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## ROLE OF PERSON-GROUP FIT (P-G FIT) IN TEAM BUILDING AND GROUP DYNAMICS USING THEMATIC ANALYSIS

**Dr. Saravana Praveen Kumar P**

Post-Doctoral Fellowship Scholar, Lincoln University College, Malaysia.  
*saravanapraveen@gmail.com*

**Prof.Dr.Amiya Bhaumik**

Lincoln University College, Malaysia.

**Dr.Janani Selvam**

Lincoln University College, Malaysia.

**Abstract:** The major aim of this research study is to measure the role of person-group fit (P-G fit) in team building and group dynamics using thematic analysis and literature review. The literatures published in the field of person-group fit (P-G fit) in consider for this study. The 74 articles have been taken as a sample for this study. The major findings reveal that role of person-group fit (P-G fit) in is the significant antecedents on improvement of team building and group dynamics in the organization.

**Keywords:** *Employee Performance, Person-Organizational fit (P-G fit), Organization and Outcome Introduction*

Despite the fact that examination on PE fit has multiplied in the course of recent years, the subject of PG fit has been overlooked comparative with different sorts, for example, PO and PJ fit. In their fit meta-examination, KristofBrown et al. (2005) found uniquely around twelve investigations on the point, with none inspecting forerunner conditions to PG fit. In a later audit, DeRue and Hollenbeck (2007) extended the space to incorporate investigations of the fit among teams and their chiefs (e.g., LePine, Hollenbeck, Ilgen, and Hedlund, 1997) and outer team fit between the team and its assignment (e.g., Hollenbeck et al., 2002). These surveys show that PG fit investigations commonly analyze beneficial fit as an indicator of individual results. For instance, comparability on objectives (Kristof-Brown and Stevens, 2001; Witt, 1998; Witt, Hilton, and Hockwarter, 2001), values (Adkins et al., 1996; Becker, 1992; Good and Nelson, 1971), inclinations for working environments (Burch and Anderson, 2004, 2008), and favored working speed and style (Jansen and KristofBrown, 2005; Polzer, Milton, and Swann, 2002) have been appeared to anticipate fulfillment with team individuals,

sensations of union, strain, and individual execution. Albeit these examinations give convincing outcomes, it is turning out to be broadly recognized that including various kinds of fit inside single investigations gives a more comprehensive and sensible perspective on the wonders (Kristof, 1996; Westerman and Cyr, 2004). DeRue and Morgeson (2007) gave one of only a handful few investigations that all the while inspected numerous kinds of PG fit and their forerunners. In an investigation of undergrad working in teams, they evaluated values-based advantageous fit and integral fit dependent on how well individuals fulfilled the needs of their team-related jobs (individual job fit). Individual job fit was operationalized as an expansion of PJ fit (Edwards, 1991), underlining the abilities expected to meet job necessities. Analyzing the two sorts of fit as needy factors, they exhibited that qualities based fit was generally steady after some time, yet that individual job fit was affected by continuous execution. Their outcomes give introductory proof that people may frame recognizable kinds of PG fit insights in a team setting. As a rule, beneficial and reciprocal fit have been discovered to be particular yet related builds. Link and DeRue (2002) created and approved a proportion of fit that incorporates esteem compatibility (advantageous PO fit) and two kinds of integral PJ fit. Their information upheld these three as unmistakable however corresponded kinds of fit. Kristof-Brown (2000) additionally exhibited that in spite of the fact that spotters' impression of valuable PO fit and integral PJ fit were exceptionally corresponded ( $r = .72, p < .05$ ), scouts utilized diverse candidate qualities to evaluate each, and both clarified one of a kind change in employing results. Like distributive and procedural equity (which connect in the .70 territory; see Colquitt, Conlon, Wesson, Porter, and Ng, 2001), strengthening and correlative fit might be reasonably unmistakable, yet show up exceptionally related when estimated as discernments.

