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**GROUP DYNAMICS' IMPACT ON MANAGEMENT TEAMS'  
PERFORMANCE EFFECTIVENESS**

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**ABSTRACT**

The oversight of real estate by a third party is known as property management. Property management services include keeping the property in good condition, organizing maintenance tasks, carrying out frequent inspections, handling expenditures, and guaranteeing compliance with laws and regulations. To build a capable management team, team members need to have a significant degree of relevant experience as well as soft qualities like attention to detail, a strong work ethic, excellent communication skills, and a positive attitude. A few obstacles that reduce the impact of teamwork and group dynamics include miscommunication or ineffective communication between team members and a lack of collaboration between some team members. The goal of the study is to investigate how group dynamics affect how well management teams work. Although it is essential for achieving the company's goals and objectives, collaboration is frequently disregarded, which leads to low productivity.

**Keywords:** *Group dynamics, effectiveness of employee performance, management teams*

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Group dynamics is the study of forces within a group. The term dynamics is derived from the Latin word meaning "force." A group is a collection of people who communicate with one another, acknowledge one another's rights and obligations, and cooperate to accomplish a common goal. A social process known as group dynamics involves people coming together in small groups for a common goal or purpose and cooperating to make that goal a reality. Although there are many different definitions of the term "group," many place emphasis on one vital component: interactions between the members. Therefore, according to Cartwright and Sheriff, "a group is a unit of a society composed of a group of persons with (more or less) definite status and relationships of role." Members of a group are said to be related by the membership, just as friends are a part of a partnership or all senior law firms are a part of a partnership (Arrow et al, 2000). group ties that connect each person to the entire group. They identify who is a part of the group specifically because, unlike networks, groupings have boundaries. To join a network, a person must make a connection with someone who is already a member. According to corporate executives, networking occurs when people form relationships with one another. Groups, on the other hand, typically have stable but permeable bounds that separate individuals inside the group from those outside the group. These limitations can occasionally be unstable or explicitly stated.

Group dynamics are a collection of psychological and behavioral processes that take place within or between social groups (intergroup dynamics). Studying group dynamics may be useful for understanding decision-making behavior, monitoring the spread of disorders in society, creating efficient treatment plans, and monitoring the evolution and acceptance of novel concepts and technologies (Backstrom et al., 2006). Group dynamics have become a crucial aspect of businesses in the modern world. Therefore, group dynamics primarily pertain to the study of forces within a group. According to Keith Davis, "group dynamics is the social process by which people are interacting face to face in small groups." This statement refers to interpersonal communication between individuals. It focuses on teamwork, with small groups communicating frequently and exchanging ideas to complete the tasks.

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According to social scientist Henri Tajfel (1972), the group members are united by a common identity. You are aware of who belongs to your group and what characteristics are typical for both insiders and outsiders. This sense of belonging to the same group or social class—this social identity—produces a sense of both oneself and others (Abrams et al., 2005). According to Turner (1985), social identity can be defined as the "summary of the social identifications of a person, which are socially significant and internalized as components of self-conception."

Groups might vary greatly from one another. According to Forsythe, there are four main group types in 2006, including but not limited to main, social, collective, and category groups. Primary groups typically consist of small, enduring groups of individuals that engage personally in significant ways. These groups are fully aware of one another and work effectively together when they come together in person. Since this is typically a person's first experience with a group, Cooley believed that beginning groups are essential if people are to be accepted into their society. An officially organized group of individuals who are distinct from the members of the primary group makes up a social group. These groups have a lower membership rate and are frequently larger than primary groups. Collectives are large assemblages of people sharing similar traits or worldviews. They are loose, quick, and spontaneous. Categories are used to classify people who are similar in some way. Groupings are formed by categories when their similarities have social implications. Forsyth contends that while individuals often complete many everyday tasks alone, there is an inclination to work in teams.

Kurt Lewin, who first developed the field of group psychology in 1943, outlined how individuals and small groups behave in a variety of contexts and respond to them (Dion, 2000). Group dynamics are based on group processes that take place within a group and do not exist in a random collection of individuals. The processes change as a result of interactions and impacts between individuals and the collective. A group is made up of two or more people who share common goals and an identity. They take place specifically. These people are socially attractive and connected, which leads to the development of particular processes that have an effect on

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the group and its members. It is crucial to take into account the group dynamics of all groupings in order to comprehend group actions. Why is it that some organizations (like Habitat for Humanity) succeed in achieving good goals while other organisations (like the Nazis) succeed in achieving bad goals? Group dynamics can help to explain how and why a group might become immoral under specific conditions by taking a closer look at the many processes that take place inside a group.

