Group, Teams and Tasks in the Organization: A Historical Escortion

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Abstract*—This paper theoretically examines the historical escortion of groups, teams and task in the organization. It discuses historical antecedents of groups, teams and task in the organization. The paper noted the group and team development in the organization has followed sequential order tracing from the Hawthorn experiment of lighting in1930 till date. The need to strategize ways and means to improve productivity, maximize profit and increase workers commitment instigates the constant and continuous review of groups, teams and task in the organization. The paper looked at the concept of groups, group formation, types and benefits of groups in the organization. It also considers the concept of team, team work and team building/development among others, as well as the task groups and teams perform in (their) organization. Thereby affecting their decision making process and the commitment level of the employees. In addition, sustainability of the benefits gained from groups, teams and task depends on the level of support given by the management, the commitment of every group and team members. The paper advices management of organization to understand the behaviour of groups, teams and task performed by its members and modify strategy to influence their behaviour towards aligning with the goals and objectives of the organization.

***Index Terms*—Group; team; teamwork; team building.**

I. Introduction

In today's business organizations, the importance of groups and teams and the tasks they perform can never over emphasized as they play vital roles in ensuring organizational productivity, survival and achievement of organizational stated and emergent goals and objectives. In fact, no organization can successfully achieve it "going concern" if management fails to allow groups and teams to exist in their organization. Individuals and groups are the human resource foundations of any organization. No organization can operate successfully in our highly competitive and dynamic environment without the use of individuals and groups in the organization. Groups arise as a result of regular interactions of individual members who see themselves to be mutual interdependent in terms of goals accomplishment (Baridam & Nwibere, 2008). In every organization, the presence nature and types of groups which operate in the organization is of great importance to management, as the accomplishment of job tasks, success of projects and entire operation of every firm depend to a large extent, the willing cooperation of groups in the organization as groups are usually created to achieve some particular objectives.

To ensure organizational productivity and effectiveness is maintained and sustained in the organization, management should be able to understand the behaviour of individuals, teams and groups within the organization. But since individuals belong to one group or the other in the organization (work groups, informal groups and task groups etc), it is important that managers understand their behaviour, which includes the norms, roles, teams building, leadership and conflict. Robbins and Coulter (2007) however noted that the behaviour of a group is not merely the sum total of the behaviour of all the individuals in the groups as individuals acts differently in groups than they do when they are alone. Therefore, the study and understanding of groups is vital to the understanding of organizational behavior.

In a group, individuals are expected to perform certain roles because of their positions in the groups. These roles tends to be oriented towards either task accomplishment or towards maintaining group member satisfaction. (Prince, 1989)Thus, concerning of the group as a dynamic whole should include a definition of group that is based on interdependence of members (Lewin,1951:146).As there will not be anything like group if there are no interdependence of people who have gathered to achieve a given purpose.

Organizations relied more on human component as a veritable and vital tool for achievement and accomplishment of organizational goals, stated and emergent objectives of the organization. Employees constitute the assets and building blocks of every organization and its success is directly proportional to the effort which every employee puts in .The collective effort of all employees pulled in one direction in line with objectives of the organization, results to more enhanced performance and productivity than effort of individual smart employees that pull in different directions. The importance of team in the organization is focused at building capacity to assemble, deploy, refocus and disband (Robbins, Judge and Sanghi, 2009). The need to respond to market changes has resulted in a shift in focus from the individual to the team. In many Organizations, tasks have become so complicated that successful performance requires a combination of knowledge, skills and abilities that the single individual rarely possesses. Completing tasks effectively requires several people to work in an interdependent fashion.

Additionally, many organizations have become so large and/or complex in their structures that activities must be closely coordinated, via teamwork, if organizational objectives are to be achieved (West 2010). Teams, rather than individuals, are increasingly considered the fundamental building block of organizations and team-based working (West 2010), and the number of organizations

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adopting team-based structures has steadily increased (Stewart 2011; Divine, Clayton, Philips, Dunford and Melner 1999). As managers and practitioners have focused their initiatives on the team, so has organizational research. Reviews conducted on work team research (Ilgen, Hollenbeck, Johnson and Jundt, 2005; Kozlowski & Bell 2003) reflect the perspective of work teams as a dynamic, emergent and adaptive entity embedded within a multilevel system (Kozlowski & Ilgen 2006).

