group members as potentially beneficial bits of knowledge, this is known as informational influence. This influence is based on the group members' likeness to the individual or the influencing group member's competence. As a result, if a person notices several members of a group drinking a certain brand of coffee, he or she may decide to give it a try merely because there is proof that it is a good brand. Alternatively, one may opt to buy a specific

brand model of computer because a buddy who is well-versed in computers has or recommends it. In this scenario, group members' information is the source of conformity.

Normative influence, also known as utilitarian influence, arises when a person complies with social expectations in order to benefit. The presence of a direct reward or sanction is the essence of normative influence. Identification influence is also known as value influence. Individuals who have internalized the group's principles and standards have expressive impact. The individual's behavior is therefore guided by them without regard for reference group sanctions or rewards. The person has adopted the group's worth as his or her own. Because the individual's values and the group's values are the same, the person behaves in a way that is compatible with the group's values. As a result, the research aims to provide an assessment of group behavior in terms of organizational effectiveness and efficiency.

Employees are one of the most important assets of an organization as they contribute to its growth and success (Danish and Usman, 2010). Organizational effectiveness is regularly viewed as the main factor inside business and training area, and also the way to survival in associations of every assorted type in the twenty-first century. The investigation of organizational effectiveness has turned into an extremely vital zone of exploration because of the predominant place associations possess in our lives. Organizational effectiveness is regularly viewed as the main factor inside business and training area, and also the way to survival in associations of every assorted type in the twenty-first century (Rieley, 2018). The investigation of organizational effectiveness has turned into an extremely vital zone of exploration because of the predominant place associations possess in our lives.

### **1.1 Statement of the Problem**

Today's volatile economic environment force organizations to develop and implement effective strategies in order to manage endowed individuals. This becomes extremely acute in the case of companies that continues to expand on new markets. The most challenging struggle of very company, be it at the beginning of its activity or full developed is to build, sustain and maintain group behavioral patten effective.

### **1.2 Research Questions**

1. What is the significant of group behavior in NTA?
2. Is organizational effectiveness and efficiency in NTA is high?
3. What is the effect of group behavior on NTA effectiveness and efficiency is high?

### **1.3 Objectives of the Research**

1. To determine the effect of group behavior on organizational effectiveness and efficiency of NTA.
2. To determine the organizational effectiveness and efficiency in NTA is high.
3. To determine the effect of group behavior on NTA effectiveness and efficiency is high

### **1.4 Significance of the study**

The importance of this study is to evaluate group behaviour on organizational effectiveness and efficiency. The study is significant to business organizations, work group in which the interaction of its members is carried out mainly for the exchange of information and experience and where the members of the group are personally responsible for the results of their activities. The study is also significant in organization where effective and efficient communication is inevitable for their success, such as broadcasting firms, educational institutions and the study focuses on the appraisal of group behavior and effect on the effectiveness and efficiency on Nigeria Television Authority (NTA)

### 1.5 Statement of Hypotheses

1. Ho: There is no significant relationship between group behavior and effectiveness and efficiency of NTA  
Hi: There is significant relationship between group behavior and effectiveness and efficiency of NTA
2. Ho: organizational effectiveness and efficiency in NTA is not high  
Hi: organizational effectiveness and efficiency in NTA is high
3. Ho: Effect of group behavior on NTA effectiveness and efficiency is not high  
Hi: Effect of group behavior on NTA effectiveness and efficiency is high

### 2. Literature Review

This chapter presents literature review for the study which includes conceptual review, empirical review, and theoretical review to enable the researcher in the evaluation of group behaviour for organizational effectiveness and efficiency.

#### 2.1 Concept of Roles in the Group

The Role refers to the attitude and behaviour of individuals in accordance with the expectations from each other. In other words, “roles are patterns of behaviors in any social unit. The attitudes and behaviors form the role identity of individuals. Roles are shaped and developed according to the individual’s or group’s needs and preferences. In the organizational psychology, roles have been examined according to the general tasks and behaviors within the group (Kivlighan, London, & Miles, 2012). Nowadays, the role is represented by identity by taking into account the impact of social life outside of the group as well. Likewise, recent studies mostly focus on the concept of identity that also includes personal characteristics of individual and influences his/her social status outside of the group.

