

MEASURING THE LEVEL OF GROUP COHESION FIELD SEARCH IN THE NATIONAL CENTER FOR ADMINISTRATIVE DEVELOPMENT AND INFORMATION TECHNOLOGY

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ABSTRACT

This search aimed to investigate the level of cohesion among groups work in The National Center for Administrative Development and Information Technology so the sample have been chosen to this purpose was included the employees in departments that depend on groups or team work so we gave 99 questionnaire to employees and we get back 84 from them. The statistical methods have been used to measure the group cohesion was Mean and Standard deviation. The results indicated that the cohesion was in high levels in groups but just in formal aspects but without social extensions.

Key words: *group cohesion, task cohesion, social cohesion, individual attraction to group.*

SEARCH PROBLEM

The group work became the favorite way that the organizations adopt it to accomplish several tasks and perform some of jobs inside it, for some reasons such as create social interaction among employees, achieving quickly for jobs and duties and existence the cooperation and coordination among groups to obtain the feelings of belonging and loyalty among their members to organization, this study try to investigate in the machinery by which the group work can show the united commitment and shared coordination among group members, the working in group give the organization social features bywhich we can consider the organization is a social system not just formal structures or lines of responsibilities or authorities. So this study was aimed to focus on the role group works in The National Center for Administrative Development and Information Technology in develop the cooperation and feeling of belonging to organization and create the shared commitment among the employees.

Purpose of Search

This search aimed to explore the level of work groups in The National Center for Administrative Development and Information Technology, by using the statistical methods and trying to know the effect of working in group in development the efficiency of performance among employees and show how the organizing in group work can be benefit to find the shared values among group members agree with organizational values.

Sample of Search

The sample of search was represented by employees in the departments were depend on groups in their work, the number of employees was 99 but when questionnaire was given to them there is just 84 of them was got back and table (1) show their description.

Variable	Categories	Number	Ratio
Gender	Male	48	%57.1
	Female	36	%42.9
	Total	84	%100
Age	25 and less	2	%2.4
	26-30	7	%8.3
	31-40	46	%54.8
	41-50	21	%25.0
	50 and more	8	%9.5
	Total	84	%100
Qualifications	PHD	-	-
	Master	19	%22.6
	High Diploma	6	%7.1
	BA	58	%69
	Diploma	1	%1.2
	High School and less	-	-
	Total	84	%100
Years of Service	Less than 10 years	28	%33.3
	10-15	26	%31
	16-20	16	%19
	21-25	7	%8.3
	26-30	7	%8.3
	Total	84	%100

FIRST: THE THEORETICAL SIDE

Group Cohesion

The concept of Group Cohesion is come from the sociology origin exactly from the term Social Cohesion, which refer to the feature that characterize the social that deal with communication status and relationships among social units, groups and organizations addition to Regional units. First one who defined the term Social Cohesion is the French socialist Émile Durkheim when he consider the social cohesion is the feature of organize the social and defined it as mutual dependence among community members and participation in loyalty and solidarity (Schmitt,2000:3).(Robbins&Judge,2013) indicate that some of groups be cohesive because the individuals was spend a long time in dealing with each other's or the groups was small size all this facilitate the occurrence the higher attraction in this groups ,or the external threats make the group members converge among themselves (Robbins&Judge,2013:288).

In administration literature the term group cohesion defined several definitions, which differ according to the thoughts of authors and researchers. (Festinger,1950)defined group cohesion as the effective power field which force the group members to stay in group, nature and intensity of this factor varies from member to other (Bruhn,2009:37). (Back & chachter, 1950) defined it as the desire of individuals to maintain membership in their group (Lott&Lott,1968:256). The term defined by (Carron1982) as the dynamic operation which reflect the tendency of group to stick to each other and maintain the unit status in seeking toward their goals and targets (Malcarne,2012:10). (Mudrack,1989)defined it as the personal association among individuals and groups generally (Harun&Chin,2015:26). (Forsyth ,1999) defined it as the Colloidal substance that keep the group cohesive (Sanchez&Yurrebase,2009:97). Defined by (Lawler,etal,2000) as group perception as they are power or united body and it's the important part of commitment process (Lawler,etal,2000:620). (Moody&White,2003) defined it as the the feature of group that characterize the positional and collective character which put the

members of groups are closely to each other in social and stand out the feature of Individual membership (Moody&White, 2003:4). From these definitions we can make the own definition of group cohesion ,So we defined it as it's the tendency to convergence and assemblage because of psychological and social reasons make from this convergence the most important factor that stand a barrier against any decision of leaving the group.