The need for effective teams in the organization cannot be over emphasized. Teams contribute to better outcomes for business due to improved performance of employees (Applebaaum and Batt, 1994) and responsiveness and flexibility (Kirkman and Shapiro, 1997), team cohesion,(Adiar,1896) as well as enhanced organizational learning (Katzenbach and Smith, 1993) and productivity (Glassop,2002). In their work, Gutstafson and Kleiner engaged in research in the work team are viewed by today's businesses as a frontier to be explored. In addition, they discussed eight characteristics which according to them are very critical factors leading to good and sound team.

The need to enhance performance and productivity in the organization, different business strategies and practices has been device which made the use of teams become very crucial. As team based improvement efforts have in many instances, help organizations to achieve improve customers expectation and satisfaction, as well as organizational profitability, productivity and improved performance. The task performed in the organization is determined the market forces which the groups and teams existence in the organization plays a significant role which if not properly managed can lead to disunity, morale deficiency and lack of commitment to work (Omuya, Kungu, Nohungo and Ong'anya 2011).However, some researchers noted that groups , team and task they perform is targeted at only providing short-term improvement for the organization (Stelle,nd). It is on this background that this paper takes a historical escortion on the existence of groups, teams and task in the organization.

II. LITERATURE REVIEW

A. Historical Escortion of Teams and Groups in the Organizations

An historical view of the study of groups, teams and task in organizations is traced back to 1930s, where a series of studies known as the Hawthorn studies (Sundstrom et al. 2000) was conducted by Elton Mayor to examine the influence of physical working conditions, such as lighting, on productivity. The study's focus was to identify how individual worker could achieve a specific task with minimum time frame and others with maximum time frame. The researchers found the relationship between amount of lighting and productivity seemed to be contradictory with both increases and decreases in lighting resulting in greater productivity. In explaining this result, the researchers suggested that the attention given to the workers by the researchers may have contributed to these results. They also found that even when individuals could produce more or less than each other at individual work stations, their output seemed to be influenced by group norms that guided the output each person produced as a result of group effort. These results led a shift in focus from physical work conditions to the importance of interpersonal relations among workers and management.

During World War II, organizational research made little use of research findings such as those of the Hawthorn studies, and focused upon narrowly defined jobs for individuals. Although other researchers had also drawn attention to more person-related aspects of organizational performance (e.g. Barnard 1938), scientific management theory continued to be favored at this time as it had been since the early pioneering work of Taylor (1911). Likert (1961)and McGregor (1960) provided a more comprehensive and sustained criticism of the mechanistic authoritarian approach to organizations, in particular highlighting the need for workers participation in organizational decision-making, as well as the use of teams.

In the 1970s, some experimental applications of workgroups were published. Some of the examples included General Motors incorporating assembly teams into a truck factory (Tichy 1976), and employee involvement groups (Guest 1979). In the 1980s, the application of workgroups was expanded with the use of total quality management (TQM) in manufacturing (Hackman & Wageman 1995). Organizations utilized quality circles — small groups of employees who were asked to suggest solutions to business problems. Production groups and project teams were successfully used in large firms such as Ford and General Electric among others (Dumaine 1990; Hoerr 1989). In the 1990s, the study of workgroups became more common and sophisticated.

More than 60 years after the Hawthorn studies, the research literature on workgroups continues to grow in terms of quality and impact (de Moura, Pelleter, Leader and Abrams, 2008). The recent development and growth of research in the 1990s and 2000s has been contributed to by several different fields of study, including social psychology, organizational psychology, organizational behaviour and human resources. This has led to the formation of different frameworks used to explain the relationship that exist between teams, group processes and team effectiveness/performance variables (see Stock 2004; Kozlowski & Ilgen 2006). The development of the input-process-output (I-P-O) heuristic (McGrath 1964) recognized the dynamic process of teams, and over the last 40 years has served to advance our understanding of teams. It is expected in years to come that new framework/model will be developed by researchers to help facilitate organizational positive outcomes for organizational objectives and task to drive organizational growth and productivity.

B. Meaning and concept of Group

A group is defined as two or more interaction and interdependent individuals who come together to achieve a particular goal. It is two or more individual interacting with each other in other to accomplish a common goal (Robbins and Coulter, 2007: Ivancevich, Olekalns and Matteson,1997: 251) Groups are a fundamental part of social life. Hardly will one see a place where progress is been made without seeing people working or interrelating together. The significance of collectivities like families, tribes and clan and friendship circle has been long recognized, but it is really only in the last century that groups were studied scientifically and theory developed (Mills, 1967:31).