#### 2.2 Effect of the Group on the Efficiency of the Individual

Researches have shown that a group may have a positive or negative effect on the efficiency of its members. According to many social psychologists, the presence of others increases the motivation and action level of the individual. In that case dominant dispositions of the individual play an important role. This means that if the individual has a dominant tendency to make mistakes, his mistakes would increase; if the individual has a dominant tendency to make the right, his deal of doing the right jobs increases. Several studies have shown that the total productivity of the group is greater than the sum of the productivity of its members. This is usually called as “synergy effect” (Slocum & Hellriegel, 2009). Some recent studies about the effect of group on the efficiency and productivity of its members will be mentioned in the sub-title of “The Importance of Groups for Organizations”. It is also possible that individuals will make less effort while they are in the group than equal to their normal individual effort. This is called as “social loafing”. In that case, individual acts quite free in the group. Hence, this is also known as “free riding”. For example, in a group of 10 members, given that each member’s contribution is 1, group’s output is expected to be greater than 10. But in social loafing occurrences, the output of the group might be 9 or even less. Especially, as the number of group members increases, the proportion of contribution of some members decreases (Kreitner, & Kinicki, 2010). Many researchers claim that social loafing usually occurs in the individualistic cultures where personal achievement and rewarding are important. On the other hand, one may argue that individuals would work harder if they know that they would be rewarded. Therefore, it would be wrong to look at social loafing from only one approach of the culture. Other factors such as job ethic, organizational norms and values, social



preferences may also play an important role in the occurrence of social loafing.

Kalay and Oğrak (2012) analyzed social loafing tendency and behaviors of those engage in social loafing in the groups. The authors stated that some group members, who engage in social loafing, treat their co-workers and supervisors politely, and try to look like helping them. Such situations make it difficult to determine the less effort of those individuals, but still have a negative impact on the group's total performance. For that purpose, groups will be concentrating on the active monitoring in the future.

### **2.3 Effect of the Group on Individual's Attitude**

Group has a role in the direction of empowering or changing the attitude of individual. If the individual attitude is compatible with the group norms, this reinforces the attitude. If the individual's attitude is contrary to the group norms, there begins pressure to change this attitude. Moreover, if the group norms are composed from the debate of members, complying with these norms would be more powerful. Dreu et al. (2011) investigated creativity and innovation in the groups. As many earlier studies revealed, their study also showed that individuals with high epistemic motivation are more creative than individuals with low epistemic motivation are. When the members with high epistemic motivation increase within the group, the performance of the group in terms of creativity would also increase. Their study demonstrated that the increase of the average level of epistemic motivation and creativity in the group would also raise the mental (cognitive) motivation and creativity of the individuals.

Groups can sometimes help those members who have counter-productive behaviors or run against the organizational goals, by reducing or completely eliminating the counterproductive behaviors (Jex & Britt, 2008). This can be seen as a positive impact of the group's effect. On the other hand, a

hard-working member in a low-effort group might feel himself as an offset due to possible pressure on him and consequently, either decreases his work effort or leaves the group.

### **2.4 Other Factors in Group Dynamics**

Features, knowledge, skills, communication abilities and behaviors of the members determine who will be the leader in the group. According to the changes of group's desired goals, contingency of being leader of the members also varies. Leadership within the group occurs depending on the interactions of the group, group's goals and characters of the members. According to general leadership approaches, a person who has leadership qualities, regardless in which group, would be the leader (Morgeson, DeRue, & Karam, 2010). In the literature, situational leadership approach is prominent and mostly highlighted in group dynamics. According to this approach, the environment or group's atmosphere creates the leader within the group. In other words, the leader arises in accordance with needs and features of the group. This approach is similar to the Fiedler's Contingency Theory. In this leadership theory, leader strengthens relationships and adherence between group members, as well as enables the job done in a best way. Consequently, the leader raises his/her reputation and efficiency in the group (Kreitner, & Kinicki, 2010). Studies have shown that leaders, who are more suited to the group norms, give their group members more confidence. Additionally, leader's fairness is accepted and understood by the group members more effectively.