Numerous different variables can have an effect on a person on many different levels, according to research. Individuals may have an impact on the majority, a particular stance, the leader, persuasion, behavior, attitude, etc. According to Asch's (1956) studies on conformity, people conform to the majority even in the absence of social pressure, rewards, or penalties for being a minority. Milgram (1965) conducted more research that showed people can be affected by some current events that cause them to feel emotionally detached, obedient to orders, and/or a part of a larger community. People can be affected by leaders depending on the circumstance, according to research on leadership (Bales, 1958). When someone is unsure of what to do, they look for a leader. In situations when a group is developed to strengthen social bonds, a leader who is socially guided is more likely than others to be influenced. This is true when an individual is created to carry out a task. A leader who possesses both task and social leadership will always have a higher chance of influencing a person (Fiedler, 1971). According to persuasive research, people influence someone's credibility and dependability (Cook & Flay, 1978). Finally, people's activities may have an impact on them (Zimbardo et al., 1971). According to research, attitudes may influence behavior, and behavior may influence attitudes (Waller, 2002).

If a group functions well as a whole, it is multifactorial. It affects the group's members, environment, and operations. The degree to which group members desire to realize the shared goals and group identity determines how cohesive the group is. Understanding a group's behavior and intergroup dynamics might be aided by the group's cohesiveness. The group's attraction to its members, governmental influence, the impact of information, and outside sources from around

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the globe are all examples of cohesion factors (McCauley, 1998). According to Carroll (1980), a cohesive group possesses a shared identity, a common sense of purpose, and a structured communication pattern. The similarity of the group members, the satisfaction and support of other group members, the size and stability of the group, as well as other factors, can all be indicators of cohesion. These cohesion factors are also influenced by how the group interacts with its surroundings and one another. A person who shares the organization's goals and/or desires social connections with and the support of similar people is frequently the group magnet. The more similar the group members are in terms of age, sex, race, and attitudes, the more cohesive the groupings are. The group shares a similar identity, and the more categories its members share, the more distinct the group's identity is. The stronger the group's identity, the more. Through the use of attitudes, beliefs, and behaviors, the group can develop group standards that are expected to be adhered to by all of its members. Cohesiveness may be impacted if group members don't adhere to the norms set by the group (McCauley, 1998).

According to Cohen (1998), the dynamics of a particular group depend on how its boundaries are established. There are frequently multiple subgroups inside a larger group. For instance, people who live in the United States can be categorized as a whole (i.e., "Americans") or more specifically (i.e., "Americans in the South"). For each of these groupings, several dynamics might be described. At this exceedingly wide level, the study of group dynamics is notably comparable to that of culture. Like in the United States. According to Cohen et al. (1996), South groups are dynamics that promote a respected culture based on tolerance, honor, and self-defense rules. Hogg (2000) asserts that interpersonal psychological ties are the basis for group formation. He draws attention to the notion that interpersonal connections are what lead to group formation in the theory of social cohesion. A group, on the other hand, is said to form when a collection of individuals understand they belong to the same social category (for example, smokers, the ill, "students," or hockey players). Sheriff (1936) wrote in his book *The Psychological Standards* that the approach to social identity, group formation, comprises overtly identifying with

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some people while implicitly identifying with others. Therefore, a certain level of psychological differentiation is required for group training. He stated that through interactions that define their group and are internalized to have an impact on their conduct, people develop the standards, roles, and attitudes that make up their group.

Group membership is determined by a number of factors, including an individual's personal characteristics, gender, social factors including the need for privacy and the desire for power (McAdams, 1983), type of attachment, and prior group experiences (Bohrnstedt, 1986). Groups can offer its members a number of benefits that they wouldn't be able to obtain if they had chosen to remain alone, such as social support, emotional support, practical assistance, and information assistance (Uchino, 2004). Hogg (1993) also offers a welcoming environment, perhaps new hobbies, skills, and self-esteem. He stressed, however, that joining a group can also cost a person time, money, and effort because they may do so in order to conform to cultural norms and reap the benefits of the group.

The basis for what is currently referred to as a social facility, a "increase in tasking performance while you work in the presence of other people," according to Forsyth (2009), is this dynamo genic element. Norman Triplett stated in a research on dynamo genic stimulation in 1898 that "the corporeal proximity of another rider encourages the rider to stimulate competitive instincts." In reaction to Triplett's discovery, Floyd Allport noted in 1920 that while the quality of their output/effort was poorer for groups than for individuals. This is according to Forsyth (2009). The Triplett-developed arousal response study in the area of social facilitation was expanded by Robert Zajonc to incorporate additional studies in 1965. In his research, Zajonc used two experimental paradigms. In the first, titled "Audience Effects," Zajonc looked at the behavior of viewers who were merely passive participants. In the second, titled "Effects of Co-action," he examined the behavior of participants who were actively engaged in the same activity. Zajonc identified two categories of behavior: less likely non-dominant reactions to activities and dominant reactions to simpler-to-learn activities that outweigh alternative explanations. In his Theory of