Forsyth (2006:23) defined a group as two or more individuals who are connected to one social relation. Lewin

(1948) found out that nearly all groups were based on interpendendency among their members, and this applied both to small and large groups. Lewin (op cit) also argued that getting something done, it is often necessary to cooperate with others. Amah and Gabriel (2017) defined group groups as individuals who have unifying relationship aimed at achieving certain objectives, similarly, (Brown (2000, p. 4) see group as a collection of people bound together by some common experience or purpose, or who are interrelated in a micro-social structure, or who interact with one another. All these may be sufficient conditions to say that a group exists. But perhaps a crucial necessary condition is that those same people also share some conception of themselves as belonging to the same social unit.

Groups can either be formal or informal, Formal groups are those defined by the organization's structure, with designated work assignment establishing tasks. The behaviour that team members should engage in are stipulated by and directed towards organizational goals. Informal groups are made up of individuals for the purpose of social interaction, they are alliances that are neither formally structured nor organizationally determined. According to Robbins, Judge and Sanghi (2009), Informal groups are natural formations in the work environment that appear in response to the need for social content. Sayle in Aresbung (1975) posit that it is possible to further sub classify groups as command, task, interest or friendship group. Command and tasks groups are dictated by formal organization, whereas interest and friendship groups are informal alliances.

A command and task group are organizationally determined while common group is composed of individuals who report directly to a given manager, a task group represent individuals working together to complete a job task (Robbins et al, 2009) They see an interest group as people working together to attain a specific objective which is concerned, while a friendship group is that which develop the individual members share one or more common characteristics.

A group is a collection of individuals who have relations to one another that makes them interdependent to some significant degree. According to Cartwright and Zanders (1968:46), a group is a class of social entities having in common the property of interdependence among their constituent members. Groups are so vital in the social circle and work place because of their importance and special attributes. Benson (2000:5) identified a list of attributes common to groups. These are:

1. A set of people engage in frequent interactions
2. They identified with one anther
3. They are defined by others as group
4. They share beliefs, values, and norms about areas of common interest
5. They define themselves as a group
6. They come together to work on common task and for agreed purposes

Thus, groups in the workplace can be seen as more than two employees who have an ongoing relationship in which they interact and influences one another behavior and performance. The behavior of an individual in a group is something more than the sum total of each, acting in his or her own way.

C. Meaning and Concept of Teams

Amah and Gabriel (2017) defined team as a group of people who work intensely together to achieve a specific common goal, A group of people with different skills and different tasks, who work together on a common project, service, or goal, with a meshing of functions and mutual support. A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals. A team is a group of people who work interdependently to solve problems or accomplish tasks for which they were setup for. Teamwork is one of the most important ways of employee involvement. Teamwork is an effective way of reducing organizational hierarchy and bringing diverse level of knowledge from employees of same or different level to help an organization generate needful diverse knowledge. Major indices of teamwork include; collaboration, information sharing, shared support and collective responsibility (Fapohunda, 2013). Teams depend on the performance of individual members to do great works. Team performance depends on individual member's effort and collective work products (Earley, 1993). Organizations that need improvement and effectiveness on employee involvement process always see teamwork as potential device.

The idea of working together in organizations cannot be over emphasize because an organization is a structured process in which people relate with each other to achieve set organizational goals or objectives, (Bone and Kurtz,1976) in Nwaeke, 2002). This implies that employees comes together and put their wealth of knowledge together for the purpose of achieving the objectives of the organization and not necessarily their personal objectives that are not in line with the organization's objectives. To this end, one can say that, for any organization to be successful on its productivity, the human elements in the organization must be properly coordinated in such a way that they effectively work together. Baridam (2002) opines that work teams are powerful forces in organizational context, because their interactions and association can create difference between success and failure in achieving objectives. He further explained that if work teams are supportive, they will aid management to achieve set objectives with least amount of resistance. On the other hand, if work teams are hostile or if informal leaders of the work teams and the officially assigned foremen or managers are rivals for the loyalty of the work teams, problems are likely to arise, (Baridam, 2002). The implication here, for managers of organization if they must achieve their desired organizational productivity is that they should be constructive and objective in handling both work teams and their leaders officially assigned foremen in their organizations.