### **Person-Group Fit (P-G fit)**

One approach to separate the two sorts of fit might be through their indicators. Segment attributes have often been recognized as potential precursors to fit discernments (Elfenbein and O'Reilly, 2007; Kristof, 1996; Polzer et al., 2002). Despite the fact that socioeconomics are in some cases utilized as intermediaries for mental attributes (i.e., age for hazard taking penchant, schooling for perspectives; Jackson and Chung, 2008), research recommends that over the long run the accentuation on socioeconomics diminishes as more prominent consideration is paid to basic similarity (Elfenbein and O'Reilly, 2007; Ellis and Tsui, 2007; Harrison, Price, Gavin, and Florey, 2002; Jackson and Chung, 2008). Jackson and Chung (2008) advocate regarding segment and mental variety as isolated however related effects on results. Nonetheless, on the grounds that segment credits may impact how individuals at first classify team individuals and how they associate with them, they are probably going to impact view of fit. Meta-insightful proof shows a feeble and conflicting example of results connecting segment variety to team-level results (Bowers, Pharmed, and Salas, 2000; Webber and Donahue, 2001; Williams and O'Reilly, 1998).

Researchers have attempted to address this issue is through separating variety into two general classifications. One is social classification variety, which evaluates surface-level, promptly obvious qualities that are not straightforwardly task related, for example, age, sex, race, and ethnicity. Situated in social personality hypothesis (Reynolds, Turner, and Haslam, 2003), similitude on these qualities triggers a sensation of being essential for the "in-group." The subsequent classification is

enlightening/practical variety, which incorporates less obvious attributes, for example, instruction or utilitarian territory, that are straightforwardly identified with undertakings and issues looked by the team (van Knippenberg and Haslam, 2003; van Knippenberg and Schippers, 2007). Established in the data elaboration measure, in which heterogeneity is related with a more extensive scope of undertaking pertinent KSAs (Homan, van Knippenberg, Van Kleef, and De Dreu, 2007; van Knippenberg et al., 2004), more noteworthy assortment on these qualities is viewed as attractive (Williams and O'Reilly, 1998). Albeit reasonably spotless, the experimental proof doesn't uphold an unmistakable differentiation in these two variety classes. Van Knippenberg et al. (2004: 1009) state, "Albeit the rationale behind the thinking appears to be sound, there is inadequate exact help for the suggestion that the impacts of variety are dependent upon variety type." As another option, they proposed the CEM to clarify how social order and data/decisionmaking cycles may cooperate. The CEM attests that each sort of variety may inspire the two kinds of cycles, despite the fact that to differing degrees. We follow this rationale to build up a model where different kinds of variety have essential and auxiliary impacts on impression of strengthening and integral fit. Those fit discernments, thusly, anticipate proximal group-level results that add to group execution.

### **Team Building**

A team is a group of individuals running after a shared objective. Team Building includes the way toward empowering the group of individuals to arrive at their objectives. It comprises of steps like explanation of team objectives; recognizable proof of blocks to objective accomplishments; confronting the distinguished difficulties and empowering the accomplishment of the objectives. Fajana (2002) declares that teamwork is a joining of assets and data sources working in agreement to accomplish hierarchical objectives, where jobs are endorsed for each association part, challenges are similarly confronted and steady enhancements are looked for persistently. Katzenbach and Smith (1993) noticed that a team can just be characterized as few individuals, with a bunch of execution objectives, who have a pledge to a typical reason and a methodology for which they consider themselves commonly responsible. The proposal here is that teams should be of a sensible size and that all team individuals should be resolved to arrive at team objectives. Likewise, the team individuals should be mutually responsible for their activities and the results of these activities.

