

The Association between Organisational Rules and Norms and Employee Group Dynamics

SAKIF SHAMIM

Name of the University: University of Chicago

Organization: Labaid Group, Bangladesh

Total Survey Participants: 1015

Employee level (From Assistant Manager to General Manager): 250

Abstract: The research paper aims to find out the relation between organizational rules and employee group dynamics. Employee group dynamics is an extremely important factor for better performance of an organization, and the management of the organization implements policies to encourage the group dynamics in the work culture. For this research, the researcher has chosen a company, Labaid Group, Bangladesh, and chosen 1015 employees to conduct a survey. Based on the responses, data analysis was performed using quantitative research method and it is found that there is a significant relationship between the employee group dynamics and organizational norms. Various techniques of employee group dynamics are there, and the most appropriate ones are adopted in the organizations. The researcher has also mentioned in the concluding chapter about ways for the organizations while implementing the rules and techniques of group dynamics in the organizational activities.

Date of Submission: 05-07-2020

Date of Acceptance: 21-07-2020

Acknowledgement

I would like to thank all the people who have helped me in completing the research paper. These people have been a great source of help to me while I explored my own skills and potential to conduct the research and present the findings in the best possible manner. I would like to express my gratitude to my supervisor for his commendable guidance and support, which have been helpful in not only completing my research study, but will also help me in the course of my life. I also express my gratitude towards the 1015 employees of Labaid Group, Bangladesh, who participated in my survey to provide me their perceptions about organizational rules and employee group dynamics within the organization. Moreover, I also like thank my friends and family, who has been a constant source of support to me, without which this research study would not have been completed in timely manner.

I. Introduction

1.1 Introduction

Employee group dynamics is an important factor in any organization. A healthy group dynamic has positive impact on the organizational culture as well as on the organizational productivity. This research study aims to highlight various aspects of the association between the organizational norms and rules and employee group dynamics. To conduct this study, the researcher will be taking a case study company, Labaid Group, Bangladesh and conduct a survey to collect data on different factors of employee group dynamics and influence of organizational rules on that. The research paper will highlight the research problem, procedures and data analysis in the following chapters and finally will present the concluding remarks on whether the research problem is addressed in the most precise manner.

1.2 Background of the Study

There have been various researches to elucidate the underlying relationship of the organisational rules or norms and employee group dynamics in an organisation. One such study has been conducted in the non-western country Taiwan, China (Yeh-Yun Lin & Liu, 2012). The most important role of the organizational norms and culture is not related to financial profit. Organizational norms affect employee motivation, employee performance, employee engagement, leadership qualities and interpersonal communication within the team members, which in turn affect the employee group dynamics (Stensaker & Vabø, 2013; Anitha, 2014; Mohr, Young & Burgess, 2012). In accordance to this, it has been observed that employee group dynamics is directly dependent on the workplace diversity which in turn is dependent on the organisational culture and norms (Nica,

2013). In another study, it has been found that the organizational norms of promoting shared leadership helps in promoting integrity among the employee group (Hoch, 2013).

1.3 Problem Statement

In recent time, the role of organizational norms in modulating employee group dynamics has become extremely significant and challenging. The operational managers of the organization remain under huge pressure to increase the profit margin of the organization while enhancing the employee group performance. This is due to this reason; it becomes extremely important to consider the role of the employee group dynamics in an organization and make sure that the dynamics remain in sync so that the employees remain motivated, work in unison within the group and promoting organizational performance (Mohr, Young & Burgess, 2012). Thus, proper group dynamics is one of the key aspects of improving the organizational performance and this must be the prime aim of the organizational norms and policies.

1.4 Rationale of the Research

The importance of enhancement of the employee group dynamics has now become an important issue because the only aim of the organization in present day scenario is increase in the organizational productivity while reducing the employee turnover rate. This is due to the fact that there has been an increase rate of competition in different sectors of market and only way to fight against this escalation market competitor of to improve the efficacy of the existing employee via promoting employee group dynamics. This is a rising concern as pointed Hooi & Ngui (2014), the rise, fall of an organization is dependent on its employees, and it is the responsibility of the organization to set goals and norms directed towards employee needs and motivation. Such employee-oriented norms will help the employee perform better in groups as per their quality interlaying group dynamics. Organizational norms are definitely one of the main influencing force towards employee group dynamics and so it this is indeed an important point of consideration in this case.

This is an important issue now because the role of the organizational norms and its effect on employee group dynamics has become very vivid. It is the high point that the management takes possible measures towards framing the organizational norms in such a way that it positively influences the productivity of the organization. The aim of this study is to elucidate how organizational norms affect the employee group dynamics and what proper steps can be taken in order to redesign the organizational policies so that it can able to create a healthy employee group dynamic which will promote organizational productivity.

1.5 Research aims

The aim of the study is to understand the relationship between organizational rule and employee group dynamics. The study also aims to elucidate how organizational norms can positively influence employee group dynamics and thereby promoting organizational productivity, focusing on the case study of Labaid Group Bangladesh.

1.6 Research objectives

The research objectives are:

- i. To understand the relationship between organisational norms and employee group dynamics
- ii. To find out various means by which the employee group dynamics can be enhanced via bringing changes in the organisational norms
- iii. To provide possible recommendation via which management of the organisation can frame norms that would increase co-ordination between the employee group and thereby increasing the organisational productivity

1.7 Research Questions

RQ1: What is the relationship between organisational norms and employee group dynamics?

RQ2: What are the various means by which the employee group dynamics can be enhanced via bringing changes in the organisational norms?

RQ3: What are the probable means by which management of the organisation can frame norms that would increase co-ordination between the employee group and thereby increasing the organisational productivity?

1.8 Research Hypothesis

H0: There lies no relationship between organisational norms and employee group dynamics

H1: There lies a significant relationship between organisational norms and employee group dynamics

1.9 Structure of the research

Chapter 1 is the introduction of this research paper that presents the idea, background study, research rationale, aims, objectives, problem statement and research hypothesis for this study to the readers.

In chapter 2, the researcher presents the gained knowledge from the literatures of various authors on the related topic, theoretical framework and conceptual framework of the paper. It helps to understand the context of the research as well as the subject of the research in depth.

Chapter 3 describes the methodology to be adopted to conduct the research study. It throws a light on the vision of the researcher and the direction of the study by using relevant data analysis tools.

In the fourth chapter, the data analysis results and discussions on the findings will be illustrated. It explains the outcomes of the survey and presents the responses through bar graphs and tables.

Last that is fifth chapter is the conclusion. In this chapter the researcher will draw a conclusion to the topic of the research through the outcomes of the data analysis. He will establish links with the objectives and provides recommendations to the research problems in this chapter.

II. Literature review

2.1 Introduction

Literature review introduces the topic and subject of the research to the readers through the discussion of previous literatures on the related topics. The researcher presents the concept of the research in the light of other author's perspectives. Various theoretical concepts have been presented by the researcher in this chapter to throw light on research topic.

2.2 Importance of Employee Group Dynamics and Factors influencing it

According to Tims et al. (2013), proper understanding of the employee group dynamics is critical component of successful business management. An effective employee work dynamics helps to achieve the common goals via active participation from each of the employee of the group. Chi & Huang (2014) opined that poor group dynamics adversely affect the overall performance of team, leading to negative outcome to the project that in turn adversely affects the organisational. There are several variables that contribute towards good work dynamic. According to Chi & Huang (2014), the first notable variable is strong leadership management this is because a motivational leader can bring in positive energy to the team, influencing them to deliver their best. Van De Voorde et al., (2016) and Tian et al., (2016), have stated that company's norms in the grounds of appraisal management and effective communication across the team also has positive influence on employee group dynamics.

2.3 Critical analysis of the employee group dynamics in relation to organisational norms

According to Sageer et al., (2012), employee spends a significant span of the day in organisation and hence there are a number of organisational variables that modulates the level of employee group dynamics. Polices of compensation and benefit is the most important variable for employee group dynamics. If the employee is satisfied with the competitive salary packages and he or she with help to promote positive impact in employee group dynamics and thereby increasing organisational productivity. Sageer et al., (2012) also opined that polices in the grounds of promotions and career development along with impartial appraisal schemes is another important factor modulating employee group dynamics. Here promotion can be reciprocated as a significant achievement in life. Assurance towards promotion and appraisal on the basis of performance management system invites positive impact in team work thus casting a significant influence on employee group dynamics. As commented by Van De Voorde et al., (2016), appraisal is an effective scheme of motivation it also helps the employee group dynamics in other ways. For instance, proper policies in employee appraisal scheme helps in constructing professional opportunities. Tian et al., (2016), has opined that it is not necessary that the appraisal occur on the basis of salary hike, improvement in hierarchical position invites a scope for professional development and thus positively impacting employee group dynamics. The paper published by Van De Voorde & Beijer (2015) states that companies' policy towards garlanding new technology is another important factor that affects employee group dynamics. In this concept, it is understood that focus of organizational norms towards development of new technology without residing on employee's ability helps in the reducing the work pressure. It also helps the employee to work with accuracy and with efficiency and thereby promoting employee group dynamics. Other factor that directly impacts the performance of the employee in relation to employee group dynamics is effective communication. According to Hooi & Ngui (2014), organizational norms towards the promotion of effective communication between different departments and stakeholders positively influence the employee group dynamics which in turn in impactful in modulating performance of the organization.

