

# Evaluate the Effectiveness of Group work and Development of Methods on Esfahan Group work Gas\*

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DOI: 10.6007/IJARBSS/v3-i11/373 URL: <http://dx.doi.org/10.6007/IJARBSS/v3-i11/373>

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*Abstract* With the development of technology and organizational complexity, to discourage individual could be argued that the period came to a head earlier today savaged management is managing people, managing working groups. That is why some experts believe that to improve the efficiency and effectiveness of management, the organization must be designed to minimize the personal relations between the members in the form of diminished instead of working groups will be established. Evidence suggests that managers today are likely to increase the use of group decision-making. The purpose of this research is to evaluate the effectiveness of groupwork and development methods of groupwork on Gas Company of Esfahan. For this purpose, a model was developed consisting of six factors that influence the proper management, strategic planning, effective communication, job satisfaction, groupwork skills and leadership. Research method is Descriptive research—survey and as a term of target is operative. Statistical population included 117 of groupmembers employees at Gas Company of Esfahan who were selected simple random sampling. In this research, the researcher made questionnaire is used. Reliability coefficient of the questionnaire was 91% Which was measured by Cronbach's alpha. Content validity was confirmed by a group of university professors. In addition to data analysis using statistical parameters such as frequency, percentage, mean, standard deviation, univariate t test, and inferential statistics such as Friedman test,

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\* This study was supported by the Gas Company of Esfahan

*Kolmogorov–Smirnov test and multivariate analysis of variance (MANOVA) was used. The data obtained were analyzed using SPSS and AMOS. The findings show management and groupwork skills in the effective gas province partly influenced the findings were not statistically significant factors as well as the strategic planning process, effective communication, job satisfaction, leadership and group effectiveness in the gas company and the findings are statistically significant and confirmed.*

**Keywords:** *Group, Effective group, Effectiveness of Groupwork, Team, Working groups, Gas Organization.*

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## **1. Introduction**

Today, there is an unavoidable aspect of life is taken into account groups and organizations that can work productively with groups continued to give his life[1]. With the development of technology and organizational complexity, to discourage individual could be argued that the period came to a head earlier today savaged management is managing people, managing working groups [2]. Organizations in their quest for higher productivity, total quality, customer satisfaction and quality of work life, choose a variety of new forms. They explore the advantages of smaller size, operation more flexible and creative new ways to use it as a group are the basis for many performance improvements[3]. Groups can have a major influence on the attitudes and behaviors of members could work. Groups will be formed for the friendships opens the door for organizational purposes In the nature and dynamics of the group can be open or closed, is constructive or destructive [4]. Groups have defined it: the mutual relationship between two or more people who have come together to achieve particular goals [5]. Groups of two or more people can have the interaction and interdependence work together to achieve a particular purpose, is defined as [6]. Team is a group of people that have a common purpose and each one has the ability to achieve goals to development of the group [7]. Effective Group is a Group that achieve Higher levels of performance and satisfaction of the Department of Human Resources Department at the time of the acquisition. An effective operational performance goals in terms of their performance in the shortest possible time achieved excellent operating results will be presented and The consent of the group is that its members are sufficiently effective and interpersonal communication satisfaction from their work and have the work continually with each other well. These findings can help managers identify the most relevant features to help work group effectiveness. After this study, strategies for effective groups and teams gas company.

## **2. Literature review**

Factors affecting the effectiveness of the group, which has long been of interest to researchers has been. A summary of opinion research on the effectiveness of measures groups (Table 1) has been concluded.