Pigors and Myers (1965) assert that by teamwork it implies the easily synchronized and effectively coordinated action that is characteristic of a strongly joint action group. He pointed out that the requisites for teamwork are shared objectives, which every team member has strong commitment to, a relatively small number of persons, to allow common understanding among all members; ability of every member to contribute to the common goal; nearness and recurrent opportunities for informal one on one communication to enable all members keep track of one another's changing per personalities and cumulative knowledge and be capable to plan and as well assess

combined activity; and lastly is continued practice in complementing each other's activity as teammates (Pigors and Myers,1965).

Harvey and Brown (1996), in their opinion assert that teamwork is work done by members, all subordinating personal performance for the good of the team. In teamwork, all hands must be on desk; this implies that all team members are expected to participate actively in executing the team task. For example, team members of a marketing unit in an organisation are expected to work together and actively to accomplish the task given to them in the aspect of maintaining the required return in investment. Teamwork improve the pace of work processes in an organization (Hess and Siciliano, 1996), it has the ability to improve quality and productivity; and where workers are preparing motivated by things like growth needs, teamwork can also improve employees job satisfaction. Hess and Siciliano (1996), however they, pointed out that the barriers to effective teamwork are obvious. These are need for work teams; to develop the skills that are essential to manage themselves effectively, natural human resistance to changes in an organization, and inherent challenge of organizations learning to work in a new approach.

Teamwork is the act by which team member's work collectively towards a common objective. Chien (2012). They further assent the teamwork allows team members to improve or boost their performance. From the above, it is clear that when employees work as a team they will achieve better result that will help to improve their organizational productivity. Reece, Brandt and Rhonda (1999) state that in teamwork, every member should take energetic part to help the work team in achieving their mission. This they said implies that every member of work team should and also be a team member and also a team builder. They further state that the dual roles are attained once employees believe that greater responsibility will guarantee the success of the work unit.

D. Team Development/Building

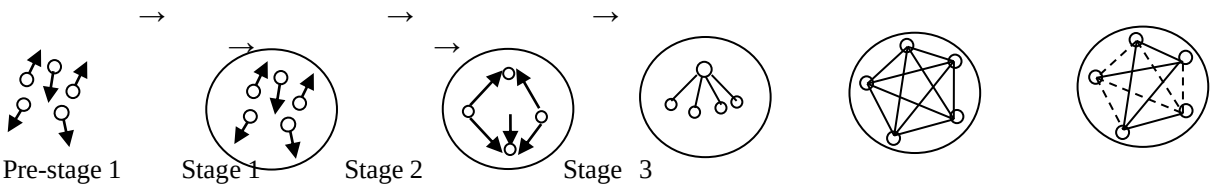
Team development or team building is used interchangeably. Harvey and Brown (1999) observed that team building grew out of laboratory learning application that was used principally between 1950s to 1960s. Participants in laboratory learning groups have traditionally strangers. When laboratory learning was first adopted in organizations, the groups were also traditionally made up of foreigners that came from different organization. Harvey *and Brown* (1999) further explained that as laboratory learning developed and changed over the years, participants that worked with one another were brought to deal with interpersonal issues and team functioning. They added that this arrangement then was called family groups.

Team building is database intervention in which a work group examines such things as their goals, structure, procedures, culture, norms and as well interpersonal relationships to improve their ability to work together effectively and efficiently (Harvey *and Brown* (1999). Reece *et al.* (1999) pointed out that a leadership style that emphasizes team building is positively connected with high productivity and profitability. It ensures that jobs are done efficiently and harmoniously which is evidence that team building have positive influence on the physical and psychological well-being of the team members.

Szilagyi and Wallace (1983), defined team building as a planned event with a group of persons who have common organization relationship or goals that is designed to improve the way they get job done. They maintained that team-building interventions are majorly directed toward four areas: Team relationships, diagnosis, task accomplishment and team organization.

Robbins *et al.* (2012) identified five stages of group/team development. (The five stage made of group/team development). Though not every team that follow this model in their development:

Figure 2.1.1: Stages of group/team development



Source: Adopted from Robbins *et al* (2012).Pg. 315

- **Forming Stage:** This stage is full of unknown concerning the team's purpose, structure and as all leadership of the team. A test needs to be carried out to ascertain the types of behaviours that are acceptable.