2.4 Theoretical frameworks in employee group dynamics

According to Forsyth (2018) the influential activities, transformations and systems that happen in a group or between multiple groups, it is called group dynamics. He stated there are various theories that give a clear idea about group dynamics. Employee group dynamics can be understood by the scenarios and processes in various groups of the employees. In today's business scenarios teams form an integral part of doing business

at ease (Levi, 2015). The theoretical framework of employee group dynamics can be understood by various theories of group dynamics. Various theorists have explained employee group dynamics among whom Bruce Tuckman's theory can be understood in the beginning. According to Tuckman's theory, there are five stages of group formation and group dynamics (Raes et al., 2015). The first stage is the forming in which a group is formed officially or unofficially in its initial stage with an objective in view. The next stage comprises of storming in which the group brain storms ideas and either officially or conceptually a leader is selected. The next step is norming in which after the group relationships are established, the members accepts each other and work. Next comes performing in the task for which the group was formed is performed and the objectives are achieved. Then the next step is adjourning in which the group after the completion of the task or project gets dissolved.

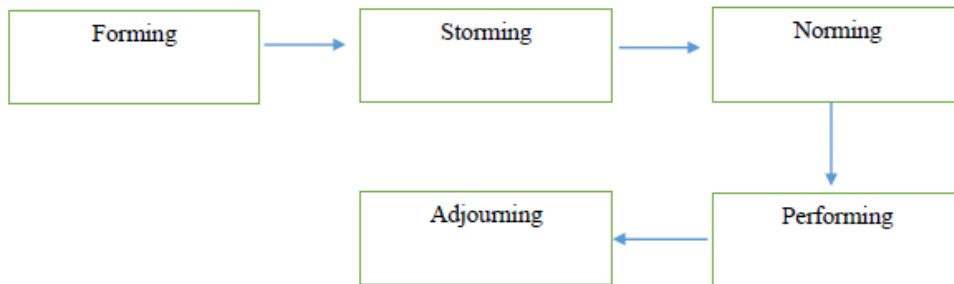


Figure 1: Tuckman's Employee Group Dynamics Theory

(Source: Created by Author)

In the book "The different drum: Community making and peace", M. S. Peck has given a four staged theory of group dynamics which he calls as the "community making" (Weare, Lichterman & Esparza, 2014). According to the author when a number of people come together to form a group there are four distinctive stages that are followed. The first is the "pseudo community" in which people work with each other through adjusting and compromising to primarily avoid conflicts. People withhold or modify truth to avoid conflict and be in a positive light. In the next stage comes "chaos". This happens when the first stage has passed by and individuals have come to their own interests and wants to establish their demands and rights. After "chaos" comes "emptiness" when the group members to prevent chaos removes their ego, biases, and other factors that add to the chaos. The last stage of this group dynamic theory is "true community", here the members after chaos and emptiness understands each other completely and a sustainable level of group relationship is formed.

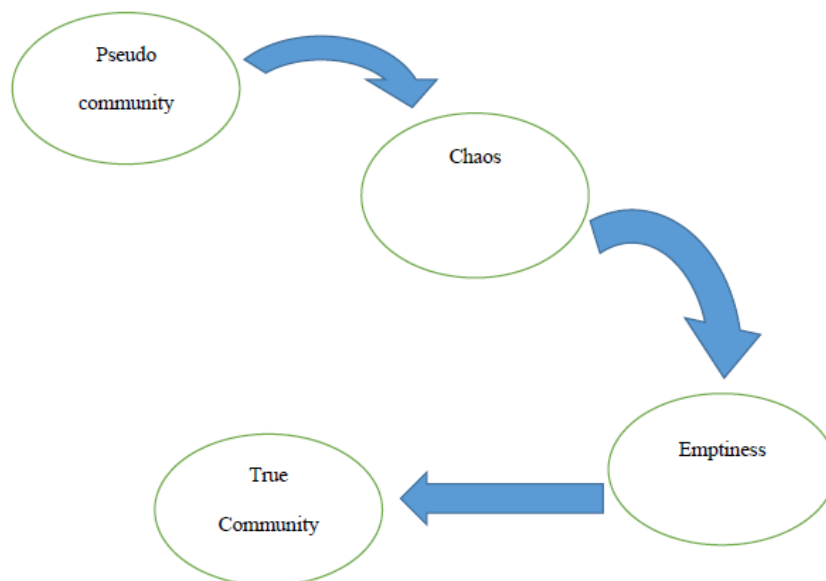


Figure 2: Peck's Group dynamics and community making theory

(Source: Created by author)

Hackman has given his theory of Group dynamics for professional environment in which successful group dynamics in a team has been ascribed to five factors. The author calls this theory his “five factor model” (Barrick, Mount & Li, 2013).

The five factors that he identifies are-

1. “Being a Real Team”
2. “Compelling Direction”
3. “Enabling Structure”
4. “Supportive Context”
5. “Expert Coaching”



Figure 3: Hackman’s 5 Factor Model

(Source: Barrick, Mount & Li, 2013)

The first factor that Hackman describes is dependent on important team features like sharing tasks, stating the team boundaries to the members, and creating stable memberships. The team leader must ensure all these steps are taken and only then the first factor of “being a real team” is achieved. The next factor is compelling directions which denotes that the team objectives should be clearly defined. These should be “Specific, Measurable, Attainable, Relevant and Time Bound”, hence these are also called SMART goals. The third factor is the “enabling structure”, this is the team structure that exists along with the hierarchy. The fourth factor is the “supportive context” in which the author denotes that in the team where the team members strongly supports each other the dynamics of that group is better than the rest. The fifth factor as per the author is “expert coaching”, which denotes that regular training and mentoring of the group members in different professional programs to hone their skills are necessary for the overall development of the group dynamics.

2.5 Types of Group dynamics in organizations

Hall (2018) states that there are mainly two kinds of groups that are formed in an organization by nature. These are formal groups and informal groups. The formal groups are formed and maintained by the organizations for dealing with certain responsibilities so that organizational goals are met. There is a larger organizational goal, to achieve that goal, the organization sets smaller and immediate goals which are assigned to the groups to perform and complete. The leaders of the different group take the responsibility of finishing the smaller and immediate goals assigned to them (Lee, 2017). The formal groups may be temporary or permanent as per the discretion of the organization. Another type of group that is formed in the organizational context is the informal groups (Mueller, 2015). These groups form mainly spontaneously because of the willingness of the employees and due to forces that are social and psychological. All the employees are sentimental and emotional beings, therefore they develop liking and disliking about each other and friendship develop in them. These groups mainly satisfy and fulfill the social needs of the individuals. The issue with the business rules for adequate lead is that they are not generally reflected in composing. A considerable lot of the guidelines are unwritten (Kaufmann, 2018). Further, these unwritten guidelines can fluctuate at subgroup levels in one's current association. Authoritative guidelines are firmly attached to what a business esteems and qualities are not generally expressed. Therefore, new kinds of group may be formed and old groups may be dismantled by the organization whenever they think necessary (O'Brien, 2015).

According to Harper (2015) the formal groups in an organization can be further divided into some categories like command groups, functional groups and task groups. Command groups are those which have the formal structure of supervisors, team leaders and other positions of power (Certo, 2015). One example of such group is the head of department of any academic division of a college and all other faculty members under him. The task groups are formed according to particular tasks and the functional groups are formed aiming at solving complicated problems in unspecified time. According to Paunova (2015) the methodologies of leading a task group contend to explain leadership development in "task groups" as affected by singular qualities, states, and practices. In any case, current ways to deal with administration in groups depend on useful accomplishment

clarifications of how aggregate authority develops, impacted by positive states and practices. Thoughtfulness regarding attribution accomplishment systems in administration development is justified at the aggregate level of investigation.

2.6 Effects of strong group dynamics at workplace

According to Moreland, Levine & Wingert (2013) group composition is important to make sure that the organizational goals for which the groups are formed are fulfilled. The authors state that many researchers have looked into various aspects of group dynamics like conflict, performance and relationships, but few have dealt with composition of the groups. The groups which are composed in a balance and strategic way give better results. According to Gregory & Thorley (2013) the effects of group based learning in higher education institutes are better than individual learning endeavors. The group outline of representatives' occupations can fundamentally shape how they encounter the significance of their work. According to Berg, Dutton & Wrzesniewski (2013), a group configuration is contained in the undertakings and connections allotted to one individual in an association. In any case, look into recommends that activity plans might begin focuses from which representatives acquaint changes with their errands and connections at work, and such changes are caught by the idea of "job crafting." Specifically, "job crafting" is the procedure of representatives reclassifying and reconsidering their activity plans in by and by significant ways. These progressions, can impact the importance of the work. According to Hoch & Kozlowski (2014) even in virtual nature of work the group bonding and the nature of relationship between the hierarchies of the group elements helped in better results and more productive performance. In organizations, one may end up in a alien group where one is new to the acknowledged standards of conduct. This can happen in the event that one begins working in another association. It can even happen on the off chance that one is elevated to a larger amount of administration in his or her association and start to work with various individuals. At last, given the expanded accentuation on cooperation in associations, one may turn into another individual from a current cross-useful venture group. According to Jarvenpaa (2016), in the contexts where the teams and organizational groups are distributed geographically in different places, the groups that are not strong enough and are divisive show apathy in knowledge sharing which leads to errors. This is not the case with strong groups with emotional attachment.

III. Research Methodology

3.1 Introduction

This chapter addresses the methodology that is to be followed in this research study. The research methodology is comprised of different aspects and those are, research philosophy, approach, research design or strategy, data collection method and analysis of that. This chapter analyses the objective and vision of the researcher in conducting the study. The researcher has adopted quantitative research methodology and collected primary data through survey from the employees of Labaid Group, Bangladesh. The chapter presents all the methods applied for conducting the research study on organizational norms and regulation and its relation with employee group dynamics.