Leaders who do not meet the group's norms have less control and effectiveness over the group. In such cases, some members are getting closer to each other. Nevertheless, such cases mostly affect relationships of the members negatively (Tauber, & Sassenberg, 2012). An interesting study made by Kivlighan, London, Miles, (2012) showed that members are more satisfied in



the groups where a second leader (co-leader) exists than the groups with an individual leader. The commitment among members is also stronger in such groups. So, in the future, approaches of shared leadership might be more important rather than one person's leadership

## **2.5 Theoretical Framework**

### **2.5.1 Intergroup Conflict Theory**

The most famous theory in intergroup conflicts was put forward by Sherif. According to him, one of the main causes of the conflict is the struggle to achieve limited sources. In other words, the quality of the relations between two groups depends on whether the conflict of interests exists. In a context where resources are limited, competition leads to biases among the groups. As a first result of the conflict between groups, the communication channels of the groups are impaired. After that conflicting groups throw the opponent group in a negative pattern (Jex & Britt, 2008).

Some researchers examined the relation between personal characteristics and intergroup dynamics. It has been found that individual differences in terms of cognitive activities also cause intergroup biases and wrong perception, and consequently intergroup conflict (McPherson, 2011). Regardless of how it reveals, intergroup conflicts lead to deviations in achieving the group goals and affects group's performance negatively, especially in the beginning of occurrence of the conflicts. Despite the negative impacts, there are also positive impacts of intergroup conflicts such as increasing the solidarity and unity in the groups themselves. Especially, organizations gain a lot of experiences through intergroup conflicts. Intergroup conflicts can be hindered by diagnosing and abolishing the causes of the conflict, increasing the communication among groups and individuals in these groups, and especially eliminating the trend of win/loss. McPherson and Parks made a study which have had gratifying results. According to

their findings, groups have stronger tendency to eliminate the conflicts with other groups than individuals do, and at the same time, are more likely faster than the individuals in eliminating the conflicts (Yee & Dyne, 2005).

### **2.5.2 Social Identity Theory**

Individuals define and evaluate themselves by taking into account the social groups which they belong to. In other words, individuals identify and categorize themselves according to their social groups (as we and they, or in-group and out-group) so that their social identities arise. Other groups in the environment provide a basis in the assessment of the position of individual. Namely, individuals compare their own groups to other groups and mostly favor their own groups (Newheiser, & Dovidio, 2012). Many studies have shown that individuals who have similar social identities cooperate more comfortable and easily. Moreover, efficiency of cooperation of the members in the same group also changes according to the degree of social ties, mostly directly proportional. Referring to the study done in the laboratory by Chen and Li (2009) which was mentioned in the previous pages; when individuals from different groups are matched with an in-group member (who is from a different work group but from a similar social group) are more likely to show more charity when they have a higher payoff. Conversely, those individuals show less jealousy when they have a lower payoff. This study has also exhibited that individuals tend to reward ingroup match for good behavior, compared to an out-group match. On the other hand, they are less likely to punish an in-group match for misbehavior. Furthermore, the individuals pay more attention on payoffs rather than rewards.

## **2.6 Importance of Groups for Organizations**

Groups are part of the organizations and cannot be excluded because the best way to overcome problems is to work within



groups. As many studies have shown, it is possible to increase the efficiency of production by working in groups. Proficiency of problem solving and process improvement is greater in groups than separate individuals (Kivlighan, London, & Miles, 2012). The aim of working in groups is to increase the contribution of human resources further to the organization. If the right conditions and synergy are created to achieve important and challenging tasks, a significant difference between group's and individual's effort emerge accordingly; individuals work more effectively within groups. This is one of the key elements to provide a competitive advantage and being long-lasting organization.

Some researchers claim that group formation is extremely important in the development of attitudes and behaviors of individuals. For example, helping is a spontaneous behavior that may occur in a group. The formation of a group is a critical element in facilitating such behaviors (Klep, Wisse, Van Der Flier, 2011). According to the study of Yee and Dyne (2005), helping behavior is higher in groups in which the cohesion between members is strong, task confusion is low and strong institutional norms exist. In a similar study carried out by Kidwell and Valentine (2009), it has been proved that groups have positive characteristics such as developing the attitude of helping each other, providing cohesion between individuals and support for peer leadership, facilitating interaction between individuals, so that they affect job satisfaction and performance of employees in a positive way

### **2.7 Importance of Job Satisfaction Studies**

The study of job satisfaction is central to organizational behavioral scientists. Companies want to know why their employees are or are not satisfied. If they are not happy, executives look to the behavioral scientists for ways to improve individuals' attitudes and to suggest ways of improving the work environment. This

implies that the theorists have to look well beyond the tangible factors influencing job satisfaction, such as pay, benefits, promotional opportunities, and working conditions. They have to study how groups influence the workplace and individuals' expectations.

