Study on Cohesiveness among the Employees in Celebrity Fashions Ltd

*Dr.P.Uma Rani
**D.Anitha Kumari

**Dean & Professor, Management Studies, Karpaga Vinayaga College of Engg &
Technology, Mathurantakam, T.N.
** Research Scholar, Mother Teresa University
Kodaikanal

Abstract

Group cohesiveness is the natural phenomenon in any kind of industry. Since Group cohesiveness is a very sensitive issue, it has to handled very critically as the Group cohesiveness depends largely upon the interpersonal relationship among the employees. Thus, this study will study the group cohesiveness and investigate how each individual in a group contributes towards the Celebrity Fashions. The survey is based on formal interview and the response is obtained through the interview schedule.

Descriptive research design was followed in this research. Stratified random sampling technique has been used in the data collection. The data collected was analyzed through Chi square test, one sample run test and Correlation. Finally, the report provides the suggestions to improve the present Group Cohesiveness based on the results of the analysis of data collected. To conclude with the study, it is found that the group cohesiveness among the workers at Celebrity Fashions Limited is high. The organization allows the workers to work as a group and the interpersonal relationship improve the workers skill and knowledge. The workers and managers have a moderate knowledge about the advantages of cohesiveness.

Key words:

Group cohesiveness, Inter relationship and Employees involvement

Introduction

Group cohesiveness is, "the resultant of all the forces acting on members to remain in the group." In other words, group cohesiveness is the 'stick togetherness' of the group, its peanut butter. Group cohesiveness provides the bonds that hold a group together. Factors Influencing Group Cohesiveness are the forces that push group members together, can be positive (group-based rewards) or negative (things lost upon leaving the group). The main factors that influence group cohesiveness are: members' similarity, group size, entry difficulty, group success and external competition and threats. Often, these factors work through enhancing the identification of the individual with the group she/he belongs to as well as their beliefs of how the group can fulfill their personal needs.

Members' Similarity: The more group members are similar to each other on various characteristics the easier it would be to reach cohesiveness. Following Social Identity Theory, we know that people feel closer to those whom they perceive as similar to themselves in terms of external characteristics (age, ethnicity) or internal ones (values, attitudes). In addition, similar background makes it more

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likely that members share similar views on various issues, including group objectives, how to communicate and the type of desired leadership. In general, higher agreement among members on group rules and norms results in greater trust and less dysfunctional conflict. This, in turn, strengthens both emotional and task cohesiveness

Benefits of group cohesion: The communication within the group is much more extensive. In other words, people who like each other communicate better and more frequently with each other. Groups that are more cohesive have positive interactions with one another. People are friendlier and there is an increased feeling of the group as a whole. As a result, the group acts as a whole not as individuals. A group that has a high level of group cohesiveness is much more successful in achieving their goal. The feeling of togetherness in the group motivates members to achieve the desired goal and their efforts increase. The members in groups that are cohesive are much more satisfied with that group. As a result, they are more willing to stay in the group longer and often recommend the group to others.

Objectives of the Study
- To assess the interpersonal relationship among the employees
- To study the desired outcomes achieved within group members
- To know the employee's involvement towards the group
- To know the employee perception about group cohesiveness
- To identify employees' willingness of being a part of the group

Need for the Study:

Many organizations are successful at managing the materials and machinery, but they fail in managing human resources. This project addresses and assesses how group cohesiveness in a team can be programmed to view group as performing organizational units. Group cohesiveness is defined as a small number of people who are committed to common purpose, performance goals and approaches for which they hold themselves mutually.

Review of Literature

According to **D.Man and S.S.K. Lam** in the Effects of job complexity and Autonomy on Group Cohesiveness study attempt to determine whether motivating work groups by giving them more complex task and greater autonomy resulted in increased group cohesiveness. Researchers studied bank teams in U.S, an individualist culture, and in Hong Kong, a collectivist culture. Both teams were composed of individuals from each respective country. The results showed, regardless of what culture the teams were from, giving team difficult tasks and more freedom to accomplish those tasks created a more tight-knit group. Consequently, team performance was enhanced.

According to **Noah E. Friedkin** department of Sociology, University of California, Santa Barbara states that excellent service delivery, or prosocial service behavior, as a group-related activity. Specifically, it examines the extent to which individuals' prosocial actions are shaped by the cohesiveness of the workgroup, the manner in

which the individual is socialized, and the leadership behaviors exhibited by management. This relationship is seen as being dependent upon the prosocial norms of the group. The manner in which a newcomer is socialized into the group is seen as affecting this relationship, as collective socialization tactics are viewed as allowing groups to inculcate the newcomer with prosocial service goals and norms. Similarly, a relationship-motivated leader is viewed as having a positive influence on group cohesion and the generation of prosocial service behaviors.

Limitations

- Time constraints is the major limiting factor
- There may be errors due to bias of respondents as they would not reveal actual details
- Respondents provided information in a hurry, so accuracy cannot be expected

Research Methodology

In this study the researcher has adopted a descriptive research method. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or of a group. Primary data collected through questionnaire as the research tool for this study. The interview schedule was chosen as it provides a more comprehensive view than any other research tool. The researcher has adopted Random Sampling method to solicit the opinions from the employees (respondents) on the various aspects of performance appraisal. The sampling size is 100. Percentage analysis, Chi-Square analysis, Correlation analysis and One Sample Run Test used for analysis.

Age * Interpersonal relationship among the workers

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.735[a]	12	.875
Likelihood Ratio	9.041	12	.699
Linear-by-Linear Association	.221	1	.638
N of Valid Cases	100		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .80.