3.2 Research outline

This presents the structure of the entire research study. The researcher has started the study by describing the aims, objectives, problem statement and research hypothesis. Then he collected necessary information on the related topics by studying literatures and academic journals and presented that in the literature review. This is helpful in carrying out the research in the appropriate direction (Gray, 2013). It explains the subject of the research and its various implications to the readers. This helps the researcher to decide on the methodology to be followed for the research, which in this study has led to select the quantitative analysis.

3.3 Research Philosophy

Research philosophy is an essential part of any research study. The philosophy of the research is chosen based on the aims and objectives of the study. It helps the readers to understand the thought process of the researcher. Ethics, values and principles are the determining factors of the philosophy of the research paper. Positivism, interpretivism, epistemology and realism are four major types of research philosophy that are followed in the research studies (Wilson, 2014).

Positivism philosophy focuses on earning knowledge through scientific method. This is one of the most rational research methods. It aims to test the research hypothesis using statistical tools to get a scientifically proved result (Bryman, 2015). According to Sekaran & Bougie (2016), interpretivism is a subjective philosophy and it is totally dependent on the interpretation and analytical skills of the researcher. Thus, it can be biased sometimes as it is dependent on the perspective of the researcher regarding the research topic. As stated by

Collis & Hussey (2013), there can be a gap between the thoughts and knowledge of the researcher and situational facts on the subject. The outcomes of the research depend on the observation process and may not lead to the expected result as it is framed by the perspectives of the researcher and his analytical skills. Epistemology philosophy is adopted when the process of data collection is objective in nature. It is based on factual analysis and the vision of the researcher plays a key role in choosing the direction of the research (Gast & Ledford, 2014). Lastly, realism is adopted when the independence of the mind and reality of the situation need to be connected to explain the research subject (Lewis, 2015). It is majorly based on the assumptions and testing their validity.

To conduct the research study on the relation between organizational rules and employee group dynamics, a scientific analytical method is the most suitable one. Since, it is based on scientific analysis; there is less chance of biasness in the outcome. Hence, the researcher will be following the positivism philosophy. Various factors of the organizational norms and employee group dynamics, found through the literature study, will be tested to see the extent of connection among them by using statistical tools and thus, positivism is the appropriate philosophy for that.

3.4 Research Approach

Research approach is of two major types, namely, inductive and deductive. Inductive research aims to generate a new theory out of the research study and deductive approach aims to explore the topic of the research based on already established theories (Flick, 2015). Under deductive research, the researcher mainly explores the research phenomenon in the light of theories by other authors (Creswell, 2014). In this research study, the researcher will follow the deductive approach, as he wishes to find out the influence of organizational rules and norms on the employee group dynamics within the organization. He will be using the theories on these factors as a foundation to his study.

Another type of research is the exploratory and explanatory research. Exploratory research is conducted when the research topic is not studied earlier and majorly depends on qualitative analysis of the secondary data (Panneerselvam, 2015). On the other hand, explanatory research is conducted to explain the cause and effect of a research phenomenon on the basis of some explained theories (Bryman & Bell, 2015). For the given research study, the researcher will be following the explanatory research approach to address various aspects of employee group dynamics and their relation with organizational norms and rules.

3.5 Research strategy

Quantitative, qualitative, participatory and pragmatic are four major types of research strategy that are usually followed in the research studies. Qualitative approach is used to explain any social constructive paradigm, that is, for explaining any social phenomenon, this is the most suitable approach as it does descriptive analysis, based on interpretation (Yilmaz, 2013). Hoy & Adams (2015) state that quantitative approach is adopted in case of positivism philosophy, as it mainly deals with statistical analysis of the data and scientifically proved results. In this approach, the researchers formulate hypothesis based on the research problem and test those by applying statistical tools (Neuman & Robson, 2014). Data collection is a major part of this approach. This is the most rational approach of research. Participatory research, as stated by Brannen (2017), is the approach that is focused on using community participation. This approach emphasizes on collective inquiry and grounded experimentation. Lastly, pragmatic approach is the one that combines both the qualitative and quantitative approach in the research paper. In many research studies, the topic needs to be tested in both ways, that is, quantitatively and qualitatively. After the qualitative analysis of the topic, the researcher needs to prove the observation using statistical tools. In those cases, pragmatic research approach is used.

In the following research study, the researcher will be adopting the quantitative research approach. This is in the alignment of the positivism philosophy. Using scientific method helps the researcher to draw a logical and scientifically proved conclusion to the research. In this type, the relation between the factors or variables is tested using scientific tools and the conclusion is drawn based on the test results. However, there is a possibility that the outcome is not aligned to the expected outcome, but the result will be proven scientifically.

3.6 Research design

As stated by Tsang (2014), the research design, which is based on the hypothesis testing, is the experimental study of the cause and effect relationship between the dependent and independent variables. Research design describes the method followed by the researcher to address the research questions. Various types of research design are there, such as, case study, correlational research, descriptive, survey and evaluation of quasi-experimental research. Research design determines the data collection process. In this research study, the researcher will be following the case study method. Various factors of the organizational rules and employee group dynamics will be chosen by the researcher and that will be tested for the operations of a company, Labaid Group of Bangladesh. Thus, Labaid Group is the case study company in this paper. Since, the researcher has

chosen to perform the quantitative study, it is best to consider a case study company to focus on the research topic. Primary data will be collected through a questionnaire survey on the employees of Labaid Group.

3.7 Data collection

Primary and secondary are the two types of data. The data, which is collected directly from the field of study and from the people, who are directly involved or affected by the subject of the research, is called primary data. On the other hand, the data, which is collected from already published authentic sources, such as, books, journals, magazines, newspapers, annual reports, online publications etc. is called secondary data (). Primary data is collected through surveys, interviews, feedback forms and checklists. For the present research, the researcher has chosen the quantitative data analysis method on the primary data. Thus, he has chosen a certain section of the employees of Labaid Group and conducted a survey on them. This method is chosen because, the data on organizational rules and regulations and employee group dynamics can be best collected from the organizational level than from the individual level. Hence, he has made the questionnaire on the variables that describes the topic of the research in the most appropriate manner.

3.8 Sampling method

The researcher has chosen to perform a survey on the employees of Labaid Group, Bangladesh. For that, he must choose an appropriate sample size from the population by applying a proper sampling technique, because studying the entire population is not feasible. The company currently has almost 10,000 employees. Hence, the size of the population is 10,000. There are different types of sampling techniques available. Two major type of sampling techniques are probability sampling and non-probability sampling (Acharya et al., 2013). Probability sampling focuses on keeping the probability of choosing each sample equal. Non probability sample is chosen when the researcher applies some biasness for choosing the sample. Simple random sampling is one type of probability sampling that is most commonly used in the research paper. Here, the probability of selection of each sample is random and equal. This method helps to eliminate biasness in the data (Uprichard, 2013). In the present study, the researcher will be applying simple random sampling to choose the sample from the population. 10% of the population is chosen as the sample as that is the minimum range to reduce the sampling error.

The questionnaire contains all close ended questions to reduce the robustness of the study. There are 6 demographic questions, focusing on the age, gender, educational qualification, position and tenure in the company. Other 10 close ended questions address various elements of organization and employee group dynamics and the answers will be represented in the values of likert scale, with 1 denoting strongly agree and 5 denoting strongly disagree.

3.9 Data analysis process

The researcher will be applying statistical tools to analyze the survey responses. Using SPSS version 20, the data will be converted into numeric values and various statistical function will be applied on the data to find out the relation among the variables. The demographic factors will be analyzed using descriptive statistics and subjective factors will be analyzed using correlation and other relevant methods.

3.10 Ethical consideration

The researcher will try to avoid biasness and will also take signed consent from interview participants before conducting interview. No participants will be forced to participate in the interview and will be allowed to leave at any point of time. The research question will avoid personal questions and the research data will not be cited for other research work (Saunders, Lewis & Thornhill, 2015).

3.11 Research limitation

The main limitation of the research is time span. Moreover, the research also failed to access adequate literatures for accessibility issue.

3.12 Proposed time line

<u>Activities</u>	<u>1st to 2nd Week</u>	<u>3th to 10th week</u>	<u>11th to 15th Week</u>	<u>16th to 20th Week</u>	<u>21th to 25st Week</u>	<u>25th to 29th Week</u>	<u>30th Week</u>
Selection of the research topic	✓						
Data collection from secondary sources	✓	✓					
Creating research layout		✓					
Literature review		✓	✓	✓			
Analysis and interpretation of collected data				✓	✓	✓	
Findings of the data					✓	✓	
Conclusion of the study						✓	
Formation of draft						✓	✓
Submission of final work							✓

IV. Data analysis and findings

4.1 Introduction

This chapter describes the entire process of data analysis and its findings for the research study. It elucidates the data analysis process and the tools used along with their implications. The researcher has used only primary data for the research study. A survey was conducted on 1015 employees of Labaid Group, Bangladesh, who were chosen using simple random sampling technique. The findings and related discussions are presented below.