### **3. Methodology**

#### **Research Design**

Research design is a blue print used for specific structure and strategy in investigating the relationship that exist among variables. To ensure an effective study, a descriptive survey research design will be used to extract information from the respondents. This is because the study is designed to study an evaluation of group behavior for organizational effectiveness and efficiency. The study will be conducted in Lags State, Nigeria.

#### **Population, Sample Size and Sampling Technique**

A total of 200 questionnaires were distributed and. This will serve as the Population of the study. The researcher used YaroYamane's formula to determine the sample size from the population.

Yaro Yamane's formula is given

$$\text{As } n = \frac{N}{1+N(e)^2}$$

Where: N = population of study (400)

n = sample size

e = level of significance at 5% (0.0025)

1 = constant

The sample size of the study is 200 respondents.

**Sources of Data:** Data for this study was collected from primary and secondary sources. The primary source of data collected was mainly the use of a structured questionnaire which was designed to elicit information on an evaluation of group behavior for organizational effectiveness and efficiency. The secondary source of data collections were textbooks, journals and scholarly materials.

**Reliability and Validity of Instrument**

The coefficient of 0.81 was considered a reliability coefficient according to Etuk (1990), a test-retest coefficient of 0.5 will be enough to justify the use of a research instrument. The validity of the instrument was determined through field work. The study was a test-retest procedure where twenty (20) respondents were randomly selected and the questionnaire was administered to them twice with a two-week interval allowed between the two tests. The questionnaire used in the test was marked for ease of pairing the first set with the second set. The scores of the responses on the two tests were subjected to correlation to obtain the test coefficient of approximately 0.81.

**Techniques of Data Analysis**

Having gathered the data through the administration of questionnaire, the collected data will be coded, tabulated and analyzed using SPSS statistical software according to the research question and hypothesis. In order to effectively analyze the data collected for easy management and accuracy, the chi square method Data collected subjected to statistical analysis with the use of chi square test of independence. Chi square is given as

$$X^2 = \sum (o-e)^2$$

Where:  $x^2$  = chi square  
 $o$  = observed frequency  
 $e$  = expected frequency

Level of confidence / degree of freedom

When employing the chi – square test, a certain level of confidence or margin of error has to be assumed. More also, the degree of freedom in the table has to be

**4.1 Data Presentation and Analysis****Section A: An Evaluation of Group Behaviour for Organisational Effectiveness and Efficiency****Table 1: Group behavior is significant in NTA**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	68	34.0	34.0	34.0
Agreed	114	57.0	57.0	91.0

determined in simple variable, row and column distribution, degree of freedom is:  $df = (r-1)(c-1)$

Where;  $df$  = degree of freedom

$r$  = number of rows

$c$  = number of columns

In determining the critical chi \_ square value, the value of confidence is assumed to be at 95% or 0.95. a margin of 5% or 0.05 is allowed for judgment error.

**Decision for Validation of Hypothesis**

The rule in deciding or whether to accept or reject the null hypothesis is that were the computed chi – square ( $X^2$ ) value is greater than the critical chi – square ( $X^2$ ) values reject the null hypothesis and accept the alternative hypothesis. However, were the critical value (table value) of the chi – square is greater than that of the computed value, accept the null hypothesis and reject the alternative hypothesis

Thus;

Accept  $H_0$  if  $X^2_c < X^2_t$

Accept  $H_1$  if  $X^2_c > X^2_t$

Where;  $H_0$ ; null hypothesis

$H_1$ ; alternative hypothesis

$X^2_c$ ; computed chi – square value

$X^2_t$ ; table (critical) chi – square

value.

**4. Results and Discussion**

This chapter is devoted to the presentation, analysis and interpretation of the data gathered in the course of this study. The data are based on the number of copies of the questionnaire completed and returned by the respondents. The data are presented in tables and the analysis is done using the chi-square test.