There are two fundamental abilities in the team building measure. The first includes perceiving the correct issues, and the second has to do with handling them in a suitable manner and request. Team building has different structures relying upon the size and nature of the team. For example in circumstances where team structure is consistently changing, the accentuation is on building up the abilities in people to be viable team individuals and it tries to change the abilities and capacities of the person at working inside a team or inside various teams. Nonetheless, where team participation is generally static like in supervisory crews the accentuation is on endeavors pointed toward improving connections between team individuals. The biggest scale is that of authoritative team building. Except for the senior supervisory group, the capacity of people to have an effect on the corporate culture is extremely restricted. One of the critical points of the team building is to change the practices and perspectives pervasive in the association, which are practically free of who really works there. Team building doesn't simply mean getting the team together. It is more than conventional exercises forced

upon teams with no genuine thought for what the team needs or needs. There is need for a more thought about methodology or more all, something where the targets are obviously expressed and can be met. It is important to consider explicit issues that should be tended to and the sorts or characters associated with the team.

Dianna (2006) avows that teamwork is a type of aggregate work that may include singular errands, yet generally includes some sort of aggregate undertaking where every part is contributing piece of an altogether composed report that should mirror the aggregate intelligence of the group. Instead of group work, which depends on trade, teamwork depends on conversation. Conversation happens when every part shares their view, and is heard by the remainder of the group. Conversation requires reasonableness so that every part's thoughts are circulated and partaken in a fair manner. It can require some investment than trade, yet with training, a watch, and a couple of rules, groups can make reasonable conversations that are additionally time proficient. Since the undertakings are generally aggregate, the normal results of teamwork conversations are arrangement and bargain. While no individuals may get all their own specific manner, the result consistently mirrors the best reasoning and needs of each group part. Teamwork can be very proficient since it brings about everybody feeling that their perspective is satisfactorily addressed and represented. The conversation assists with recognizing every individual's most elevated needs and the exchange and bargain assists with orchestrating these into a result that mirrors the group's aggregate needs for progress.

### **Group Dynamics**

Galinsky and Schopler, 1977; Smokowski, Rose, and Bacallao, 2001; Smokowski, Rose, Todar, and Reardon, 1999 suggested the comprehension of group elements is fundamental for powerful practice with an errand or treatment group. Inability to give cautious consideration to group elements can prompt ineffective gatherings and disappointed individuals. In outrageous cases, for example, the mass self destruction at Jonestown, group elements gone astray can have genuine ramifications for singular individuals or the group all in all. (Parcels, 1950; Bales, Cohen, and Williamson, 1979), Cartwright and Zander (1968), Forsyth (1999), Hare, Blumberg, Davies, and Kent (1995, 1996), Lewin (1951), McGrath (1984), Nixon (1979), Olmstead (1959), and Parsons(1951), Group elements can be conceptualized as falling inside the accompanying five areas: (1) correspondence cycles and association designs, (2) relational fascination and attachment, (3) social reconciliation and impact, (4) force and control, and (5) culture. A calculated structure of group elements is a significant heuristic gadget for laborers looking to evaluate and see how any group functions. A calculated structure empowers laborers to distinguish and comprehend group elements as they arise during collaboration. Since the 1940s, numerous researchers have endeavored to conceptualize and order group elements. Probably the most eminent incorporate Bales and partners.

As per Toseland and Rivas (2001), correspondence incorporates (1) the encoding of insights, musings, and emotions into language and different images by a sender; (2) the transmission of language and images verbally, nonverbally, or essentially; and (3) the disentangling of the message by the beneficiary. Correspondence can be verbal, nonverbal, or virtual. Up close and personal group individuals' experience both verbal and nonverbal interchanges, while individuals from phone groups experience just verbal correspondences, and individuals from PC groups experience just virtual

correspondence. Correspondence can likewise be simultaneous (i.e., to and fro progressively) or offbeat. Nonconcurrent correspondences happen in PC groups when individuals may react to messages long after they are posted. (Schopler, Abell, and Galinsky, 1998; Smokowski, Galinsky, and Harlow, 2001), Whenever group individuals are imparting, they are sending messages that have implications. Viable pioneers listen hard for the significance in messages. In vis-à-vis groups, individuals are continually conveying, on the grounds that regardless of whether they are not imparting verbally, their nonverbal conduct is perceptible and conveying something. In phone and PC groups, nonverbal correspondence is missing.

