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RFC: ATI120618V12

Revista Dilemas Contemporáneos: Educación, Política y Valores.

<http://www.dilemascontemporaneoseduccionpoliticayvalores.com/>

Año: VII Número: 2 Artículo no.:113 Período: 1ro de enero al 30 de abril del 2020.

TÍTULO: Modelando el potencial positivo de la influencia del grupo sobre el comportamiento en la organización.

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RESUMEN: El artículo analiza el potencial positivo de la influencia del grupo en el comportamiento de la organización, que se revela a través de sus funciones realizadas. Se identificaron y describieron dos grupos de funciones: 1) Propósito, que se relaciona principalmente con los objetivos de influencia del grupo y 2) instrumental, que se relaciona principalmente con métodos (instrumentos) para lograr estos objetivos. Las funciones con propósito pueden incluir socialización, adaptación, organización, seguridad, integración, relajación, motivación; y las instrumental: incluyen reguladoras, de control, evaluativas, selectivas, de comunicación, y psicoterapéuticas. El artículo abarca estos aspectos.

PALABRAS CLAVES: organización, comportamiento, influencia del grupo, funciones de propósito e instrumentales.

TITLE: Modelling the positive potential of group in fluence on the behavior in organization.

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ABSTRACT: The article analyzes the positive potential of group's influence on the behavior of the organization, which is revealed through its realized functions. Two groups of functions were identified and described: 1) Purposeful, which is mainly connected with targets of the group's influence and 2) Instrumental, which is mainly connected with methods (instruments) to achieve these goals. The purposeful functions can include socialization, adaptive, organizational, safety, integration, relaxation, motivational; and instrumental ones - regulating, control, evaluative, selective, communication, psychotherapeutic functions. The article develops these topics.

KEY WORDS: organization, behavior, group influence, purpose functions and instrumentals.

INTRODUCTION.

Human behavior in organization is influenced by group of employees, and this fact, in substance, is indisputable. Disputes may arise about the direction of the influence (positive or negative), it's intensity (strong or weak), vector (single-vector or multiple-vector), etc.

In this article, the purpose is to disclose the positive potential of group influence on the behavior in organization. And this problem is solved not only by empirical analyses and description, but also by the theoretical generalization and modelling. The meaning of such generalization and modeling is to show the content and the scale of the positive potential of group influence, the importance of its purposeful use, conditions for providing effectiveness and efficiency of this process.

DEVELOPMENT.

Methodology.

A complex of theoretical methods was used: comparative, functional, system, as well as a simulation method. The comparative method was used to determine and characterize various theoretical approaches to the interpretation and study of group influence. Through the functional method, numerous functions of group influence, expressing its effect on organizational behavior, were identified and described.

The study is focused on obtaining systemic knowledge, providing for the allocation of all significant functions of group influence and the determination of their relationship within the system. The simulation method is used to characterize the functional potential of group influence in relation to the behavior of the organization's staff members.

Main part.

The beginning of a systematic study of group influence was made by F. Allport [1], who introduced the notions of conformity, social facilitation, and social inhibition. His research was continued in the works of M. Sheriff [2], who focused on the phenomenon of socio-psychological convergence (rapprochement).

A significant contribution was made by L. Festinger [3], who developed the provisions on "social reality" and "group locomotion" as sources of group influence. Subsequently, two main types of group influence were identified and described: normative and informational (M. Deutsch and G. Gerard) [4].

Theoretical generalizations of S. Asha and R. Kratchfield also received widespread scientific interest [5; 6] related to the characterization of the effectiveness of group influence and its factors. The concept of S. Moskovichi [7] has a special place in a number of studies, which distinguished between

the concepts of “influence” and “power,” and singles out three main modalities of influence - normalization, conformism, and innovation. The study of the nature of the interaction of the group and its members (cooperation, merger, conflict) was continued by K. Levin [8]. The study of the phenomena of social and group influence continues at the present time (works by E. Bern, J. Owen, Yu.P. Platonov, M.L. Pokrass, R. Sutton, I.A. Skopyalov, V.M. Snetkov, I.P. Cherednichenko and N.V. Telnykh) [9; 10; 11; 12; 13; 14; 15; 16].

Potential of group influence on the behavior in organization is revealed through its numerous functions performed in the system “organization – the employee”. There are a lot of such functions, and some of them are related to a greater extent with purposes of group influence, while others – with the methods (means, instruments) of achieving these goals.

Accordingly, the first ones may be called the objective functions of group influence, the second – instrumental. We select and consider first the objective functions, and among them is the function of secondary socialization.

The function of secondary socialization. Group influence will be successful in case if norms of behavior are fully internalized by members of a group and if the norms have become a part of their personality structure. Group influence through socialization allows to set a strong social order, orientation with respect to purposes-tasks of organization, to reach the mobilization of resources and manifestation of synergy’s effect, and because of it the entire organization benefits.