Undecided	7	3.5	3.5	94.5
Disagree	6	3.0	3.0	97.5
Strongly disagree	5	2.5	2.5	100.0
<b>Total</b>	<b>200</b>	<b>100.0</b>	<b>100.0</b>	

Field Survey, July 2021

Table 1 above shows the responses of the respondents that group behavior is significant in NTA, 68 of the respondents which represent 34% of the population strongly agree that group behavior is significant in NTA, 114 of the respondents which represent 57% of the population agree that group behavior is significant in

NTA, 7 of the respondents which represent 3.5% of the population were undecided, 6 of the respondents which represent 3.0% of the population disagree that group behavior is significant in NTA, 5 of the respondents which represent 2.5% of the population strongly disagree that group behavior is significant in NTA

**Table 2: Organizational effectiveness and efficiency in NTA is high**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	85	42.5	42.5	42.5
Agreed	89	44.5	44.5	87.0
Undecided	23	11.5	11.5	98.5
Disagree	2	1.0	1.0	99.5
Strongly disagree	1	.5	.5	100.0
<b>Total</b>	<b>200</b>	<b>100.0</b>	<b>100.0</b>	

Field Survey, July 2021

Table 2 above shows the responses of the respondents that organizational effectiveness and efficiency in NTA is high, 85 of the respondents which represent 42.5% of the population strongly agree that organizational effectiveness and efficiency in NTA is high, 89 of the respondents which represent 44.5% of the population agree that organizational effectiveness and

efficiency in NTA is high, 23 of the respondents which represent 11.5% of the population were undecided, 2 of the respondents which represent 1% of the population disagree that organizational effectiveness and efficiency in NTA is high, 1 of the respondents which represent 0.5% of the population strongly disagree that organizational effectiveness and efficiency in NTA is high

**Table 3: Effect of group behavior on NTA effectiveness and efficiency is high**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	38	19.0	19.0	19.0
Agree	147	73.5	73.5	92.5
Undecided	5	2.5	2.5	95.0
Disagree	6	3.0	3.0	98.0
Strongly disagree	4	2.0	2.0	100.0
<b>Total</b>	<b>200</b>	<b>100.0</b>	<b>100.0</b>	

Field Survey, July 2021



Table 3 above shows the responses of the respondents that effect of group behavior on NTA effectiveness and efficiency is high, 38 of the respondents which represent 19% of the population strongly agree that effect of group behavior on NTA effectiveness and efficiency is high, 147 of the respondents which represent 73.5% of the population agree that effect of group behavior on NTA effectiveness and

efficiency is high, 5 of the respondents which represent 2.5% of the population were undecided, 6 of the respondents which represent 3% of the population disagree that effect of group behavior on NTA effectiveness and efficiency is high, 4 of the respondents which represent 2% of the population strongly disagree that effect of group behavior on NTA effectiveness and efficiency is high.

**Table 4: The general group behavior has significant impact on patronage of goods and services**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	101	50.5	50.5	50.5
Agree	69	34.5	34.5	85.0
Undecided	13	6.5	6.5	91.5
Disagree	12	6.0	6.0	97.5
Strongly disagree	5	2.5	2.5	100.0
<b>Total</b>	<b>200</b>	<b>100.0</b>	<b>100.0</b>	

*Field Survey, July 2021*

Table 4 above; show the responses of the respondents that the general group behavior has significant impact on patronage of goods and services, 101 of the respondents which represent 50.5% of the population strongly agree that the general group behavior has significant impact on patronage of goods and services, 69 of the respondents which represent 34.5% of the population agree that the general group behavior has significant impact on

patronage of goods and services, 13 of the respondents which represent 6.5% of the population were undecided, 12 of the respondents which represent 6% of the population disagree that the general group behavior has significant impact on patronage of goods and services, 5 of the respondents which represent 2.5% of the population strongly disagree that the general group behavior has significant impact on patronage of goods and services.

**Table 5: The level of organizational effectiveness is as a result of conformity among the group**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	19	9.5	9.5	9.5
Agree	163	81.5	81.5	91.0
Undecided	11	5.5	5.5	96.5
Disagree	6	3.0	3.0	99.5
Strongly disagree	1	.5	.5	100.0
<b>Total</b>	<b>200</b>	<b>100.0</b>	<b>100.0</b>	

*Field Survey, July 2021*

Table 5 above shows the responses of the respondents that the level of organizational effectiveness is as a result of conformity among the group. 19 of the respondents which represent 9.5% of the population strongly agree that the level of organizational effectiveness is as a result of conformity among the group., 163 of the respondents which represent 81.5% of the population agree that the level of organizational effectiveness is as a result of conformity among the group., 11 of the respondents which represent 5.5% of the population were undecided, 6 of the respondents which represent 3% of the population disagree that the level of

organizational effectiveness is as a result of conformity among the group., 1 of the respondents which represent 0.5% of the population strongly disagree that the level of organizational effectiveness is as a result of conformity among the group.