4.2 Findings and discussion

4.2.1 Demographic factors

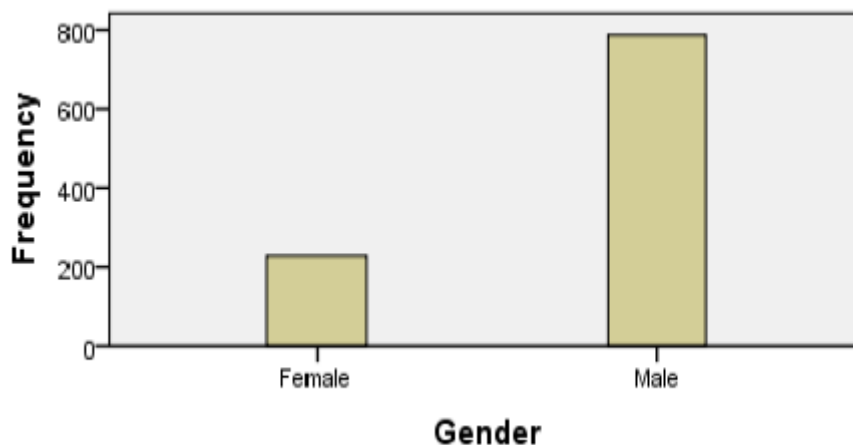
The survey questionnaire contains few demographic questions and few subjective questions. The demographic factors are those, which express the socio and economic characteristics of the sample as well as the population through statistics (Lewis et al., 2013). Age and gender profile of the sample, educational qualification, position and tenure in the company and their team size are considered under the demographic questions of the survey. The responses are displayed below using the frequency tables and bar graphs. The purpose is to display the pattern of responses against each variable.

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Manager to GM	255	25.1	25.1	25.1
	Executive	760	74.9	74.9	100.0
	Total	1015	100.0	100.0	



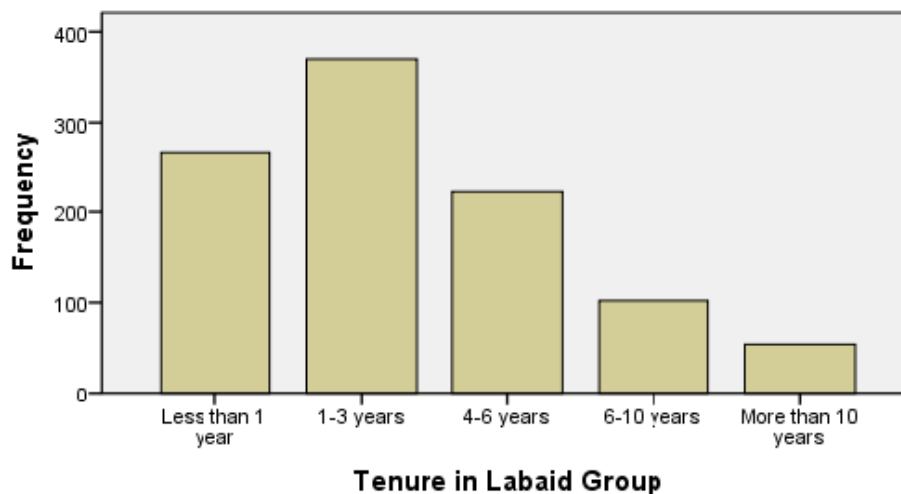
It is seen that, among 1015 respondents, 255 (25.1%) employees hold the managerial position and rest 760 (74.9%) employees hold the executive positions. Thus, the sampling included not only the executives, but also the managers of the company.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	228	22.5	22.5	22.5
	Male	787	77.5	77.5	100.0
	Total	1015	100.0	100.0	



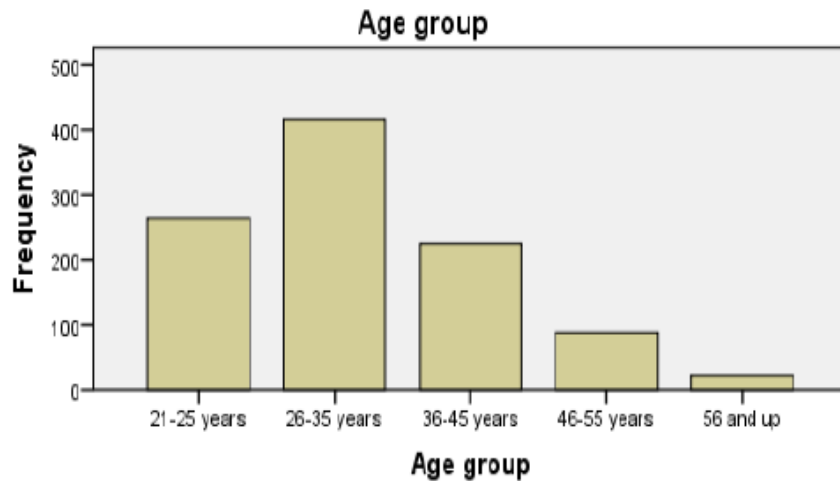
It is observed from the survey response that only 228 respondents are female and 787 respondents are male. This reflects that the number of male employees is way more than that of the female employees.

Tenure in Labaid Group					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	267	26.3	26.3	94.7
	1-3 years	370	36.5	36.5	36.5
	4-6 years	222	21.9	21.9	58.3
	6-10 years	102	10.0	10.0	68.4
	More than 10 years	54	5.3	5.3	100.0
	Total	1015	100.0	100.0	



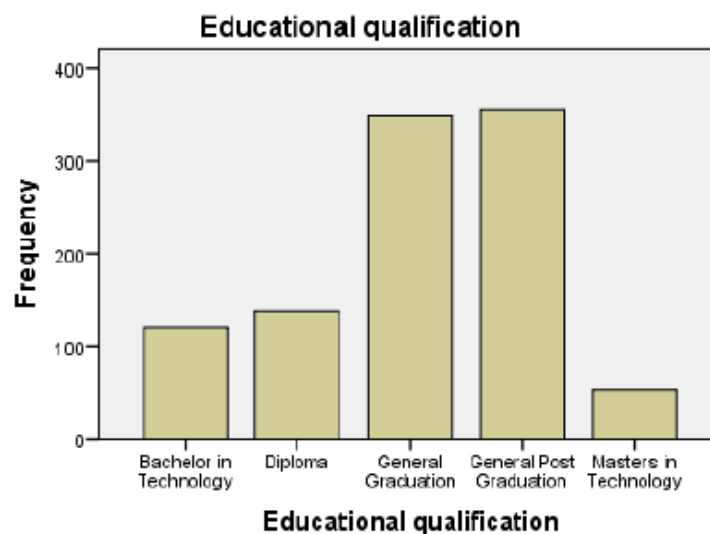
The survey responses show that majority of the respondents (36.5%) are associated with the company for only 1 to 3 years followed by the new joinees (26.3%), who are employed for less than 1 year. 222 respondents (21.9%) are working for 4 to 6 years, 102 people (10%) for 6 to 10 years and only 54 people (5.3%) are working for more than 10 years.

Age group					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25 years	264	26.0	26.0	26.0
	26-35 years	416	41.0	41.0	67.0
	36-45 years	225	22.2	22.2	89.2
	46-55 years	88	8.7	8.7	97.8
	56 and up	22	2.2	2.2	100.0
	Total	1015	100.0	100.0	



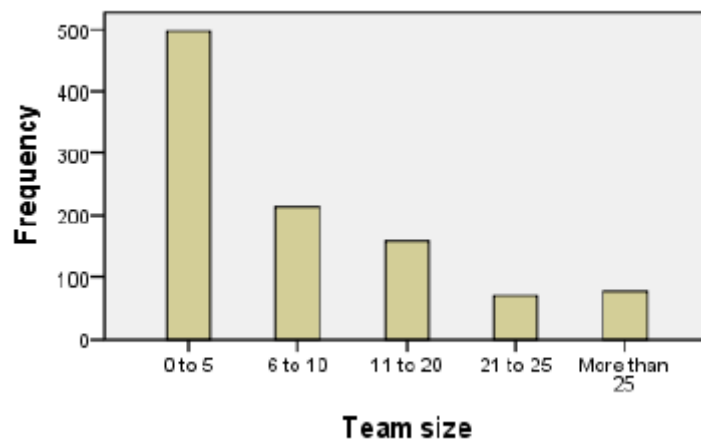
Majority of the respondents (416, that is, 41%) belong to the age group of 26 to 35 years. This can be considered as the average age group. This group is followed by 264 people (26%) belonging to 20 to 25 years and 225 (22.2%) in the age group of 36 to 45 years. Only 88 people fall in between 46 to 55 years and 22 people are 56 and up. Thus, Labaid group has ore younger employees than elderly ones.

Educational qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor in Technology	121	11.9	11.9	11.9
	Diploma	137	13.5	13.5	25.4
	General Graduation	349	34.4	34.4	59.8
	General Post Graduation	355	35.0	35.0	94.8
	Masters in Technology	53	5.2	5.2	100.0
	Total	1015	100.0	100.0	



355 participants hold general post-graduation and 349 hold general graduation degree. 137 has diploma, 121 has B. Tech degree and only 53 hold M. Tech degree. Hence, the employees majorly have a general, that is, non-technical degree in their educational background.

		Team size			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 to 5	496	48.9	48.9	48.9
	6 to 10	213	21.0	21.0	92.3
	11 to 20	159	15.7	15.7	64.5
	21 to 25	69	6.8	6.8	71.3
	More than 25	78	7.7	7.7	100.0
	Total	1015	100.0	100.0	



Majority of the respondents (496, that is, 48.9%) reported of having a team size of 0 to 5, followed by 213 (21%) reporting of a team size of 6 to 10 and 11 to 20 by 159 (15.7%). Hence, maximum number of people works in a small team of size 0 to 5 in Labaid Group. This is an important factor while studying the employee group dynamics in the company.