### **Thematic analysis**

Thematic analysis is perhaps the most widely recognized types of examination inside subjective exploration. It underscores distinguishing, investigating and deciphering examples of significance (or "topics") inside subjective information. Thematic analysis is frequently perceived as a strategy or procedure as opposed to most other subjective insightful methodologies -, for example, grounded hypothesis, talk investigation, account investigation and interpretative phenomenological investigation - which can be depicted as approaches or hypothetically educated systems for research (they determine directing hypothesis, fitting exploration questions and techniques for information assortment, just as methodology for leading examination).

**Figure 1 – Network Visualization**



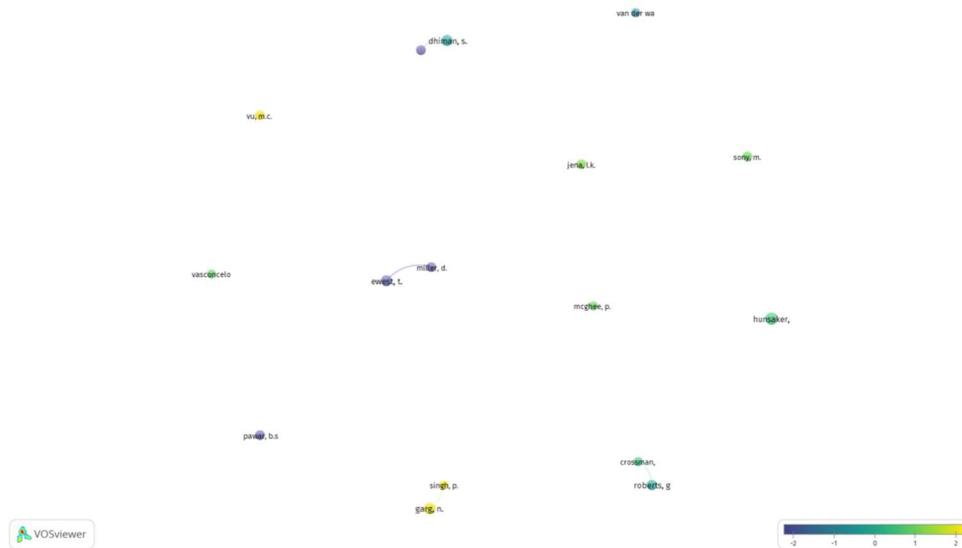
Thematic analysis is best considered as an umbrella term for a wide range of approaches, as opposed to a particular strategy. Various forms of topical examination are supported by various philosophical and applied suppositions and are different regarding methodology. Driving topical examination defenders, analysts Virginia Braun and Victoria Clarke recognize three primary sorts of topical investigation: coding unwavering quality methodologies (models incorporate the methodologies created by Richard Boyatzis and Greg Guest and partners), code book draws near (these incorporates approaches like structure investigation, layout investigation and lattice investigation) and reflexive methodologies. They depict their own generally utilized methodology originally sketched out in 2006 in the diary *Qualitative Research in Psychology* as reflexive topical investigation. Their 2006 paper has more than 90,000 Google Scholar references and as indicated by Google Scholar is the most

referred to scholastic paper distributed in 2006. The ubiquity of this paper embodies the developing interest in Thematic analysis as an unmistakable strategy (albeit some have addressed whether it is a particular technique or just a conventional arrangement of insightful methodology).

