

Research on strengthening team building from the perspective of group psychology and behavior

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Abstract: In modern society where economy is developing at a tremendous rate, team has become the basic form of organizational operation development. Building and shaping a high-performance team have become a powerful weapon in competition. According to the characteristics of a high performance team, this paper applies the theory of group psychology and behavior into discussing the determinants of high performance team building and puts forward specific suggestions and measures from the aspects of improving cohesion, establishing target system, cultivating leadership core, promoting effective communication, and establishing incentive reward and punishment system.

In today's changing environment, for enterprises, institutions and organizations need to carry out reform and innovation, the team model is being adopted by more and more enterprises, and the team has become the basic form of organizational operation. Compared with individuals, the team can better integrate the advantages and help the organization to win the competitive advantage efficiently and quickly. Team building is especially important. At the same time, people are the most dynamic factor in the process of production and creation. As a discipline studying the law of human psychological activities in organization and management, management psychology has important guiding significance in modern society. Therefore, it is of great guiding significance to explore how to strengthen team building from the perspective of group psychology and behavior.

1. Factors influencing team building

1.1 Group behavior

1.1.1 Herd behavior

Individuals affected by group pressure exhibit a phenomenon consistent with that of most members of the group.

Members consciously accept the positive influence of the team environment, conducive to the formation of well personal character and behavior habits, conducive to the stability of the team, and the formation of an excellent team atmosphere.

1.1.2 Obedience

Obedience is the behavior of individuals to conform to external requirements to meet the expectations and approval of the group or others. Although the external behaviors of individuals have changed, the internal attitudes and views have not.

To a certain extent, when the opinions of individuals and the team are not consistent, compliance behavior can achieve the effect of group consensus, which is conducive to the realization of group goals and promote team building.

1.1.3 Hint, Imitation and Infection

1.1.3.1 Hint

Hint refers to the process in which people accept certain information quickly and without

criticism without confrontation, and act accordingly. Authority and group are two important factors that influence the psychology of team members. And the implication of authority is greater than the implication of the group.

As a team, in the process of contact with the outside world or within the team, there will be negative or negative implications from the society or individual members. Bad thoughts and emotions are contagious and easy to form the bad atmosphere of the team and precipitate into the team's bad value orientation, thus affecting the effective construction of the team. On the contrary, Managers in the team constantly improve their quality, moral cultivation and excellent business level, grasp the initiative of suggestion, provide praise and encouragement to team members, will make members get positive hints, get the strength to overcome difficulties, to enhance the cohesion of the team, strengthen the construction of the team.

1.1.3.2 Imitation

Imitation is the act of making a similar response to a stimulus, consciously, or unconsciously.

Within a team, there are two types of imitators: positive role models and false role models. When team members are willing to actively learn from advanced colleagues and constantly improve their self-cultivation, it will have a positive impact on improving the overall quality of the team. If some members do not have enough judgment and imitate the wrong model, they will be rejected or even expelled by other members, which will hurt the team.

1.1.3.3 Infection

Infection is the unconscious, involuntary submission of an individual to a state of mind, by some means causing the same emotions and actions of others. Infection is essentially the transmission and communication of emotions, and similar emotions or behaviors are its basic manifestations.

Infection plays a big role in team building. It can change people's emotions. If there are more brave people in the team, it will generate the courage and strength of the team.

1.2 Group norms

Group norm is a common expectation or standard that a group has for its members to behave appropriately. These standards are recognized by every member of the group and must be observed by every member. The formation of group norms is influenced by such psychological factors as conformity and obedience. Group members interact with each other through suggestion, imitation, infection, etc., and a process of generalization of closeness and convergence occurs.

Group norms have positive and negative effects on team building.

1.3 Group pressure

Group pressure is an invisible force generated by the opinions of the majority of the group members, which makes each member of the group maintain the consistency with the majority unconsciously.

Group pressure causes team members to take collective action. Here are two implications.

1.3.1 Contribute to the achievement of organizational goals and the existence and development of the team

The unity of opinions among team members can promote smooth communication among them, thus ensuring the good order and work efficiency of team activities.

1.3.2 Increased personal security

Personal security is achieved by verifying that one's judgment of the situation is correct. Members feel secure when they see others on the team agree with them. Mutual motivation is conducive to building a good team atmosphere and individual psychological balance.