4.2.2 Reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.683	10

The reliability test is performed on the response values that are represented using 5 point likert scale values. The test measures the internal consistency of the data (Lowry, 2014). The value of Cronbach's alpha should be equal or more than 0.7 for the data to be considered reliable and acceptable. However, a lower value of alpha indicates low consistency of the data. In this research paper, the Cronbach's alpha value is 0.683 which is slightly less than 0.7. This indicates that the reliability of the response data is slightly less than the expected value of the test, that is, internal consistency is lower than the expected outcome.

4.2.3 Subjective variables

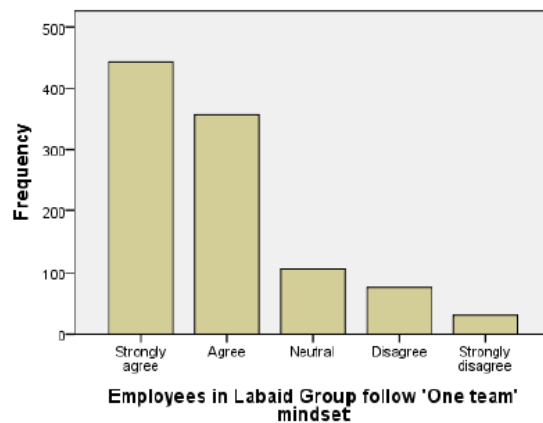
This section illustrates the analysis of the subjective factors. Firstly, the frequency distribution for each of the variables has been depicted through the tables and bar graphs. It helps to get an idea about the respondents' perceptions about the subjective factors.

In the questionnaire, the researcher has included the factors of the organizational rules and norms that affect the employee group dynamics. Those variables address different elements of employee group dynamic, such as, one team mindset, following 'passing the clipboard' method and equalized participation of members, informal meetings for strategy planning, brainstorming sessions, etc. For addressing the application of

organizational norms and rules, the researcher has included questions on if the company encourages active group participation and techniques for group dynamics, imposes rules for resolving conflicts and follows all the stages of group formation. The answers were marked in the 5 point likert scale values and the frequency of the answers is represented below.

Employees in Labaid Group follow 'One team' mindset

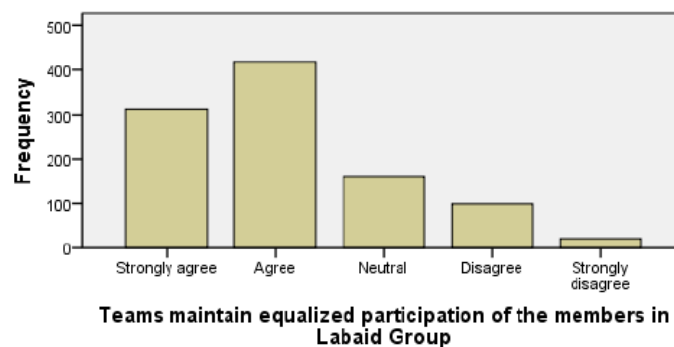
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	443	43.6	43.6	43.6
Agree	357	35.2	35.2	78.8
Neutral	107	10.5	10.5	89.4
Disagree	77	7.6	7.6	96.9
Strongly disagree	31	3.1	3.1	100.0
Total	1015	100.0	100.0	



443 people (43.6%) have strongly agreed and 357 people (35.2%) agreed that Labaid Group employees follow 'One team' mindset, which is an important part of the employee group dynamics. Only 107 (10.5%) responded neutral, 77 (7.6%) disagreed and 31 (3.1%) strongly disagreed.

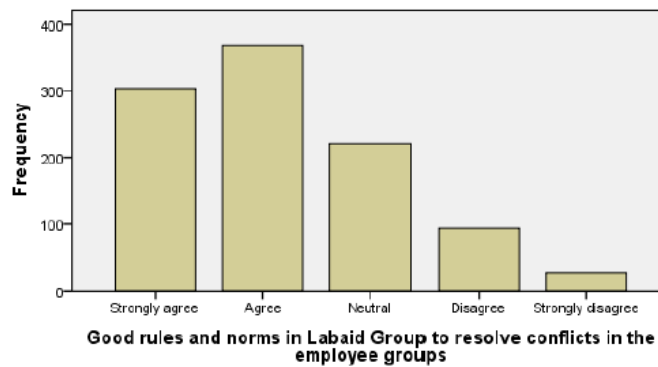
Teams maintain equalized participation of the members in Labaid Group

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	313	30.8	30.8	30.8
Agree	419	41.3	41.3	72.1
Neutral	162	16.0	16.0	88.1
Disagree	99	9.8	9.8	97.8
Strongly disagree	22	2.2	2.2	100.0
Total	1015	100.0	100.0	



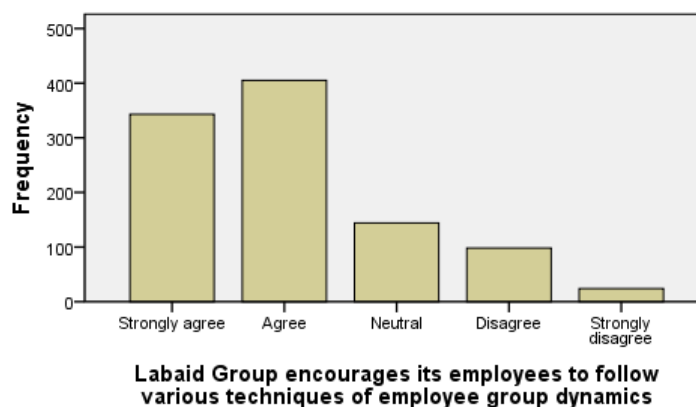
In the matter of equalized participation of the team members, 419 agreed, 313 strongly agreed, 162 remained neutral, 99 disagreed and 22 strongly disagreed. This indicates that, Labaid Group has policies for equalized participation of the employees that encourages employee group dynamics.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	304	30.0	30.0	30.0
Agree	369	36.4	36.4	66.3
Neutral	221	21.8	21.8	88.1
Disagree	94	9.3	9.3	97.3
Strongly disagree	27	2.7	2.7	100.0
Total	1015	100.0	100.0	



36.4% (369) agreed, 30% (304) strongly agreed, 21.8% (221) answered neutral, while only 9.3% (94) disagreed and 2.7% (27) strongly disagreed on the question that if Labaid Group has good organizational rules and policies to resolve employee conflicts within the organization.

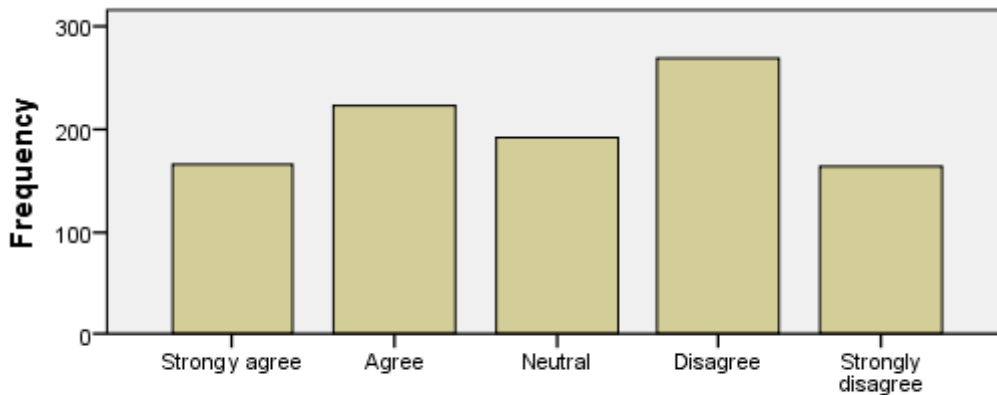
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	343	33.8	33.8	33.8
Agree	405	39.9	39.9	73.8
Neutral	144	14.2	14.2	88.0
Disagree	98	9.7	9.7	97.6
Strongly disagree	24	2.4	2.4	100.0
Total	1014	99.9	100.0	
Missing System	1	.1		
Total	1015	100.0		



On the question of whether the company encourages its employees to follow various techniques of group dynamics, 405 participants agreed, 343 strongly agreed. Very few, that is, 144 answered neutral, 98 disagreed and 24 strongly disagreed. It can be said that, the company takes measures through organizational rules to implement various techniques of group dynamics.

Labaid Group management encourages 'passing the clipboard' technique of employee group dynamics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	166	16.4	16.4	16.4
Valid Agree	223	22.0	22.0	38.4
Valid Neutral	192	18.9	18.9	57.3
Valid Disagree	269	26.5	26.5	83.8
Valid Strongly disagree	164	16.2	16.2	100.0
Total	1014	99.9	100.0	
Missing System	1	.1		
Total	1015	100.0		

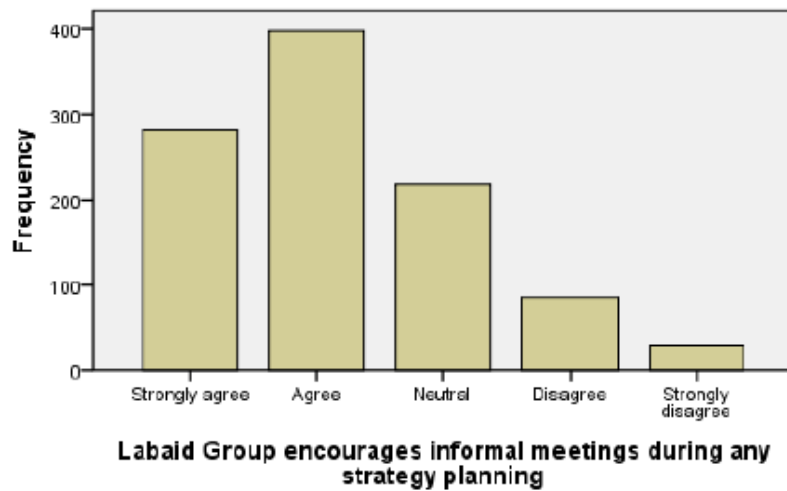


Labaid Group management encourages 'passing the clipboard' technique of employee group dynamics

Whether 'passing the clipboard' strategy of group dynamics is used in Labaid Group, 223 people agreed, 166 strongly agreed, 192 answered neutral, majority, that is, 269 disagreed and 164 strongly disagreed. This shows that, this strategy is not commonly used in this company to implement employee group dynamics.