This stage ends when the team members begin to think about themselves as part of a team (Robbins *et al.* 2012).

- **Storming Stage:** This stage is characterized by intrateam conflict. The team members admit the existence of the team but resist the constraints it imposes on their individuality. Conflict may arise on who will lead the team (team leader) and when this is resolved; there will be a likely clear hierarchy of leadership in the team, (Robbins *et al*, 2012).
- **Norming Stage:** At this stage, close interaction is developed and the team demonstrates cohesiveness and this will lead to a strong mentality of team identity and expectation of defines real member behaviour.
- **Performing Stage:** At this stage the structure is completely functional and adopted. The team strength has moved from knowing and understanding one another to performing team task that are before them.
- **Adjourning Stage:** This stage is for preparation for disbanding. Wrapping up activities is the major target rather than high level task performance, so some of the team members upbeat, basking in the team accomplishments (achievement) some team members on the other hand, may be depressive for loss of friendship gained in cause of the team life (Robbins *et al*, 2012). From this five stage model of team development, by Robbins *et al*. (2012), it is clear that employees cannot work together, without having a common goal to achieve which over ride their personal goals that are not in line with the team or the organizational goal. It is also clear that because the team members are coming from different background, there are chances of diversity conflict, and until these are other issues are properly managed, the team cannot be effective or successful.

Nickels, Mchugh and Mchugh (2002), assent that adoption of open communication system is important in team building, because it enables top managers and team members know the organizations objectives and work together to accomplish them. From this assertion, it is clear that when there is no flow communication between the team members, team leader and the managers, understanding and achieving the set objectives will be difficult. do not have open communication among the team members, team leader and their managers, there will challenges in sharing of ideas and issues that are affecting them individually which they can brainstorm and come up with solutions.

Feldman (2016) assert that building is the act of setting up a better cooperation among members. She highlighted four stages of team building which are forming, storming, norming and performing stage. At forming stage; the problem or task have to be defined, concur on the goals and set up strategies to take care of their storming stage; At this stage, the team members may be resistant to the team task they may also have low cooperation in the team. Norming stage; Feldman (2016) opines that at this stage, members agree to their team, team rules and are well their individual roles for success of the team. Performing stage; At this stage, the team members have knowledge of personal and team process, capacity to avert group conflict and as well to resolve problems that may arise in course of their work.

Mcshane (1992) states that team building is any official interference aimed at improving the development and performance of a work team. He identified four types of team building:

1) **Role definition:** The stand point of this type of team building according to Mcshane (1992) is to examine the role expectation among team members and make a clarification on the team members' task to the team. This will help to find out if individual team members have different or the same role expectation.
2) **Interpersonal process:** This kind of team building according to Mcshane (1992) attempt to build confidence and open communications between the team members by resolving secret agendas and misperceptions. This could be achieved through gathering survey information from team members concerning conflicts and relationship.
3) **Goal setting:** This kind of team building aimed at making clarification on team performance goals, growing the team's motivation to achieve the set team goals, and as well developing mechanism for systematic response on team goal performance.
4) **Problem Solving:** This kind of team building aimed at examining the team's task related decision-making process and as all discover ways of making it more effective. To achieve this, every stage of the decision making is properly look at; example, how the team recognize problems, etc (Mcshane, 1992).

From the above types of team building identified by Mcshane (1992), it is important to have a clear role expectation for every team member; this will help to reduce the problem of role conflict, role over load etc. For teams' to

be effective, trust and open communication must be at a high extent to enable team members freely express their views, and this will also help in encoding and decoding of message. However, if cautions are not given to these issues, the team's effectiveness will likely be in doubt, and this may impact negatively on the organization's productivity.

Team performance often depends upon the following key factors for success:

- Proposed projects need to be evaluated against, prioritized, and properly aligned with the strategic business goals of the organization and gain the necessary agreement and support from senior management (Martinelli *et al.* 2010). As cited in Ryan and Jason (2015).
- Team performance is measured against the triple constraints of a clearly defined and upon project scope, budget and schedule (PMI, 2013).
- Fostering a team environment where members can openly communicate with mutual respect builds more trustworthy working relationship for a culture of collaboration, teamwork, and productivity (Whetten and Cameron, 2016).
- Learning the diverse talents, background experiences, and performances of team members factors better opportunities to properly align more meaningful and worthwhile work assignments for an improved sense of job satisfaction (Martinelli *et al*. 2010).
- Transferring appropriate decision making authority to team members often leads to better-informed point-of-impact decisions and efficiency (Martinelli *et al,* 2010).
- Fostering open lines of supportive communication among team members and upper management assures stakeholders are kept informed to minimize the risks of any (surprises along the way should any key upper management decisions need to be made in the event of an emergency (Martinelli *et al.* 2010).
- Teams must evolve through four stages of development before they can become effective. The forming stage brings a diverse group of people together in interact as a unique entity with interdependencies. The storming stage includes conflict as members define roles and expectations. The Naming stage begins by resolving prior storming conflicts through understanding of expectations.