## **Discussions**

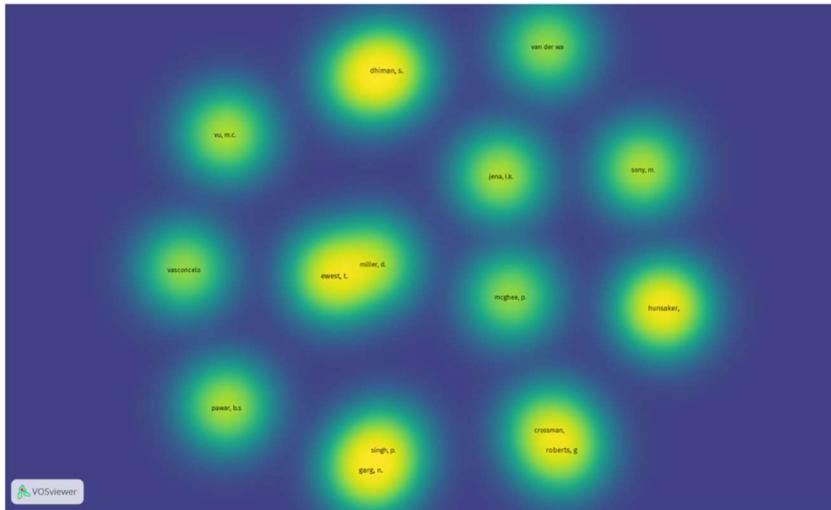
Person environment (PE) fit, characterized as the similarity that happens when individual and workplace qualities are all around coordinated (Kristof-Brown and Guay, 2011), is a broadly contemplated subject in administration. However, surveys demonstrate that exploration on one specific kind of fit—person group (PG) fit—is immature (DeRue and Hollenbeck, 2007; Kristof-Brown, Zimmerman, and Johnson, 2005). This is astonishing, given the inescapable selection of work teams in many territories of business. There have been a modest bunch of studies on how explicit kinds of PG fit, for example, sharing a favored work pace (Jansen and Kristof-Brown, 2005), values (Adkins, Ravlin, and Meglino, 1996), or execution objectives (Kristof-Brown and Stevens, 2001) anticipate singular level results. However there is little examination on the predecessor conditions that make view of fit in the team setting, or how various kinds of fit work together to impact team-level results (Westerman and Cyr, 2004). PG fit is characterized most extensively as "the similarity among people and their work groups" (Kristof, 1996: 7). What establishes similarity, nonetheless, is a troublesome inquiry. Similarity reflecting advantageous fit happens when "an individual enhancements, adorns, or has qualities which are like others in the climate" (Muchinsky and Monahan, 1987: 269). Strengthening fit is normally surveyed as likeness on mental qualities, for example, values, objectives, perspectives, or character attributes. On the other hand, reciprocal fit beginnings from a "shortcoming or need of the climate whenever counterbalance by the strength of the individual, and the other way around" (Muchinsky and Monahan, 1987: 271). Reciprocal fit regularly alludes to an individual having the essential information, abilities, and capacities (KSAs) to satisfy work needs. Along these lines, PG fit can exist when one is like work group individuals on qualities (beneficial) or when one has work significant KSAs (integral). Albeit these kinds of fit ought to be particular, research has discovered that view of valuable and corresponding fit are frequently profoundly associated (Kristof-Brown, 2000; Werbel and Gilliland, 1999). This is especially evident when both are evaluated by means of respondents' discernments, as opposed to with target measures (Kristof-Brown and Guay, 2011; O'Reilly, Chatman, and Caldwell, 1991). To all the more likely see how these two kinds of saw fit relate, we look at their examples of precursors and results. Albeit fit examinations have mainly utilized the "individual" as the referent for correlation (e.g., individual association [PO], individual group, individual occupation [PJ] fit), analyzing fit at the group level is additionally doable in light of the fact that the group is an important reference point for a large group of hierarchical marvels (e.g., intergroup struggle, group distinguishing proof, obligation to group) (Shin and Choi, 2010).