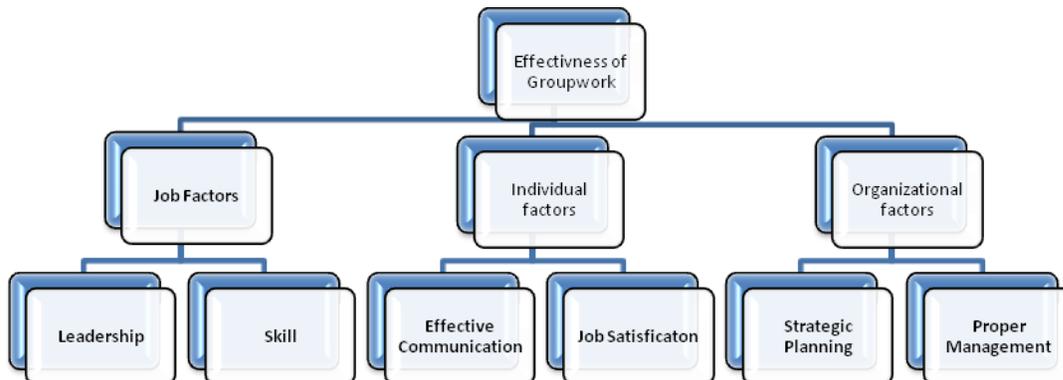
*Table (1): measures the effectiveness of a group (M. Omid and others, 1390)[8].*

Researchers	Year	Effective measures
Robbins	2012	Hospital resources and other factors, team composition, work design, process variables
Kritner	2012	Organizational factors, task factors, individual factors
Malinowski et al	2008	The proportion of a person - job fit the person - the proportional similarity, evolutionary fitness, fitness requirements - supply demand balance - the ability of the individual traits and characteristics of communication and trust as the most important trait in relation to the proportion of a person - the
Markovich	2004	Goal setting, responsibility, authority, size, public relations, identity, individual differences
MacGregore	2007	Group Leadership, supporting behavior, mutual performance monitoring, the proportion of public relations, shared mental models, mutual trust, team orientation
West	2004	Intrapersonal skills, including the power of group conflict, collaboration, problem solving, communication and self-management capabilities, including goal setting and performance management, planning and coordination tasks
Marx et al	2001	Mission analysis, identifying goals, planning and strategy, and monitoring progress towards the goals of the surveillance, surveillance systems, monitoring and advocacy groups, coordination, conflict management, motivation and confidence building and conflict management.
Campion et al	1993	Self-management, partnership, diversity jobs and job recognition of the importance of the job, the job dependency, dependency and dependency on the feedback and rewards, misfits, and prefer the flexibility of working groups, training, management support, communication and cooperation between groups <sup>l</sup>
Flyshan	1992	Orientation tasks, duties, vendor resources, task scheduling, task coordination in responding, job motivation, job monitoring, and system maintenance methods
Kruger	1992	Effective leadership, communication within the group, group cohesiveness

.Tannbayv et al	1992	Coordination, public relations, conflict resolution, decision making, problem solving
Stevens &Campion	1999	Diagnostic accuracy of contrast, as a group problem solving, public relations
Bayonee	1961	Intelligence Group (emotions and inner space group), group culture (structure and leadership within the group), the group members and their needs
Takman & Jenson	1961	Users character, custom, purpose, unity, decision making, interpersonal relationships, leadership, role, group size
MacGregore	1960	Space or the atmosphere of the group members engage in discussions to agree the objectives, active listening, lack of consensus, decision-making style, expression, belief, expression of emotion, action, leadership, feedback and review
Garguri & Guzzo	1995	Strategic planning, history and culture, reward systems, and control the fame, work rules, a close relation to each Member

The models presented above other studies conducted on the effectiveness of group and individual research studies, the following model is proposed as a model to assess the effectiveness of work groups and study attempted to identify in gas company.

Figure 1: The proposed model by Researcher



**Proper Management:** One of the most important characteristics of effective working groups receive adequate support from the management. The support can provide basic information needed to guide the group, provide necessary facilities and technologies, and provide recognition and reward point [9].

**Strategic Planning:** Strategic programs are programs that are designed to achieve the goals of the organization, so that the underlying mission of the organization (organization accounts for its survival) are. Strategy is a comprehensive plan of action that determines the major

orientations and guidelines for resource allocation in the long term objectives of the business enterprise offers [10].

**Skill:** Part of the group's knowledge, skills and abilities of team members depends. The group is not just a sum of its members' abilities, but these abilities that specify what to do and how members of the group effectiveness will. It is essential to effective performance of three skills exist. First, it must be present in the group of individuals with technical skills. The second required skills, problem solving and decision making skills because you must identify the problem and the solutions are extracted, and then evaluate them to select the best option. Latest skills required, good listening skills, giving feedback, conflict resolution and other interpersonal skills [11].