Finally, the performing stage is where collaboration, teamwork, and productivity build towards assuring the triple constraints of the project effort (Whetten and Cameron, 2016).

Type of Teams

Different organizations adopt different types of teams they feel will be best for them. Krishnamacharyulu and Ramakrishnan (2014) assert that there are four types of teams, which are:

1) **Work teams**: Work teams are continuing work units in charge of production or services. The memberships of their members are full time, steady and defined. They argued that they are now being shaped into self-managed work units, with supervisors becoming coaches.
2) **Parallel teams**: The parallel teams draw workers from diverse units to perform tasks which the normal organization is not ready or equipped to undertake.
3) **Project teams**: This type of team is time bound and is set up to carryout precise activities having a fixed goal to achieve.
4) **Management teams**: These kinds of teams bring harmonization among business units by bringing together to managers of different units.

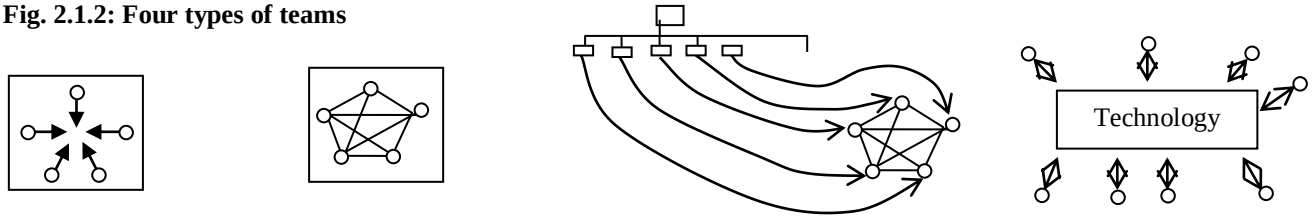
Teams have become popular (Reece *et al*. 1999) because they encourage participative management, which empower employees to take high control in the workplace. They opine that there are two most common types of teams, used in organizations which are:

1) **Self directed or managing team**: This type of teams takes responsibility for traditional management tasks as part of their routine job. Their jobs are to decide about production quotas, quality standards and interviewing applicants for team related positions in the organization. Reece *et al.* (1999) state that these kinds of teams are normally made up of five to fifteen members, that relate among the different jobs to gain knowledge and skills to carry out each job. The implication here is that each member of the team can carry out every job necessary to complete the entire team task. The benefits of these type teams are that, it helps to reduce time workers spend on boring and recurring duties; self managed team's helps to tap employees' potential. Citing example of where self-directed or managed teams was used. Barry *et al* stated that the use of self-directed teams in Apublished image Inc, resulted to lower employee turnover improved employee morale and better – quality newsletters which is their main business.
2) **Cross-functional teams:** The second type teams that was examined by Reece *et al.* (1999) is the cross-functional teams which are task groups staffed with a mire of experts that focus on a common objective. They maintained that these teams are normally provisional units with members from various departments and job levels. Their major tasks are to develop new work procedures or products, introducing new technology and many others.

From the above, it could be belief that different organizations adopt different types of teams they feel will be of help to them to achieve the objectives of the organization. However, in some case there may be an adoption of more than one type of team or a combination of teams in an organization, all geared at achieving the objectives of the organization. Some of the teams are established for specific functions, example project teams as pointed out by Krishnamacharyulu and Ramakrishnan (2014) which is similar to cross-functional teams examined by Reece *et al* (1999) but just that the cross-functional teams draw members from different departments and job levels to form a team of specialist.