Dimensions of Group Cohesion

We depended on the scale which have been putted by (Carless&DePaola,2000) to measure the group cohesion from employees of The National Center for Administrative Development and Information Technology, this scale consist of:

1.Social Cohesion

(Schmeets,2012) defined the social cohesion as the links or adhesive material which brings the people to gather to social, especially in multi-ethnicity environments (Langer,etal,2015:3). (Chan,etal,2006) defined it as the status that focuses on the vertical and horizontal interaction among social members when forms by sets of directions and standards that include trust, sense of belonging , participation , voluntary assistance and other behavioral manifestations(Mukherjee&Saraswati,2006:3).

The most important factors that effect on the social cohesion is:

-learning

-sense of belonging and link to social

These factors can't be separated in each other's, learning don't develop in schools only but also through interaction in local social and moving among socials, addition the social play big role in build and maintain on social cohesion through many ways, is merger in social, participation in decision making and political participation by effect of certain levels of trust and communication which lead to build more cohesive socials (Johnson,2015:13).

2.Task Cohesion

Task Cohesion is described as group interest in goal of their group (Miles,2014:35) also described as the degree by which group members stay united to achieve their goals that linked to performance (Edson,etal,2014:1) and refer to shared commitment among group members toward their team (DiRosa,2013:66) and also refer to shared commitment and motivation to coordinate group efforts to achieve tasks or work goals (Trevino,2013:16).

3.Individual Attraction

Attraction among peoples is kink of machinery of convergence among individuals or specifically is perception toward accept person another one there is not previous relationship with him (Mchwirter,1969:1) Personal Attraction seems as the active power between two peoples which intend to form relationship between them and resist any try to separate them (Iodhi,2014:287) Attraction among peoples is any power that vary in intensity according to person to another person, which include on the intendancy to emotionally ,cognitively and behaviorally convergence led to thinking ,feeling and positive action toward someone (Fata&Karandashev,2014:257). Attraction among peoples affected by several factors such as (physical attraction and attitude similarity, convergence and reciprocity) (Batoool&Malik,2010:142) . For Physical Attraction the identical peoples in social features is greater in physical attraction.(Iodhi,2014:289) In attitude similarity peoples who have attitude similarity they don't appear any signs of conflict among them (Pacailier,2017:1).

SECOND: THE PRACTICAL FRAME OF RESEARCH

1.The Results of Normal Distribution Test

As shown in table () which explain the results of normal distribution test by using (Kolmogorov-Smirnov) test in SPSSV.23, the results confirmed that the sample of search distribute normally for the variable (group cohesion) and its dimensions (task cohesion, social cohesion and individual attractive to group) because the significance values is more than level of significance (0.05).

Variable	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Group Cohesion	.065	84	.200	.973	84	.078
Task Cohesion	.099	84	.060	.956	84	.006
Social Cohesion	.105	84	.070	.963	84	.070
Individual Attractive to Group	.148	84	.000	.924	84	.055

2.Alpha Cronbach

We used Alpha Cronbach to measure the internal consistency among questions of scale that used in this research, The internal consistency refer to homogeneity of scale components which measure any concept or theory (Cicaran Alpha: 294, 2009). The internal consistency can be identified by using (Split-Half) method which based on finding the coefficient of correlation between the individual and even questions of scale, then through the value of this coefficient of correlation which must be more than (0.67) to consider this indicator of internal consistency, by applying this method on our research we found the value of coefficient of correlation was (0.853) as shown in table () that means the scale have high consistency and it can be adopted in the same sample and in the different times.

Cronbach's Alpha	Part 1	Value	.945
		N of Items	22 ^a
	Part 2	Value	.952
		N of Items	21 ^b
	Total N of Items		43
Correlation Between Forms			.853
Spearman-Brown Coefficient	Equal Length		.921
	Unequal Length		.921
Guttman Split-Half Coefficient			.920
a. The items are: q1, q2, q3, q4, q5, q6, q7, q8, q9, q10, q11, q12, q13, q14, q15, q16, q17, q18, q19, q20, q21, q22.			
b. The items are: q22, q23, q24, q25, q26, q27, q28, q29, q30, q31, q32, q33, q34, q35, q36, q37, q38, q39, q40, q41, q42, q43.			