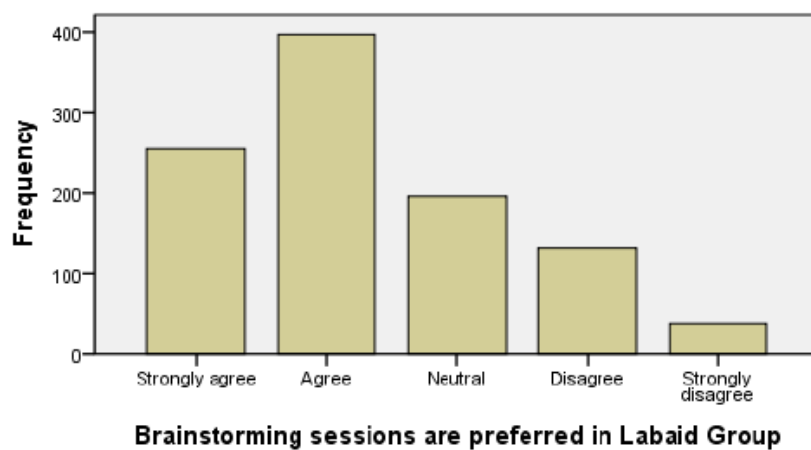
Labaid Group encourages informal meetings during any strategy planning

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	282	27.8	27.8	27.8
Valid Agree	398	39.2	39.2	67.0
Valid Neutral	219	21.6	21.6	88.6
Valid Disagree	86	8.5	8.5	97.0
Valid Strongly disagree	30	3.0	3.0	100.0
Total	1015	100.0	100.0	



398 (39.2%) participants agreed and 282 (27.8%) strongly agreed on the question of holding informal meetings for any strategy planning. However, 219 (21.6%) answered neutral, 86 (8.5%) disagreed and 30 (8.5%) strongly disagreed.

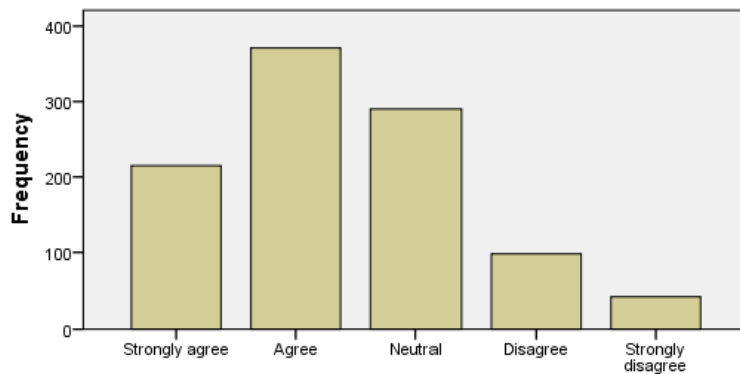
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	254	25.0	25.0	25.0
Agree	397	39.1	39.1	64.1
Neutral	196	19.3	19.3	83.4
Disagree	131	12.9	12.9	96.4
Strongly disagree	37	3.6	3.6	100.0
Total	1015	100.0	100.0	



Regarding application of brainstorming sessions, majority, 39.1% (397) agreed, 25% (254) strongly agreed and 19.3% (196) answered neutral. 12.9% (131) disagreed and 3.6% (37) strongly disagreed. This indicates, many people are not convinced about the occurrence of brainstorming sessions in the company.

Labaid Group follows all stages of group formation

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	215	21.2	21.2	21.2
Agree	371	36.6	36.6	57.7
Neutral	290	28.6	28.6	86.3
Disagree	98	9.7	9.7	96.0
Strongly disagree	41	4.0	4.0	100.0
Total	1015	100.0	100.0	

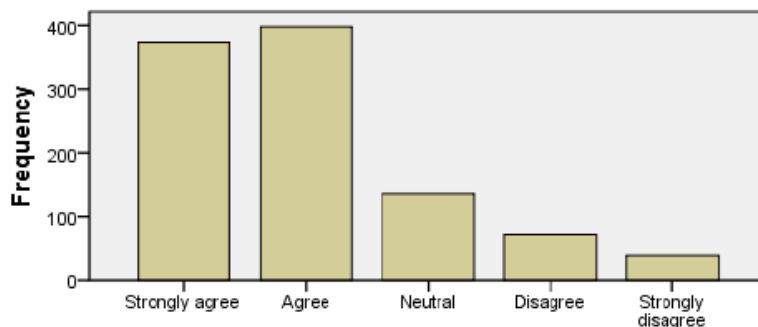


Labaid Group follows all stages of group formation

Regarding the question of whether the company follows all the five stages of group formation, majority of the opinions varied among agree and neutral. 215 strongly agreed, 371 agreed and 290 answered neutral. Only few people, that is, 98 disagreed and 41 strongly disagreed.

Team performance reflects successful application of employee group dynamics techniques in Labaid Group

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	374	36.8	36.8	36.8
Agree	398	39.2	39.2	76.1
Neutral	135	13.3	13.3	89.4
Disagree	70	6.9	6.9	96.3
Strongly disagree	38	3.7	3.7	100.0
Total	1015	100.0	100.0	

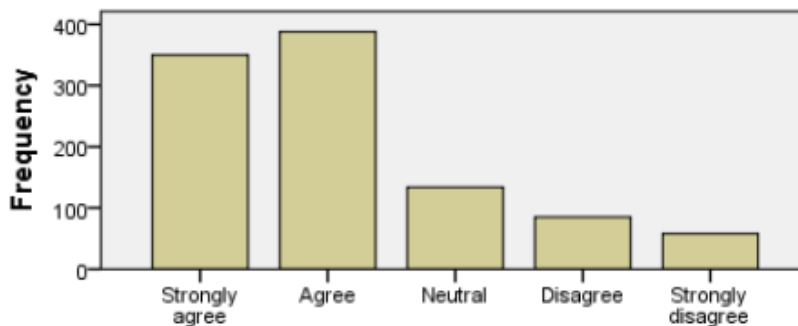


Team performance reflects successful application of employee group dynamics techniques in Labaid Group

On the question of whether team performance reflects successful implementation of group dynamics in Labaid Group, majority has agreed (398, that is, 39.2%) and 374 (36.8%) has strongly agreed. 135 answered neutral, 70 disagreed and 38 strongly disagreed. Thus, it can be said that majority thinks that better team performance can be accredited to the implementation of the group dynamics.

Labaid Group employee group dynamics is promoted by organizational rules and norms

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	350	34.5	34.5	34.5
Agree	388	38.2	38.2	72.7
Neutral	134	13.2	13.2	85.9
Disagree	85	8.4	8.4	94.3
Strongly disagree	58	5.7	5.7	100.0
Total	1015	100.0	100.0	



Labaid Group employee group dynamics is promoted by organizational rules and norms

As seen above, 388 respondents agreed and 350 strongly agreed that in Labaid Group, Bangladesh, organizational rules and norms promote the implementation of employee group dynamics. However, 134 responded neutrals, 85 disagreed and 58 strongly disagreed to this question.

Correlation

Correlation function is a statistical function, which is performed to find out whether and how strongly the pairs of variables are related to each other (Cohen et al., 2013). It is the best statistical operation to examine the connections between the numerical or categorical variables. Correlation coefficient is the value that measures the direction and strength of the relation between two variables. Pearson's correlation coefficient is the most commonly used measure of linear correlation. The researcher performs the correlation function to find out the strength of relation among the variables and the direction. The result is illustrated below.

		Correlations									
		Employees in Labaid Group follow 'One team' mindset	Teams maintained participation of the members in Labaid Group	Good rules and norms in Labaid Group to resolve conflicts in the employee groups	Labaid Group encourages its employees to follow various techniques of employee dynamics	Labaid Group encourages 'passing the clipboard' technique of employee group dynamics	Labaid Group encourages informal meetings during any strategy planning	Brainstorming sessions are preferred in Labaid Group	Labaid Group follows all stages of group formation	Team performance reflects successful application of employee group dynamics techniques in Labaid Group	Labaid Group employee dynamics is promoted by organizational rules and norms
Employees in Labaid Group follow 'One	Pearson Correlation	1	.424**	.271**	.188**	-.075*	.052	.166**	.168**	.146**	.201**
	Sig. (2-tailed)		.000	.000	.000	.017	.097	.000	.000	.000	.000

team' mindset	N	1015	1015	1015	1014	1014	1015	1015	1015	1015	1015
Teams maintained participation of the members in Labaid Group	Pearson Correlation	.424**	1	.439**	.320**	-.044	.205**	.202**	.220**	.261**	.256**
	Sig. (2-tailed)	.000		.000	.000	.163	.000	.000	.000	.000	.000
	N	1015	1015	1015	1014	1014	1015	1015	1015	1015	1015
Good rules and norms in Labaid Group to resolve conflicts in the employee groups	Pearson Correlation	.271**	.439**	1	.347**	-.026	.194**	.213**	.209**	.200**	.249**
	Sig. (2-tailed)	.000	.000		.000	.410	.000	.000	.000	.000	.000
	N	1015	1015	1015	1014	1014	1015	1015	1015	1015	1015
Labaid Group encourages its	Pearson Correlation	.188**	.320**	.347**	1	.027	.228**	.270**	.215**	.192**	.200**