**Effective Communication:** Communication is the group members interact with each other and obtain information needed to perform their functions and to share. Effective communication is established when the intended meaning of the message source and recipient understand the meaning of [12].

**Leadership:** Almost every work group has a formal leader. Such a person is usually like a special unit or department manager, supervisor, foreman, project manager, technical leader or a leader. This leadership can play a major role in the success of the group. The success or failure of each group usually depends directly on the quality of the leader of that group. This is especially true in situations where groups of professional employees Specialist is not available[13].

### 3. Research Methodology

In study after study, and the collection of its theoretical basis, a conceptual model of factors influencing the effectiveness of groupwork in the gas company was designing, Then, a questionnaire survey was developed to model the distribution and collection of the questionnaires and the analysis Conclusion data was presented to. Information needed to complete the questionnaire design theories and research related meetings held with teachers and experts and their views have been used. This study questions the validity of the questionnaire was used in a number of professors and experts in the field. Finally, to determine the validity of the final questionnaire was given to a few experts and the discussion and resolution of ambiguities was approved. For reliability assessment, then conduct a preliminary study to determine the variance of the questions, the Cronbach's alpha coefficients were calculated for the 91%. A survey of all the ways in which one group or committee member of provincial gas companies are being formed. So 117 of gas company employee and as a member of the working committee of provincial gas companies were selected. 117 questionnaires were distributed to staff in person, but the amount of 102 questionnaires were completed and returned. Based on this statistical analysis was done on 102. In order to analyze the data and evaluate the relationship between the variables and testing hypotheses, and Amos SPSS statistical software was used.

### 4. Research Hypotheses

History hypotheses based on the research activities carried out in order to include are:

*The first main hypothesis: organizational factors have an influence on Group effectiveness.*

- The first sub-hypothesis: the right management has an impact on Group effectiveness.
- The second sub-hypothesis: the impact of strategic planning on the group's effectiveness.

**The second main hypothesis: what factors influence the effectiveness of the group.**

- The third sub-hypothesis: Skill affects the effectiveness of the group.
- The fourth sub-hypothesis: the effective leadership style is effective.

**The third key assumption: that the influence of individual factors on team effectiveness.**

- The fifth sub-hypothesis job satisfaction has an impact on the effectiveness of the group.
- The sixth sub-hypothesis: effective communication affects the group effectiveness.

5. Research findings

**a) Kolmogorov–Smirnov test**

The first test assumes normal distribution of population by Kolmogorov - Smirnov (Table 2) has been studied

*Table (2): Test results Kolmogorov - Smirnov assumption of normal distribution*

Significance level	k-s-z	Questionnaire
0/29	0/87	Assess the effectiveness of groupwork

According to the results, according to amount of *Kolmogorov - Smirnov* questionnaire assessing the effectiveness of teamwork between +1.96 and -1.96 lies and statistics Kolmogorov - Smirnov was not so significant, the coefficient 0/95 can safely assume normal distribution of the population accepted

**b) one-sample test**

In order to evaluate analytical significance level of the test «t» in the 0.05 was used and the critical t value table for 1.96 is set.

*Table (3): Results of the univariate t-test to compare the mean of each variable impact on team effectiveness*

Factor	Average hypothetical	Average	Standard deviation	t	Significance level
<b>Proper Management</b>	3	3/03	0/50	0/66	0/51

<b>Strategic Planning</b>	3	3/24	0/43	5/69	0/001
<b>Skill</b>	3	3/04	0/47	0/94	0/35
<b>Effective Communication</b>	3	3/14	0/40	3/43	0/001
<b>Job satisfaction</b>	3	3/11	0/46	2/49	0/01
<b>Leadership</b>	3	3/42	0/43	9/72	0/001

According to Table 1 the following conclusions can be inferred. The mean proper management components (3/03) approximately equal to the average assumptions (3) and t critical value obtained from the table (1/96) are smaller and therefore conclude that the effectiveness of the group in terms of staff management teamwork Isfahan gas company and has been partly due to the influence is not significant statistically.

The mean of the planning component, (3/24) given out (3) and t greater than the critical value obtained from the table (1/96) was greater, therefore, concluded that the employee's perspective, the effectiveness of a company's strategic planning gas province, and the impact of these findings are statistically significant.