1.4 Group cohesion

Group cohesion affects team members' morale, satisfaction, group consistency, and team

productivity. In a team with high cohesion, individuals tend to obey the team, and internal members tend to follow the norms and standards of the team. Team behavior always shows a high degree of consistency. If team management can combine organizational goals with group goals, productivity can be greatly improved.

2. Measures to strengthen team building

2.1 Build effective work teams and assign roles to enhance diversity

A high-quality workforce is the foundation of an effective work team. With the continuous development of the enterprise, the concept of employees should be constantly updated. Team members should enhance their business ability, improve the level of comprehensive quality, ensure the coordination of the work. High-performance teams can assign different roles to subordinates. The assignment of these roles requires the leader to analyze the strengths and weaknesses of his subordinates and place them in appropriate positions. Team effectiveness is achieved through the diversification of team roles.

2.2 Enhance team cohesion

2.2.1 Determine the appropriate team size

The size of a group is inversely proportional to its cohesion. To determine the appropriate size of the team, not only to ensure the team function but also to improve the cohesion of the team.

2.2.2 Improve consistency within the team

Team members should have common interests and goals. The higher the consistency of the members, the more obvious the interests between them, and the higher the cohesion.

2.2.3 Introduction of competition

External pressure will increase the need for team members to cooperate, making team members more united and improving cohesion; The existence of internal competition enables both cooperation and competition among teams. Team members can learn from the strengths of other members, make up for their shortcomings, and enhance the motivation for progress.

2.3 Set goals for the team and set reasonable goals

Goals are made up of general goals and sub-goals. Managers use achieving goals as a way to motivate their teams and members. The team manager sets a goal, discusses it with the team members, or approves it after the team members discuss it, to determine the overall goal. After the general goal is confirmed, the goal is decomposed, sub-goals are determined, and the responsibility of each person as well as the rights and responsibilities of each person are clarified. Regular management, inspection, supervision, feedback. and evaluation of the target system are indispensable.

2.4 Give full play to the role of team members and improve the leadership of team managers

Managers play a vital role in bringing team effectiveness into play. The authority of managers is the unity of power and prestige. Power is an organization awarded. But prestige requires managers to run by himself. Managers need to cultivate their noble character, hard work, and have a long-term vision. Managers know how to manage members, train members and appoint members. Managers should motivate the enthusiasm of team members, strengthen team building, and improve team performance.

2.5 Establish effective communication mechanisms

First of all, to establish a smooth channel of information transmission is a necessary condition for effective communication, including verbal and non-verbal information, including formal communication and informal communication. Secondly, healthy information feedback between

management and team members is also an important feature of good communication, which helps managers guide the actions of team members and eliminate misunderstandings. Members of an efficient team can quickly and accurately understand each other's thoughts and emotions. Finally, the team can better adapt to the external environment, more smoothly integrate into their living environment, to obtain the survival of the team.

2.6 Establish fair and reasonable incentive reward and punishment system

When rewarding team members, follow the principle of high performance and high compensation, combine material rewards with spiritual rewards, and use diversified incentive methods to treat knowledge employees, such as authorization and incentive, giving challenging tasks, flexible working hours, work autonomy, etc. At the same time, pay attention to the realization of organizational goals, rewards, personal goals to connect the three, to stimulate the enthusiasm of employees. When rewarding the team, it is necessary to set reasonable group tasks and goals so that the team is task-oriented and rewards and rewards the group performance.

3. Conclusion

With the advent of the era of the knowledge economy, various technologies have come forth, and the competition has become increasingly intense. In such an advanced society where success is no longer an individual behavior, and it's hard to process complex information and act efficiently on your own, teamwork has become an integral part of great achievements. All of these require the establishment of interdependent, interrelated and cooperative teams among the members of the organization. From the perspective of group psychology and behavior, based on the hypothesis theory of human nature, personality theory, team role theory, and practical activity theory, this paper discusses the factors influencing the construction of high-performance teams and puts forward specific Suggestions and measures from cohesion, target system, leadership core, communication, and other aspects. The research of this article has certain guiding significance for enterprises in strengthening team construction and has certain reference and practical significance for enterprises to give full play to individual potential, improve work efficiency, give play to group strength, and then become powerful productivity and play an irreplaceable role.

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