Qualification * Necessary of Leadership quality

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.317[a]	12	.003
Likelihood Ratio	32.502	12	.001
Linear-by-Linear Association	.780	1	.377
N of Valid Cases	100		

a. 13 cells (65.0%) have expected count less than 5.
The minimum expected count is 1.08.

Year of service * Performance level

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.469[a]	12	.940
Likelihood Ratio	7.396	12	.830
Linear-by-Linear Association	.746	1	.388
N of Valid Cases	100		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .50.

Gender * Interactive partner of group

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.482[a]	4	.648
Likelihood Ratio	2.671	4	.614
Linear-by-Linear Association	.032	1	.858
N of Valid Cases	100		

5 cells (50.0%) have expected count less than 5. The minimum expected count is .32.

	Test : 1	Test : 2	Test : 3	Test : 4
	Age * Interpersonal relationship among the workers	Qualification * Necessary of Leadership quality	Year of service * Performance level	Gender * Interactive partner of group
Chi-Square Value	6.735[a]	30.317[a]	5.469[a]	2.482[a]
Df	12	12	12	4
Asymp. Sig. (2-sided)	.875	.003	.940	.648

Result:

Test 1: It is inferred that there is no significant relationship between age of the respondents and interpersonal relationship among the workers.

Test 2: It is inferred that there is 2 significant relationships between qualification of respondents and leadership quality.

Test 3: It is inferred that there is no significant relationship between year of service and performance level.

Test 4: It is inferred that there is no significant relationship between gender of the respondents and interactive partner of group.

Correlations

		One's commitment when work together	Major outcome in group cohesiveness
one's commitment when work together	Pearson Correlation	1.000	.162
	Sig. (2-tailed)		.108
	N	100.000	100
major outcome in group cohesiveness	Pearson Correlation	.162	1.000
	Sig. (2-tailed)	.108	
	N	100	100.000

This shows that there is a high correlation between the two dimensions. From the above table it is found that the correlation between one's commitment when work together and major outcome in group cohesiveness is .162 which shows that there is high correlation, in other words one's commitment leads to major outcome in group cohesiveness.

Correlations

		Year of service	Commitment level
Year of service of the respondent	Pearson Correlation	1.000	.020
	Sig. (2-tailed)		.844
	N	100.000	100
Commitment level decrease if any small changes in my work	Pearson Correlation	.020	1.000
	Sig. (2-tailed)	.844	
	N	100	100.000

This shows that there is a low correlation between the two dimensions. From the above table it is found that the correlation between year of service and commitment level decrease is .020 which shows that there is no correlation, in other words year of service does not leads to changes commitment level in group if any small changes.

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One Sample Runs Test

Options	No.of Respondents	Percentage of Respondents
Yes	86	86
No	14	14
Total	100	100

Assume no of runs =60

n1=86   :   n2=14

μ=2(n1n2) /(n1+n2)+1

  = 2(86*14) / (86+14) +1

  = 2408 /100 +1

  = 24.88+1

μ= 25.08

$\sum^2$=2n1n2 (2n1n2-n1-n2) / (n1+n2)^2(n1+n2-1)

=2(86*14) (2(86*14)-86-14) / (86+14)^2 *(86+14-1)

= (2408) (2308) / (100)^2*(99)

= (2408) (2308) / 990000

= 5557664 / 990000

$\sum^2$= 5.614:

√5.614 = **2.369**

Upper Limit = μ+2.58(2.369)

        = 25.08 + 6.11202

     = **31.19**

Lower Limit = μ-2.58(2.369)

        = 25.08 – 6.11202

        = 18.96

    Hence the assumed number of runs does not lie between the range of upper limit & lower limit. Therefore Ho is rejected. Hence the samples are not randomly chosen.

Findings:

- Majority of the respondents are female.
- 33% of workers are under the age category 21-25. 57% of the respondents are single.
- 39% of the respondent's income status between Rs.2440 to Rs.3000.
- 39% of the respondents are in services between 0 years to 2 years.
- 75% of the workers strongly agree that Interpersonal-relationship helps the group to improve individual skills & knowledge.
- 44% of the workers feel challenging to participate as a member of group. 86% of workers prefer to work with another group.
- 95 % of workers feel that cohesive group is performing better than non-cohesive group.
- 76% of workers said that they are conducting group meeting on a daily basis. 51% of workers strongly agree that working together will result in quality of group's output.

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- 39% of workers feel that equal importance is considered as a motivational factor and group cohesiveness help to resolve conflict effectively.
- 35% of workers feel that sometimes their commitment level would decrease if any small changes occur in their work in group.
- 65% of workers strongly agree that they are interactive partner in their group.
- 72% of workers strongly agree that performance level is increasing when they joined the group.
- 95% of workers talk inclusively about the group - our group, we and each one of us.

Suggestions

- The company should provide unique work to increase the interest of the workers.
- The company should maintain good relationship with workers to motivate the group
- Majority of the workers sharing their goal in high extent so the company should also share the decisions which are taken by the managers
- The company should encourage the workers to participate in group activities.
- The company should consider high morality as a positive attitude of the group.

Conclusion

"A study on group cohesiveness among the employees in celebrity fashions limited" is focus analyzing the performance of group. To conclude with the study, it is found that the group cohesiveness among the workers at Celebrity Fashions Limited is high. The organization allows the workers to work as a group and the interpersonal relationship improve the workers skill and knowledge. The workers and managers have a moderate knowledge about the advantages of cohesiveness. It is identified that quality of group's output, resolve conflict effectively among the workers, increased listening, equal importance, high extent of sharing group goals are the major advantages of group cohesiveness at celebrity fashions limited. Hence the management should take necessary steps improve the group cohesiveness among the workers.

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