The process of secondary socialization in the course of group influence is realized in three stages:

- Compliance with the existing rules.
- Identification with the behavior, prescribed by organization's norms and rules.
- Internalization of group norms and values of the organization.

At each stage of socialization by means of group influence, the individual's behavior is enriched with new features and qualities, and it produces his responsibility for compliance with organizational norms and rules, as well as understanding of the correctness and appropriateness of his behavior in the light of these norms and rules.

Secondary socialization is connected directly with an adaptation function.

Adaptation function is manifested in the fact, that group contributes to adaptation of new members to group norms or to their change.

Assistance and support of a group have a particular importance for human social adaptation. At the same time, we should distinguish between two basic concepts of assistance. According to the first view, wide spread at the level of ordinary consciousness, to provide assistance - is to give the other person something he needs. The second model of assistance is based on the idea that human, who helps somebody, must activate internal resources of the person to whom he helps, because that person must deal with them by himself [17].

Organizational function. Apparently, the statement, that group influence has an organizational potential, will be unexpected to some extent, and this potential is used by means of influence to the distribution of interpersonal statuses and roles, forming and maintenance of the status-role structure of a social group.

A man cannot live without a certain personal status, otherwise he will be isolated. «The loss of face" in this sense is more serious, than loss of social status. If a person position in the primary group is not strong enough, he may stay lonely and aloof, despite the salutation of the public and high social status. It is clear that the status of a group member is different from the status of the other one, and the other different from the third. Unequal personal statuses form certain interpersonal status hierarchy, which can have various configurations – from the traditional pyramidal to spiral (circular). As a rule, people value their personal status, but that does not prevent them from seeking to raise it. At the same time,

they avoid situations that can threaten to lower their status. All these inter status relations are under control of the group.

Protective function. Interaction between a person and a group has a double-sided character. People with their work and their actions contribute to the solution of group tasks, but group also influences on a person, helping him to satisfy his needs in security, respect, self-expression, the formation of personality, elimination of anxiety, etc.

It is noted that in the groups with good relationships, with active intergroup life people have better health and better morality, they are better protected from external influences and work better than people who are in an isolated state, or in the "sick" groups, infected with intractable conflicts and instability. The group protects person and supports him in difficult situations.

Integrative function is connected with rise of level of group cohesion, which appears as a specific development process of intergroup connections, corresponding to the development of joint activities, the depth of the mediating by this activity the behavior of group members. On this basis, three levels of development of group cohesion are fitted.

On the first level, cohesion is expressed in developing of *direct emotional interpersonal contacts*. On the second level, there is a further consolidation of the group through the formation of its *value-orientational unity*. On the third level, group members begin to share common goals of joint working. Unity of value orientations of group members is not just the similarity of these orientations here, but also the embodiment of this similarity in the practical actions of the employees in the accomplishment of the joint working.

Relaxational function. Group influence may be one of the most important ways of taking down physical and emotional tension, that is to perform a function of relaxation. This function is become apparent in friendly relations. «Oh, how nicely, how unbearable nicely— wrote the American philosopher George Eliot—to feel safe with the friend: not to weigh the thoughts, not to measure words,

then spread them out and combining anyway grain with chaff and know that good, reliable hand will sift them, leaving what should be kept and rejecting the rest».

Group influence leads to an increase of individual productive power as a result of competition, and to appearance of new (collective, mass) productive power. This is the meaning of *motivational function* of group influence which was experimentally confirmed in the beginning of XX century.

V. Medetin Germany made an experiment with the change of the threshold sensitivity of adolescents to electric current under the influence of the group. Thus, among the objective functions of the group influence are highlighted and discussed the functions of socialization, adaptation, organization, protection, integration, relaxation and motivational function.

Turning to examination of instrumental functions, we need to pick out first the function of behavior regulation.

Regulating function is a function of prevention and elimination of actual and potential deviations.

Regulation of behavior by means of group influence becomes apparent in the form of:

- *Prohibition* which foresee the pronouncement of appropriate sanctions in case of violation of the group (organizational) norms.
- *Instruction*: if the prohibition excludes something, instruction, on the contrary, oblige to do something.
- *Permission*: there are two formulas of permission: "you can do everything that is not for bidden", "everything is permitted, that is permitted". In situation of regulatory distinctness, when it is clear what is prohibited and what is prescribed, the use of first formula is more appropriate. In a situation of regulatory vagueness, when there is no such clarity, it is better to use the second formula.
- *Restriction*, which foresee an application of more light regulatory actions, when prohibition or instruction have certain limits.

- *Orienteering*, i.e. expression of desirability of various courses of action, that gradually leads to the necessity of their implementation.

- *Direction*, which foresees the reorientation of energy of a person or a group on the desired object or by the controllable channel, for example, aggression can be transformed to competitiveness, vanity to the constructive self-affirmation, searching of truth to “making of truth”.