**Hypothesis Testing**

**Hypothesis 1**

Ho Group behavior is not significant in NTA

Hi Group behavior is significant in NTA

**Level of significance** ( $\alpha=0.05$ )

**Decision Rule:** reject  $H_0$  if the p-value is less than the level of significance, otherwise accept the null hypothesis

**Table 6: Test Statistics**

	Group behavior is significant in NTA.
Chi-Square	243.250
Df	4
Asymp. Sig.	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.0.	

**Conclusion Based on Decision Rule**

From table 6 above, since the p-value (0.000) is less than the level of significance of 0.05; we reject the null hypothesis and concluded that Group behavior is significant in NTA

**Hypothesis 2**

Ho: Organizational effectiveness and efficiency in NTA is low

Hi: Organizational effectiveness and efficiency in NTA is high

**Level of significance** ( $\alpha=0.05$ )

**Decision Rule:** reject  $H_0$  if the p-value is less than the level of significance, otherwise accept the null hypothesis

**Table 7: Test Statistics**

	Organizational effectiveness and efficiency in NTA is high
Chi-Square	243.250
Df	4
Asymp. Sig.	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.0.	

**Conclusion Based on Decision Rule**

From table 12 above, since the p-value (0.000) is less than the level of significance of 0.05; we reject the null hypothesis and concluded that organizational effectiveness and efficiency in NTA is high

**Hypothesis 3**

Ho: Effect of group behavior on NTA effectiveness and efficiency is low

Hi Effect of group behavior on NTA effectiveness and efficiency is high

**Decision Rule:** reject  $H_0$  if the p-value is less than the level of significance, otherwise accept the null hypothesis

**Level of significance** ( $\alpha=0.05$ )

**Table 8: Test Statistics**

	effect of group behavior on NTA effectiveness and efficiency is high
Chi-Square	243.250
Df	4
Asymp. Sig.	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.0.	

**Conclusion Based on Decision Rule**

From table 8 above, since the p-value (0.000) is less than the level of significance of 0.05; we reject the null hypothesis and concluded that the effect of group behavior on NTA effectiveness and efficiency is high

**Findings**

Groups behavior contribute positively to organizations such as creating collaboration among employees, providing an effective communication, increasing job satisfaction and motivation, and gaining competitive advantage over other organizations without group.

**5. Conclusion and Recommendations**

**5.1 Conclusion**

As noted in this research, groups evoke strong feelings people tend either to love them or to despair of them. Scholars, through their research, pull in the tails of this distribution as they identify and document the structures, contexts, and leader behaviors that can help groups circumvent their nastiest dysfunctions and, occasionally, capture the synergies of which the best groups actually are capable. In the organizations, beside the importance of characteristics and management of the individuals, formation of the groups by

those individuals, and their interactions within the groups are also crucial. As mentioned in the third chapter, groups contribute positively to organizations such as creating collaboration among employees, providing an effective communication, increasing job satisfaction and motivation, and gaining competitive advantage. On the other hand, intergroup conflict may cause negative effects such as decrease in productivity and power of competition. Thus, creating and ensuring the effective functioning of teams in each organization now is an important urgent task, the decision of which depends both on the leadership of the organization as a whole, on the leaders of all its levels and element, and on each employee. Solving this problem requires a systematic approach and difficult painstaking work of all the personnel of the organization. Such joint work will undoubtedly lead to high performance of the organization and will contribute to its competitiveness.

**5.2 Recommendation**

To prevent or minimize the occurrence of adverse effects, organizations should be aware of the functioning of the groups, group dynamics, characteristics of the



individuals, and use correct methods and techniques.

- The main reason of the intergroup conflict is also the competitive environment; the greater competition, the greater conflict or hostility. Conflict leads to prejudice among the groups and this abandons the communication between the groups. In order to make positive intergroup perceptions and behaviors, co-operation should be encouraged among the groups.
- To prevent or minimize the occurrence of adverse effects, organizations should be aware of the functioning of the groups, group dynamics, characteristics of the individuals, and use correct methods and techniques.

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