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Group Behavior in Organizations

At an organizational level, group behavior is necessary for continued functioning of the organization. Within an organization, there are established rules, procedures, and processes developed that define how an organization operates. In addition, there are systems in place to reward behaviors of those who effectively participate in the organization's operations. Besides, there are also systems that define consequences that can take place in case individuals behave outside the accepted practices of the organization. What develops out of this is an employee's attachment to the organization based on common beliefs, values, and traditions. The shared attachment and even the commitment to common beliefs, values, and traditions make up an organization's culture (Helms & Stern, 2001; Lok & Crawford, 2001).

What Is Organization Culture?

Sheard and Kakabadse (2002) explained organizational culture in terms of solidarity and sociability. Solidarity, in this case, referred to a group's willingness to pursue and maintain conformity in shared objectives, processes, and systems. Sociability referred to a group's sense of belongingness by its members and level of camaraderie.

They also mentioned there might be differences between hierarchies or levels within an organization's culture. Based on the solidarity and sociability of each, upper management might differ from the decisions made by middle management and line staff. These differences might also occur between functional departments and, in larger organizations, between geographically distinct sections of the organization.

What Sheard and Kakabadse wanted to emphasize through this discussion was there might be distinct subcultures within an organization's culture.

According to De Long and Fahey (2000), "Subcultures consist of distinct sets of values, norms, and practices exhibited by specific groups or units in an organization." Subcultures may be readily observed in larger, more bureaucratic organizations or organizations having well-established departments with employees that have highly specialized or possessing unique skills.

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