The control function of group influence is connected with the formation and maintenance of useful behavior modes, which helps to achieve purposes of organization, when conformity to existent organizational norms and values is achieved through the implementation of informal sanctions of organization members or its subdivisions as respects to each individual employee.

The basis of control by means of group pressure is the desire of the majority of members of the organizational sub-unit to follow the existent rules and norms of organizational behavior, which contribute to the maintenance of the group subculture, securing of integrity of that subdivision, achievement of its purposes, preservation of the system of statuses and roles, usual for sub-units.

Evaluation function. Each employee of organization needs to recognize his success, which is estimated by manager and colleagues. The lack of evaluation depreciates interest and gives rise to indifference. According to researches, worst results don't belong to blamed people, they belong to unvalued, «unnoticed» people. Evaluative «vacuum» gives rise to disappointment, inner anxiety, neurosis. In that way, an employee needs evaluation of his actions and their results, and it's correct, especially when he is motivated to achieve success. But at the same time, according to experts in the field of management, the original meaning of the management evaluation comes swimmingly only 30% of employees. Rest 70% perceives an evaluation distorted or don't perceive it at all [18]. A natural question arises- why it is happened and how you can bring the sense of evaluation in an undistorted form to the estimated employee. Distortion or loss of sense of management evaluation caused by many factors: uncertainty or ambiguity in the formulation of estimate, the distorting effect

of information channels, emotional expression, etc. As for the semantic distortions and losses, they can be avoided by a reflexive evaluation, which takes into account not only objective, but also subjective state of the organization [19].

Selective function is closely connected with previous functions of group influence.

Selective function. Selection is the choose of products, specimens, models, employees, any functional elements of higher quality. Analysis of the behavior of various kinds of social systems (economic, political, educational, etc.) allows us to set the following regularity: if the social system is lack of mechanism of neutralization or elimination of the worst features (elements), its general quality begins to regress and degenerate to the level of these signs (elements). This is the basic regularity of social selection. From this it follows: to ensure the successful functioning and development of the social system, we need a mechanism of neutralization (elimination) of its possible negative features (elements) [20].

Production team can be a subject of selection, when it accepts and approves some actions and properties of its members and, on the other hand, condemns and rejects others. In that way, the processes of selection, storage, transmission and securing of positive actions and properties of organization members are occurred.

Communicative function. There are four basic types of communication results:

- 1) Changes in the knowledge of the recipient.
- 2) Change of the positions of the recipient.
- 3) Change of the overt behavior of the recipient of the message.
- 4) Changes in the level of mutual understanding of partners, which are measured by the degree of coincidence that one person wants to inform and what understands another.

“Communicative network” is very important when considering the communicative function of group influence. This is a small group of people actively communicate with each other, or a plurality of such groups which are connected by transmitted messages. Research of communication networks includes identifying of basic communication roles: «watchmen», «messengers», «bridges», «opinion leaders», «cosmopolitan» [21].

Finishing the review of positive potential of group influence on human behavior, we turn to *psychotherapeutic function*. Psychotherapy is a complex curative influence on emotions, human consciousness in many mental, nervous and psychosomatic diseases. It may seem that psychotherapeutic influence - it is a twice professional occupation. Not anywhere near. Psychotherapeutic effect may be in the actions of a single person or a group of people.

Psychotherapeutic function of group influence is associated primarily with the human need to equalize the balance of emotional reactions, in other words, the need to share powerful emotional pain.

CONCLUSIONS.

Group influence on organizational behavior will be successful if rules of conduct are internalized by group members and become part of their personality structure. The group helps to adapt new members to group norms or to change them.

Group influence has organizational capacity, which is used by influencing the distribution of interpersonal statuses and roles. The interaction between a person and a group has a two-way character - a person through his work, through his actions, contributes to the solution of group tasks, and the group also influences a person, helping him to satisfy needs for security and protection.

Group influence is a certain process of development of intra-collective ties, corresponding to the development of joint activities. It can be one of the important ways to defuse physical and emotional tension. The group has a function of preventing and eliminating real and potential anomalies, the function of forming and maintaining the types of behavior that are useful for achieving the organization's goals.

Each member of the organization needs to consider their success, which is implemented through their assessment by the group (manager, colleagues). Group influence may be associated with ensuring the successful functioning and development of the social system, neutralization (elimination) of its possible negative signs (elements).

The communicative influence of the group leads to changes in the knowledge, attitudes and behavior of its members, the level of their mutual understanding. The group satisfies a person's need to have a better balance of emotional states and reactions.

The positive potential of group influence on behavior in organization is revealed by means of its:

- Objective functions: socialization, adaptation, organization, protective, integrative, relaxation, and motivation.
- Instrumental functions: regulative, control, evaluative, selective, communicative, and psychotherapy.

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RECIBIDO: 10 de noviembre del 2019.

APROBADO: 21 de diciembre del 2019.