### **Figure 2 – Overlay Visualization**



Through fascination determination wearing down cycles (Schneider, 1987), social communication, regularizing impacts, and initiative cycles, group individuals may come to hold comparable impression of the shared group esteems and the sufficiency of team KSAs to fulfill task needs (DeRue and Hollenbeck, 2007; Ostroff, Kinicki, and Tampkins, 2003), along these lines bringing about aggregate view of group-level fit. This kind of group-level way to deal with fit is predictable with DeRue and Hollenbeck's (2007) portrayal of inner and outer fit. The accentuation is in the team's evaluation of how well the team fits together (inside fit/beneficial) and matches their current circumstance (outer fit/correlative), as opposed to a person's appraisal of individual fit to the team or errand. Albeit few examinations have analyzed this kind of referent move to group-level fit, there have been rehashed brings in the writing to do as such (Kristof-Brown and Guay, 2011; Ostroff and Schulte, 2007; Shin and Choi, 2010). DeRue and Hollenbeck (2007: 264) express, "[PG] fit is best conceptualized as the harmoniousness or arrangement between a consolidated arrangement of team components that delivers a generally more elevated level of team viability." By examining group-level fit, new inquiries can be addressed in regards to what fit inside teams means for team results and what elements brief fit insights at more significant levels of examination. Along these lines, the reason for this paper is to look at predecessor conditions to group-level beneficial and integral fit discernments. By studying individuals from 116 work teams, we investigate how different kinds of team variety identify with view of group-level fit. We at that point analyze how the two sorts of fit identify with proximal team results, including social attachment (Brawley, Carron, and Widmeyer, 1987) and transactive memory (Lewis, 2003), and how these thus identify with a definitive result of team execution. This examination adds to the surviving fit writing in the accompanying manners. To begin with, it investigates the peculiarity of group-level beneficial and reciprocal fit discernments. We inspect factor construction, precursors, and results to decide if team individuals separate between these kinds of fit. In particular, we utilize the arrangement elaboration model (CEM; van Knippenberg, De Dreu, and Homan, 2004) to clarify how social class and instructive variety in teams may evoke valuable and integral fit insights.

**Figure 3 – Density Visualization**



Second, by looking at the connection between saw fit and proximal team results, we give understanding into the components by which saw fit is identified with execution. At long last, we investigate these fit-related marvels at the group level. This tends to the call (e.g., Ostroff and Schulte, 2007) for stretching out PE fit ideas to more significant levels of examination. Two sorts of enlightening variety that mirror the different encounters individuals bring to their teams are their long periods of work insight and their instructive foundations. Individuals' variety in earlier work insight and level of instruction should lead teams to raise disparate thoughts and sentiments about how to best play out the team task (De Dreu and West, 2001; Jehn and Bezrukova, 2004; Jehn, Bezrukova, and Thatcher, 2008; van Knippenberg et al., 2004; Zellmer-Bruhn et al., 2008). Acquiring mastery through conventional instruction implies procuring a group of information that impacts the manner in which people address issues, what new data they will notice, and how they will see it (e.g., Jehn and Bezrukova, 2004; Jehn, Clint, and Sherry, 1997). Work experience variety gives separation in kind of information and abilities, not simply level (Zellmer-Bruhn et al., 2008). In this manner, we estimate that withinteam enlightening variety in training and work experience ought to be decidedly identified with seen group-level reciprocal fit insights.

### **Conclusion**

PG fit is frequently evaluated with inquiries of by and large similarity (i.e., "How viable are you with your work group?"). However, this sort of inquiry accepts that the respondent joins various kinds of fit appraisals into one gestalt view of fit. An expected imperfection in this supposition that will be that distinctive mental systems underlie different sorts of fit, making it likely that they will impact various results. A similitude fascination system, in which saw likeness triggers a liking reaction, by and large clarifies the connection between advantageous fit and uplifting perspectives (French, Caplan, and Harrison, 1982; Kristof-Brown and Guay, 2011). For integral fit, in any case, a more intellectual evaluation of potential need-satisfaction is made (Edwards and Shipp, 2007; French et al., 1982; Kristof-Brown and Guay, 2011). By looking at the changed components through which these fit discernments work, their potential uniqueness can be investigated.

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