Robbins *et al.* (2012) compare and contrast four types of teams, which they also presented in a diagram

Fig. 2.1.2: Four types of teams



Problem solving self managed Cross-functional Virtual
Source: Robbins *et al.* (2012) Pg. 216

Problem-solving teams: Robbins *et al.* (2012) state that Merrill Lynch created a problem solving team to make out ways of reducing the number of days it takes to open a new cash management account. This was done by recommending reducing the steps from 48 to 36; the team reduced the average number of days from 15 to 8.
In practice, problem-solving teams, team members share ideas and recommended on how work processes and as well methods could be improved, though hardly ever have authority to unilaterally implement their recommendations.

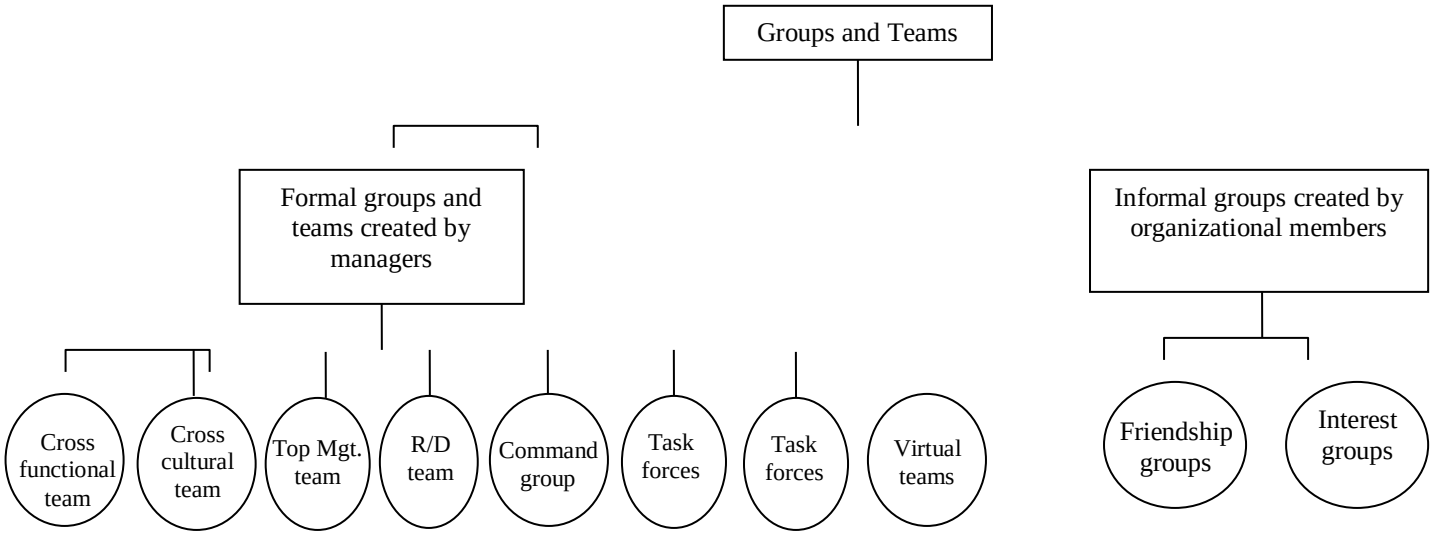
- **Self-managed teams:** These are groups of employees, mainly 10 to 15 in number that carry out highly linked or interdependent tasks and take on many of duties of former supervisors in the organization. Such tasks are planning and scheduling work, assigning tasks to members, taking actions on problems relating with suppliers and customers and as well making operational decisions.
- **Cross-functional teams:** These type of teams are made up of workers from almost the same hierarchical level but different areas of work in the organization who come together to achieve a set organizational task. Robbins *et al* (2012) state that IBM created a large task force of employee from different departments in 1960s to build its highly successful system 360. They added that all the foremost automobile manufacturers (Toyota, Hunda, Renauld, Suzuki as well Ford) now used cross-functional teams manage complex projects.
- **Virtual teams:** Virtual teams use computer technology to bring physically scattered members and achieve a common set organizational goal. This is done by letting members to collaborate online using communication like video conferencing, e-mail, Facebook, wide-area networks, whatsApp, messenger, YouTube, Twitter, and other forms of social media.

Robbins *et al* (2012) presented a good number of teams which are in line with other teams examined by other authors whose work are used in this study as regards to types of teams used by organizations in order to achieve their set organizational productivity, which is the main objective of this study.