employees to follow various techniques of employee group dynamics	Sig. (2-tailed)	.000	.000	.000		.388	.000	.000	.000	.000	.000
	N	1014	1014	1014	1014	1014	1014	1014	1014	1014	1014
Labaid Group management	Pearson Correlation	-.075*	-.044	-.026	.027	1	.067*	-.064*	-.019	-.072*	-.107**
encourages 'passing the clipboard' technique of employee group dynamics	Sig. (2-tailed)	.017	.163	.410	.388		.032	.041	.540	.022	.001
	N	1014	1014	1014	1014	1014	1014	1014	1014	1014	1014
Labaid Group encourages	Pearson Correlation	.052	.205**	.194**	.228**	.067*	1	.282**	.266**	.203**	.160**
informal meetings during any strategy planning	Sig. (2-tailed)	.097	.000	.000	.000	.032		.000	.000	.000	.000
	N	1015	1015	1015	1014	1014	1015	1015	1015	1015	1015
Brainstorming sessions are preferred in Labaid	Pearson Correlation	.166**	.202**	.213**	.270**	-.064*	.282**	1	.375**	.248**	.224**
	Sig. (2-tailed)	.000	.000	.000	.000	.041	.000		.000	.000	.000

Group	N	1015	1015	1015	1014	1014	1015	1015	1015	1015	1015
Labaid Group follows all stages of group formation	Pearson Correlation	.168**	.220**	.209**	.215**	-.019	.266**	.375**	1	.383**	.304**
	Sig. (2-tailed)	.000	.000	.000	.000	.540	.000	.000		.000	.000
	N	1015	1015	1015	1014	1014	1015	1015	1015	1015	1015
Team performance reflects successful application of employee group dynamics techniques in Labaid Group	Pearson Correlation	.146**	.261**	.200**	.192**	-.072*	.203**	.248**	.383**	1	.376**
	Sig. (2-tailed)	.000	.000	.000	.000	.022	.000	.000	.000		.000
	N	1015	1015	1015	1014	1014	1015	1015	1015	1015	1015
Labaid Group employee group dynamics is promoted by organizational rules and norms	Pearson Correlation	.201**	.256**	.249**	.200**	-.107**	.160**	.224**	.304**	.376**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.001	.000	.000	.000	.000	
	N	1015	1015	1015	1014	1014	1015	1015	1015	1015	1015
** . Correlation is significant at the 0.01 level (2-tailed).											
* . Correlation is significant at the 0.05 level (2-tailed).											

It is seen from the Pearson’s correlation coefficients that most of the variables are positively correlated with each other, except for few. Such as, ‘passing the clipboard’ strategy is not related to the ‘One team’ mindset, equalized participation of the members and if there are good norms in Labaid Group to resolve employee conflicts. The strategy is also not correlated with brainstorming sessions, group formation, influence on team performance and whether organizational rules promote employee group dynamics in the company. Thus, it can be said, the Labaid Group does not follow the strategy ‘passing the clipboard’ in their organizational activities for implementing employee group dynamics. The positive correlation among the other

variables reflect that those factors are important as well as followed by the employees of Labaid group in creating employee group dynamics and improving productivity.

Regression

This statistical test is performed to evaluate the strength of relation between dependent and independent variable(s) of a dataset (Cohen et al., 2013). Two regression analyses have been performed in this study. The results are shown below.

Regression 1

The regression function is performed by taking ‘Labaid Group employee group dynamics is promoted by organizational rules and norms’ as dependent variable and ‘Labaid Group encourages its employees to follow various techniques of employee group dynamics’ as independent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.200 ^a	.040	.039	1.123

a. Predictors: (Constant), Labaid Group encourages its employees to follow various techniques of employee group dynamics

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	52.957	1	52.957	41.971	.000 ^b
	Residual	1276.885	1012	1.262		
	Total	1329.842	1013			

a. Dependent Variable: Labaid Group employee group dynamics is promoted by organizational rules and norms

b. Predictors: (Constant), Labaid Group encourages its employees to follow various techniques of employee group dynamics

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.670	.079		21.226	.000	1.516	1.825
	Labaid Group encourages its employees to follow various techniques of employee group dynamics	.220	.034	.200	6.479	.000	.154	.287

a. Dependent Variable: Labaid Group employee group dynamics is promoted by organizational rules and norms

It is seen that the t-value is 6.479 at 1% level of significance. R-square value is 0.040, that is, it can justify only 4% of the relation between the variables. Thus, it can be said that there is evidence against the null hypothesis to be false.

Regression 2

This is performed by taking ‘Labaid Group employee group dynamics is promoted by organizational rules and norms’ as dependent variable and ‘Team performance reflects successful application of employee group dynamics techniques in Labaid Group’ as independent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.376 ^a	.141	.141	1.062

a. Predictors: (Constant), Team performance reflects successful application of employee group dynamics techniques in Labaid Group

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	188.031	1	188.031	166.816	.000 ^b
	Residual	1141.828	1013	1.127		
	Total	1329.858	1014			

a. Dependent Variable: Labaid Group employee group dynamics is promoted by organizational rules and norms

b. Predictors: (Constant), Team performance reflects successful application of employee group dynamics techniques in Labaid Group

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
		(Constant)	1.305	.072				18.166
1	Team performance reflects successful application of employee group dynamics techniques in Labaid Group	.408	.032	.376	12.916	.000	.346	.470

a. Dependent Variable: Labaid Group employee group dynamics is promoted by organizational rules and norms

In this case, R square value is 0.141, justifying 14% of the relationship and 12.916, which is again significant at 1% confidence interval. Hence, it can be said that the null hypothesis should be rejected.

From the data analysis it can be said that, all the factors, considered for the survey, are important for employee group dynamics, except for one particular strategy, ‘passing the clipboard’, which is not implemented in the company, and the organizational rules of Labaid Group help in enhancing the team dynamics in the company. Thus, the null hypothesis is rejected and alternative hypothesis is accepted. There lies a significant relationship between the organizational norms and rules and employee group dynamics in the company.

V. Conclusion And Recommendations

5.1 Introduction

The chapter presents the concluding remarks to the research study. The researcher has conducted a quantitative analysis for the study. For that he has chosen a case study company, that is, Labaid Group, Bangladesh and

collected the primary data through a survey with 15 close ended questions on 1015 employees of the company. The survey response data has been analyzed using statistical tools with the help of SPSS version 20. The findings prove that there is a significant relationship between the organizational rules and employee group dynamics. The implications of the research study have been presented in this chapter along with the recommendations and future scope of the research.

5.2 Linking to the objectives

5.2.1 Linking to the first objective

The first objective of the study was to understand the relation between employee group dynamics and organizational rules. The researcher has studied various literatures while doing the background study and presented the gained knowledge about the topic in the Literature review. It is seen that, to maintain a healthy working environment in an organization, establishing an employee group dynamic is essential. That not only improves the working condition, but also influences the employees positively to improve their productivity. The hypothesis was proposed that there is no relation between the employee group dynamics and organizational norms and rules. He researcher has collected primary data through questionnaire survey from the employees of Labaid Group, Bangladesh. The collected response was analyzed using statistical tools. The results prove that there is significant relation relationship between the organizational rules and employee group dynamics. This is in the line to the literature review as conducted by the researcher and also fulfils the objective of the research about finding the association of organizational rules and employee group dynamics in an organization.

5.2.2 Linking to the second objective

The second objective of the research paper was to find out various means of techniques to implement employee group dynamics in an organization. The researcher has found various types of group dynamics and some important techniques of employee group dynamics through literature review. Group dynamics majorly occurs on two types of groups, formal and informal, within an organization. These groups have distinct characteristics and way of working while meeting the organizational goals. Formal groups can have many categories and they are formed on the bass of functional needs. Various techniques of employee group dynamics are, one team mindset, equalized participation of the employees, passing the clipboard strategy, brainstorming session, informal meetings during strategy planning etc. He has incorporated these in the survey questionnaire to find out if these are followed in Labaid Group, Bangladesh. It is found from the responses that, the management of Labaid Group, Bangladesh follows some of the strategies for implementing employee group dynamics in the company. Their performances reflect the successful implementation of the techniques of group dynamics. Thus, through the research study, the researcher has been able to highlight some important factors required for successful implementation of employee group dynamics and throw light on the necessity of those factors on the organizational culture. Along with that, the researcher also found the effects of strong group dynamics on the work culture. The organizations can employ various means of group dynamics by making changes in the organizational norms and rules and successfully implementing those. The research paper is beneficial for highlighting the aspects of various norms that can enhance the group dynamics of a company.

5.3 Recommendations

The researcher provides some recommendations for the organizational management systems to frame the rules and norms to increase the coordination between the groups of employees and in turn raising the organizational productivity.

The organizations must research well to find out the scopes for implementing group dynamics techniques and figure out the suitable techniques to address the issues. The structure and way of working vary across different organizations and thus, the suitability of the techniques differs too. For example, brainstorming session may be suitable for one organization while 'passing the clipboard' strategy may be appropriate for the other. Hence, the organizations must be able to identify the needs of the company and make rules to implement a relevant strategy to increase productivity through group dynamics.