We also used Alpha Cronbach to measure the consistency among the components of scale by extraction of the value of coefficient of correlation among question that represent dimensions of variable and variable generally which have to more than (0.70), and in our research the values of these coefficient of correlations was more than (0.70) as shown in table (), that confirm the consistency among the components.

Dimensions	Alpha cronbach to dimension	Alpha cronbach to variable
Task Cohesion	0.892	0.821
Social Cohesion	0.840	
Individual Attraction to group	0.858	

3.The Predicative analysis of group cohesion

Figure 1 shows the predicative analysis of group cohesion which consists of three dimensions that consists of (14) items, As it is clear that the honesty of closeness For all the items of group cohesion is greater than (0.50), This confirms the veracity of the statements and the quality indicators of the extracted matches are close to the Goodness of Fit indicators and gives a good indicator for all other statistical analyzes.As shown in Table (), which represents the regression weights, the standard error, the critical values and the level of significance of group cohesion, all CR values are greater than 1.96. Most of the model estimates are statistically significant (0.05).

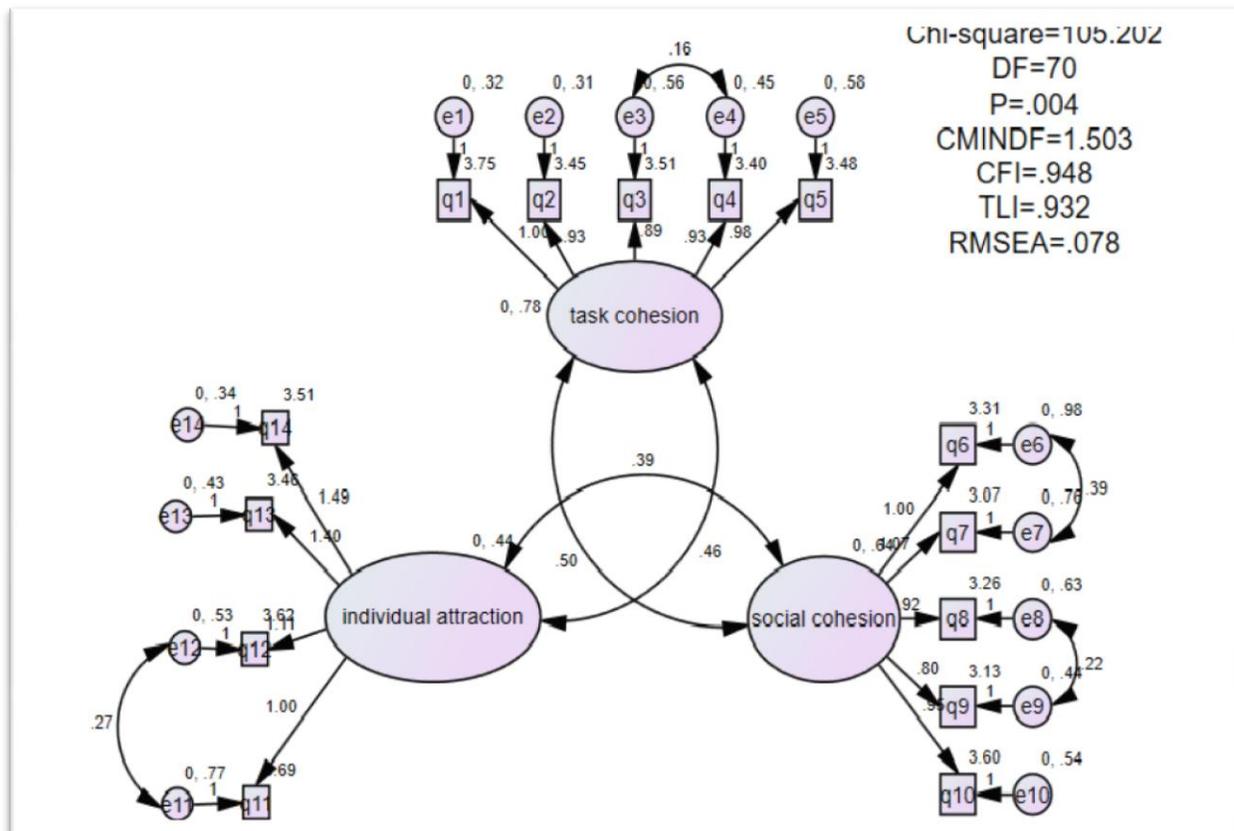


Figure (1) the full model of group cohesion

Table (5) slope weights, standard error, critical values and significance level for group cohesion					
Dimensions	Items	Estimate	S.E	C.R.	P
Task cohesion	1	0.843			
	2	0.829	0.104	9.021	***
	3	0.724	0.121	7.376	***
	4	0.773	0.116	8.044	***
	5	0.749	0.131	7.482	***
Social cohesion	6	0.629			
	7	0.699	0.160	6.673	***
	8	0.682	0.191	4.829	***
	9	0.693	0.174	4.602	***
	10	0.718	0.199	4.778	***
Individual attraction to group	11	0.603			
	12	0.712	0.166	6.686	***
	13	0.817	0.252	5.556	***
	14	0.861	0.263	5.659	***