However, despite the positive outcomes that may be expected by organizations on these different teams, there are also shortcomings on these teams. The researcher after logical study of the type of teams presented by Robbins *et al* (2012) observed that the problem solving type of team only makes recommendation which may be accepted by the organization or not. This implies that they lack the power to bring to action what the team feel will help to solve the problem at hand which will at long-rein impact positively on organization productivity if they came up with the right answers to the problem at hand. Self-managed teams in their own part do not adequately manage conflicts. If there is conflict among member, they withdraw their cooperation which results to low team performance that have the capacity to impact negatively on the organizational productivity. Cross functional teams finds it difficult to manage team members because of diversity and complexity of its members, it also take time to build trust, and teamwork among employees of different background and different experiences and perspectives. Lastly, virtual teams have challenges of lack of face-to-face interaction which hinders the give-and-take of face-to-face discussion.

To achieve organizational goals of high performance, customers responsiveness, employees motivation and innovation (Jones et *al*, 2000) managers may establish different types of groups and team within the organization.
Types of groups and teams in organizations, according to Jones et al (2000) are represented diagrammatically;

Fig. 2.1.3: Types of Groups and Teams in Organizations



Source: Jones *et al* (2000) Pg. 211-214

From the work of Jones *et al* (2000) on the types of groups and teams in organization, which agreed with the work of Robbins *et al* (2012) except for little variations and as well other authorities whose works were reviewed in regard to types of team. The researcher maintained that, it is clear that organizations could set up different types of teams as the situation demand to help them achieve their goals. In relation to this study on development of group theories in the organization and the evolution of team concepts, it is clear that well developed and managed teams as situations demand will in no doubt assist organizations such to achieve high organizational productivity, which could be measured in the following areas of productivity; market share, reduce labour cost, customer satisfaction and customer loyalty.

Meaning of Task

Michael (1985. p. 19) defines task as a piece of work undertaken for oneself or for others, freely or for some reward. Thus, examples of task include painting a fence, making an airline reservation, borrowing a library book, taking a driving test, typing a letter, weighing a patient, sorting letters, taking a hotel reservation, writing a cheque, finding a street destination and helping someone across a road. In other words, by 'task' is meant a hundred and one things people do in everyday life, at work, at play, and in between. Tasks are the things people will tell you they do if you ask them, and they are not applied linguists. Similarly, Bygate, Skekan and Swain (2001) views task as an activity which requires learners to use language with emphasis on meaning to attain objectives. These task are performed by the team members who possible some complementary skills. However, members of a team perform tasks assigned to them by the organization which is aimed at synergizing positive and coordinated effort towards achieving certain goals. Amah and Gabriel (2017) cited in Nadler, Hackman and Lawles (1979) identified certain tasks performed by groups and teams in the organization to include:

1. The accomplishment of tasks that cannot be done by individuals working alone
2. Bringing multiple skills and talents to bear on complex tasks

Providing vehicle for decision making by permitting multiple conflicting views to be aired and considered.

3. Providing an efficient means of for the control of individual behaviour in the organization.
4. Facilitating changes in organizational policies or procedures
5. Increasing organizational stability by transmitting shared beliefs and values to new members.

The task characteristics of a team help to make a team become more effective and defined, it also affects performance and makes task interdependence. Task interdependence refers to the degree to which work requires interaction among employees. The higher the task interdependence the more effective the team. It motivates teams members to work together as they are able to see the impact of their contribution towards the team success. It also gives them a sense of responsibility among team members.

II. CONCLUSION

Few trends have influenced jobs as much as the massive movement to introduce groups, team in the workplace. The shift from working alone to working on teams requires a high level of cohesion, collaboration, communication, trust and commitment by employees. Groups, teams and the tasks they perform has an historic alignment with the performance of the organization as well as the commitment level of the workers in the workplace. An organization that encourages and build an effective groups and teams is indirectly planning for effective collaboration of the groups and team members, increase job satisfaction and lead them exploiting their talents and improving productivity as well as make employees feel more positive and confident at work. Essentially, literature indicates that groups, teams and tasks can increase performance. However, the sustainability of the benefits gained from groups, teams and task depends on the level of support given by the management, the commitment of every group and team members .

It is identified that the historical development of groups, teams and task has really evolved in the management of the organization with the aim of enhancing organizational performance, productivity and commitment. Organization should ensure the right climate and essentials

are made available to groups and teams to strive if they are to succeed in the achievement of the goals and objectives for which they are instituted in the organization.

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