- The companies should make rooms for bringing a change in the exiting rule and group dynamics strategy when necessary. The management and the working systems should be flexible enough to incorporate any required changes that would benefit the team as well as organizational productivity.
- Organizations should motivate the employees to increase their loyalty towards the organization and improve their performances. It could be done by establishing some beneficial rules and policies.
- As the group dynamics and organizational norms are related to each other positively, thus, the organizations must formulate policies which would be friendly to for work culture

5.4 Future scope of study

As stated earlier, time span and budget are the major limitations of this study. Secondly, the researcher has taken only one case study company to reduce the robustness and complexity of the study and performed only one method. Hence, in the future, the researchers can expand the coverage of the study by taking more than one company for case study. Along with that, the researcher should also focus on researching through secondary data analysis. In this study, the researcher addressed the research problem through primary data analysis only. In future, the researchers can also consider secondary data on the performance of the organizations to address the relation between employee group dynamics and organizations rules.

References

- [1]. Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: Why and how of it. *Indian Journal of Medical Specialties*, 4(2), 330-333.
- [2]. Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*, 63(3), 308. DOI: <https://doi.org/10.1108/IJPPM-01-2013-0008>
- [3]. Barrick, M. R., Mount, M. K., & Li, N. (2013). The theory of purposeful work behavior: The role of personality, higher-order goals, and job characteristics. *Academy of management review*, 38(1), 132-153.
- [4]. Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2013). Job crafting and meaningful work. *Purpose and meaning in the workplace*, 81-104.
- [5]. Brannen, J. (Ed.). (2017). *Mixing methods: Qualitative and quantitative research*. Routledge.
- [6]. Bryman, A. (2015). *Social research methods*. Oxford university press.
- [7]. Bryman, A., & Bell, E. (2015). *Business research methods*. Oxford University Press, USA.
- [8]. Certo, S. (2015). *Supervision: Concepts and skill-building*. McGraw-Hill Higher Education.
- [9]. Chi, N. W., & Huang, J. C. (2014). Mechanisms linking transformational leadership and team performance: The mediating roles of team goal orientation and group affective tone. *Group & Organization Management*, 39(3), 300-325.
- [10]. Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2013). *Applied multiple regression/correlation analysis for the behavioral sciences*. Routledge.
- [11]. DISSERTATION 59
- [12]. Collis, J., & Hussey, R. (2013). *Business research: A practical guide for undergraduate and postgraduate students*. Palgrave macmillan.
- [13]. Creswell, J. W. (2014). *A concise introduction to mixed methods research*. Sage Publications.
- [14]. Flick, U. (2015). *Introducing research methodology: A beginner's guide to doing a research project*. Sage.
- [15]. Forsyth, D. R. (2018). *Group dynamics*. Cengage Learning.
- [16]. Gast, D. L., & Ledford, J. R. (Eds.). (2014). *Single case research methodology: Applications in special education and behavioral sciences*. Routledge.
- [17]. Gray, D. E. (2013). *Doing research in the real world*. Sage.
- [18]. Gregory, R., & Thorley, L. (Eds.). (2013). *Using group-based learning in higher education*. Routledge.
- [19]. Hall, M. (2018). *The theory of groups*. Courier Dover Publications.
- [20]. Harper, C. (2015). *Organizations: Structures, processes and outcomes*. Routledge.
- [21]. Hoch, J. E. (2013). Shared leadership and innovation: The role of vertical leadership and employee integrity. *Journal of Business and Psychology*, 28(2), 159-174. DOI: <https://doi.org/10.1007/s10869-012-9273-6>
- [22]. Hoch, J. E., & Kozlowski, S. W. (2014). Leading virtual teams: Hierarchical leadership, structural supports, and shared team leadership. *Journal of applied psychology*, 99(3), 390.
- [23]. DISSERTATION 60
- [24]. Hooi, L. W., & Ngui, K. S. (2014). Enhancing organizational performance of Malaysian SMEs: the role of HRM and organizational learning capability. *International Journal of Manpower*, 35(7), 973-995.
- [25]. Hoy, W. K., & Adams, C. M. (2015). *Quantitative research in education: A primer*. Sage Publications.
- [26]. Jarvenpaa, S. L. (2016). Building Organizational Capability of Distributed Global Teams: Strong Subgroups without Active Faultlines. In *Leading Through Conflict* (pp. 131-153). Palgrave Macmillan, New York.
- [27]. Kaufmann, W. (2018). Opening up the Black Box of Organizational Rule Effectiveness. *Journal of Public Administration Research and Theory*.
- [28]. Lee, G. (2017). *Leadership coaching: From personal insight to organisational performance*. Kogan Page Publishers.
- [29]. Levi, D. (2015). *Group dynamics for teams*. Sage Publications.
- [30]. Lewis, S. (2015). Qualitative inquiry and research design: Choosing among five approaches. *Health promotion practice*, 16(4), 473-475.
- [31]. Lewis, V. A., Colla, C. H., Carluzzo, K. L., Kler, S. E., & Fisher, E. S. (2013). Accountable care organizations in the United States: market and demographic factors associated with formation. *Health services research*, 48(6pt1), 1840-1858.
- [32]. Lowry, R. (2014). *Concepts and applications of inferential statistics*.
- [33]. DISSERTATION 61
- [34]. Mohr, D. C., Young, G. J., & Burgess Jr, J. F. (2012). Employee turnover and operational performance: The moderating effect of group-oriented organisational culture. *Human Resource Management Journal*, 22(2), 216-233. DOI: 10.1111/j.1748-8583.2010.00159.x
- [35]. Moreland, R. L., Levine, J. M., & Wingert, M. L. (2013). Creating the ideal group: Composition effects at work. *Understanding group behavior*, 2, 11-35.
- [36]. Mueller, J. (2015). Formal and informal practices of knowledge sharing between project teams and enacted cultural characteristics. *Project Management Journal*, 46(1), 53-68.
- [37]. Neuman, W. L., & Robson, K. (2014). *Basics of social research*. Pearson Canada.
- [38]. Nica, E. (2013). Organizational culture in the public sector. *Economics, Management and Financial Markets*, 8(2), 179. Retrieved from: <https://www.ceeol.com/search/article-detail?id=112434>
- [39]. O'Brien, D. J. (2015). *Neighborhood organization and interest-group processes*. Princeton University Press.
- [40]. Panneerselvam, R. (2014). *Research methodology*. PHI Learning Pvt. Ltd..
- [41]. Paunova, M. (2015). The emergence of individual and collective leadership in task groups: A matter of achievement and ascription. *The Leadership Quarterly*, 26(6), 935-957.

- [38]. Raes, E., Kyndt, E., Decuyper, S., Van den Bossche, P., & Dochy, F. (2015). An exploratory study of group development and team learning. *Human Resource Development Quarterly*, 26(1), 5-30.
- [39]. DISSERTATION 62
- [40]. Sageer, A., Rafat, S., & Agarwal, P. (2012). Identification of variables affecting employee satisfaction and their impact on the organization. *IOSR Journal of business and management*, 5(1), 32-39. Retrieved from: https://s3.amazonaws.com/academia.edu.documents/34377954/E0513239_shakeela.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1517475745&Signature=2XxYgt%2FoGB0ESm4hkzv436buqtM%3D&response-content-disposition=inline%3B%20filename%3DIdentification_of_Variables_Affecting_Em.pdf Saunders, M.N.K., Lewis, P. & Thornhill, A., (2015). *Research Methods for Business Students: Lecturers' Guide* (4th edition). Prentice Hall; Pearson Education
- [41]. Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons. Stensaker, B., & Vabø, A. (2013). Re-inventing shared governance: Implications for organisational culture and institutional leadership. *Higher Education Quarterly*, 67(3), 256-274. DOI: 10.1111/hequ.12019 Tian, A. W., Cordery, J., & Gamble, J. (2016). Staying and performing: How human resource management practices increase job embeddedness and performance. *Personnel Review*, 45(5), 947-968. Tims, M., Bakker, A. B., Derks, D., & Van Rhenen, W. (2013). Job crafting at the team and individual level: Implications for work engagement and performance. *Group & Organization Management*, 38(4), 427-454.
- [42]. DISSERTATION 63
- [43]. Tsang, E. W. (2014). Case studies and generalization in information systems research: A critical realist perspective. *The Journal of Strategic Information Systems*, 23(2), 174-186.
- [44]. Uprichard, E. (2013). Sampling: Bridging probability and non-probability designs. *International Journal of Social Research Methodology*, 16(1), 1-11. Van De Voorde, K., Veld, M., & Van Veldhoven, M. (2016). Connecting empowerment-focused HRM and labour productivity to work engagement: the mediating role of job demands and resources. *Human Resource Management Journal*, 26(2), 192-210. DOI: 10.1111/1748-8583.12099
- [45]. Weare, C., Lichterman, P., & Esparza, N. (2014). Collaboration and culture: organizational culture and the dynamics of collaborative policy networks. *Policy Studies Journal*, 42(4), 590-619.
- [46]. Wilson, J. (2014). *Essentials of business research: A guide to doing your research project*. Sage. Yeh-Yun Lin, C., & Liu, F. C. (2012). A cross-level analysis of organizational creativity climate and perceived innovation: The mediating effect of work motivation. *European Journal of Innovation Management*, 15(1), 55-76. DOI: <https://doi.org/10.1108/14601061211192834>
- [47]. Yilmaz, K. (2013). Comparison of quantitative and qualitative research traditions: Epistemological, theoretical, and methodological differences. *European Journal of Education*, 48(2), 311-325.

SAKIF SHAMIM. "The Association between Organisational Rules and Norms and Employee Group Dynamics." *IOSR Journal of Business and Management (IOSR-JBM)*, 22(7), 2020, pp. 01-27.