The average dimensions of skill (3/04) approximately equal to the average assumptions (3) and t critical value obtained from the table (1/96) are smaller, therefore, concluded that the employee's perspective on effective skills in gas the province is partly due to the significant and not approved.

The mean (3/14) given out (3) and t greater than the critical value obtained from the table (1/96) is larger therefore concluded that the employee's perspective, effective communication effective impact on the province's gas these findings are statistically significant and also have been approved

The mean (3/11) given out (3) and t greater than the critical value obtained from the table (1/96) was greater, therefore, concluded that the employee's perspective, job satisfaction and effectiveness of a group of provincial gas companies this finding is statistically significant and is approved.

The mean (3/42) given out (3) and t greater than the critical value obtained from the table (1/96) is larger therefore concluded that the employee's perspective, the effective leader of the province's gas and this finding is statistically significant and confirmed.

**c) Freidman test**

The analytical results for the mean ranking of variables, Friedman statistical significant difference between the mean rating means that the leadership of the first component and the average rank of the component has the effect of Dexterity ranked last.

*Table (4): Results of Friedman test, the mean rating of factors influencing the effectiveness of a group of provincial gas companies*

Rank	Sources	Average ratings	Significance level	Friedman statistic	df
First	Leadership	4/78	0/001	79/96	5
Second	Strategic Plannig	3/92			
Third	Effective Communication	3/26			
Fourth	Job Satisfication	3/11			
Fifth	Proper Management	3/06			
Sixth	Skill	2/86			

## 6. Conclusion

### *a) The first hypothesis of the study*

The findings on the impact of good management on the effectiveness of group work in gas company based on employee perspectives on effective management team can partly be affected and factors Such as the freedom of workers to join the group, placing sufficient information for groupwork and trust by managing director of the group decision have influence on Effectiveness, and promote groupwork and can impact the gas company to develop group work in the company, While engaging such staff changes and decisions made by the Director, sufficient funds for groupwork, Considering the material and spiritual rewards for groupwork and the clear mission for the people, affect the gas company does not promote groupwork.

### *b) The second hypothesis of the study*

Conclusions about the effectiveness of strategic planning effectiveness in a group of gas companies showed that the strategic plan will be effective. . In other words, the point where the gas company employees as part of a team supporting the stability of the company's objectives, strategy program compiled, Transparency of corporate objectives, align organizational goals with purpose, importance of human resources in the company, the use of new technologies, understand the company's goals and values of group members to work together in corporate culture Will lead to more effective work groups that participate in the company may occur.

### *c) The third hypothesis of the study*

Results on the effectiveness of collaborative skills demonstrated Gas Company If group members have the necessary skills, Isfahan gas company would be more effective.

In other words, from the perspective of improved personnel such as staff training in order to create a mindset and attitude towards groupwork, coordination between members of the tasks they skills important to learn and improve skills of individuals in the group, leads to a more effective group performance.

**d) The fourth hypothesis of the study**

The findings on the impact of effective communication on the gas, In terms of things like trust between staff members, members of the professional ability, honesty in speech problems, Mutual respect between members of the exchange of information between members and between members of the other words, the effectiveness of work groups have an impact on gas company And makes the decisions and actions of the group can be more effective in organization Gas.

**e) The fifth hypothesis of the study**

The findings of the impact of job satisfaction on the effectiveness of Gas company in the group That job satisfaction can lead to more effective group of Gas company In other words, from the employee's perspective, such as success in performing the tasks among the members present at the time, Participation in groups, Enjoy the presentation of different perspectives on the gas company working groups are more effective

**f) The sixth research hypothesis**

Results on the effectiveness of leadership and groupwork in the company's gas shows Increase the effectiveness of the leadership to enhance the effectiveness and efficiency of gas company working groups to influence And issues such as freedom of employees to work in conflict resolution by a group leader or manager of the company, controlled by the leader of the group meetings, Reduce stress by the group leader and manager, Participation of individuals and groups conducting group meetings and provide a different perspective in the knowledge that enhance employment, which is , Leads to greater efficiency and effectiveness of the group companies may be more effective and in line with company objectives.

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