Source: Amos v.22

4. The present and analyze the results according to the sample answers

As shown in table () the task cohesion recorded Means M (3.51) and standard deviation S.V (0.89) and this indicate there is a kind of cohesion among group members toward achieving their tasks and there is very keen to accomplish it, this may be return to the moral values of these tasks were assigned to groups in work, addition to dominance of organizational commitment state in group members were charged in certain tasks.

The social cohesion recorded means M (3.27) and standard deviation S.V (0.87) and this indicate that social cohesion doesn't reach to high levels among group members although the work in group is strengthened bands of rapprochement among them and spend a lot of time to gather out of work because of existence of individual competition in groups but doesn't reach to conflict, this may be the reason of although existence of interaction among group members but doesn't impact in strengthening the social bands among them.

The individual attraction to group recorded mean M (3.57) and standard deviation (0.93), this indicate there is the high levels of group attraction make the individuals intended very much to stay in them, this results may be

returned to individuals perception the advantages of group work. Group work help in distribute the efforts among individuals, lighten the load of work and motivate the feeling of belonging to organization.

The mean M and standard deviation S.V of Group Cohesion was (3.45),(0.77), this indicate there is a high level of group cohesion among groups members and this coming from the positive interaction among them when they are achieving certain tasks, but this cohesion dominated by formal side of work more than social side.

Table (6) The arithmetic mean and the standard deviation of the sample responses investigated about the group cohesion		
Items	Mean	S.V
1.Group members seek to coordination and unification their efforts to achieve tasks that charged	3.75	1.05
2.Group members feel by high and steady commitment toward tasks that charged	3.45	0.99
3.conflict status decrease in groups to lowest level when achieve their tasks	3.51	1.09
4.Group members perceive the united of their goals and targets of charged tasks	3.40	1.06
5.Group members feel there is a moral value tasks of organization make them united in achieving it.	3.47	1.15
Task cohesion	3.51	0.89
6.There is desire among working groups to spend time out of work to gather	3.30	1.27
7.Organization works on support the communication of group members by organizing shard celebrations	3.07	1.23
8.The individuals mean in work in group to gather regardless of their own affairs	3.26	1.08
9.The feeling of competition doesn't form any barrier against work in group and moral of team that dominated in organizational activities	3.13	0.92
10.The bonds of rapprochement and attraction are strengthened among group members by working in groups	3.59	1.06
Social cohesion	3.27	0.87
11.The employees believe that groups are sources of belonging to organization	3.60	1.10
12.Friendship relationships are strengthened by interesting with groups	3.61	1.04
13.Loyalty to organization is strengthened by belonging to working groups	3.46	1.14
14.The individual gain several advantages if his work contribute in achieving group goals	3.51	1.15
Individual attraction to group	3.57	0.93
Group Cohesion	3.45	0.77

THIRD: CONCLUSIONS & RECOMMENDATIONS

Conclusions

1. There is a feeling among work group in organization surveyed of intensity of unified their efforts and create a kind of shared commitment toward achieve performance and meet its criteria. Although existence this feeling among the employees in organization but it doesn't exceed its formal dimensions. The results confirmed that the social interaction among group members is not at the required level and cannot consider the groups work social units, but there is organizational units firstly, and this return to the organizational surveyed adhere in formal aspects of work, but there is kind of attraction in working in groups because the work in group lighten the load of work among employees and the tasks achieve quickly.

2. Generally there is a high cohesion among groups in organization, because the united effort and shared commitment create special environment motivate the

group members to stay in their groups although these groups is not social units.

Recommendations

1. The group cohesion is one of the important concepts in organizational behavior so it is the necessity to study it widely and explained its effects of performance in organizations.

2. the organization surveyed must be show more interests in organize grou, to achieve some tasks and trying to know why some groups are cohesive to benefit from its features in strengthened the feeling of belonging and loyalty to organization and perform the tasks quickly.

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