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Social Facilitation, Zajonc came to the conclusion that, when people are present and work needs to be done, social interference or facilitation will affect the outcome of the task. When social facilitation is supplied, the task necessitates a dominating response from the person, which increases performance when there are other people around. In contrast, when social interference is given, the task necessitates a different reaction from the person, which produces an inconsistent task (Forsyth, 2009). Social facilitation occurs for a variety of reasons that are explained by driving, motivating, cognitive, and personality processes for improving group performance. According to Zajonc's theory, when actions are straightforward and simple to perform, social facilitation is promoted since a person's drive level increases due to their compressibility (the reactive state when they are around other people). In his assessment model from 1972, Nickolas Cottrell argued that social factors should be taken into account while conducting evaluations. In contrast to an enthusiastic or high drive, Cottrell said that this situation was addressed with anxiety and led to increased productivity in simple tasks and decreased productivity in complicated ones.

According to Erving Goffman (1959), people can change how they perceive themselves in daily life. He claims in *The Presentation of Self in Everyday Life* that people exhibit a positive self-image because of a fear of being perceived by others as having negative, undesirable traits and characteristics. Goffman's self-presentation theory predicts that individuals would enhance their attempts to project/preserve/keep a favorable image in circumstances where they may be judged as a result of performance improvements. According to the notion of distraction conflicts, anytime a person works in the presence of another, an interference effect arises that divides the person's attention between the task and the other person. . Performance in more challenging occupations where desire is insufficient to adequately struggle against the effects of distraction has no benefit. Distractions can improve performance by limiting a person's focus on specific tasks, as demonstrated by the Stroop task. The social orientation hypothesis investigates how individuals respond to social situations. It predicts that those with an upbeat outlook benefit from social

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support and that those who are self-aware are less likely to succeed due to social interference effects.

## METHODOLOGY

To achieve the objectives of this paper, the approach used by the researchers is the empirical method. Empirical research is a kind of approach for study which uses verifiable evidence to produce findings (Justus et al, 1978). This form of study is based exclusively on observational or scientific data collected findings. The term "empirical" means, according to Bhattacharjee (2012), collected data based on experience, observations, or experiments. Empirical research mainly involves using information sources such as datasets or fieldwork, but sometimes results from observations in a laboratory environment. Knowledge from factual experience in comparison to theoretical assumptions is generated. A fundamental component of empirical research is testing hypotheses or addressing certain questions. In other words, empirical research involves the use of a working hypothesis, which is evaluated by experiments or observations. Empirical research is therefore a process via which empirical evidence is revealed. The qualitative and quantitative data gathering approaches are used to collect empirical data. For digital data recovery, quantitative data collecting methods are utilized, whereas qualitative data collection techniques are utilized to acquire empirical, non-numeric, data that is, cannot be quantified. A survey is a standard data collection tool that researchers often use to collect big quantities of data from a certain number of respondents on a study topic. Survey research is frequently used to evaluate ideas, ideas, and sentiments (Shaughnessy, et al, 2011). This data collecting approach is commonly used to obtain quantitative data, but may also be utilized in quantitative studies.

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## Statement of the Problem

The primary aim of this research is to determine the effect of group dynamics on effectiveness of performance of management teams.

Specifically, the aim is to address the following questions:

1. What is the demographic profile of the respondents in terms of:
  - a. Age
  - b. Gender
  - c. Civil Status
  - d. Employment Status
  - e. Length of Service
  - f. Position
2. What is the profile of management teams in terms of:
  - a. Group Size
  - b. Length of Contract
3. What is the group dynamics characteristics in terms of:
  - a. Leadership and participation
  - b. Communication and expressing opinions
  - c. Decision-making procedures.
  - d. Problem solving processes
  - e. Perceived level of trust.
4. What is the performance rate of property management teams in terms of:
  - a. Preventive Maintenance Programs
  - b. Customer Service
  - c. Budget Management
  - d. Sanitation and Cleanliness
  - e. Technical Concern

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5. Is there a significant difference between the demographic profile and the effectiveness of performance of management teams?

6. Is there a significant relationship between group dynamics and the effectiveness of performance of management teams?

The study collected and analyzed data using a survey methodology. The study included management teams allocated to various projects. They were chosen by the researchers because they are the appropriate responders required to finish the analysis. They can offer adequate data and information for the study of group dynamics' impact on management teams' performance effectiveness. The sampling method is used for practical sampling. The most basic form of non-random selection is convenience or opportunism. Choosing the most practical group is involved in this. There are 200 people living there. A sample size of 132 respondents will be requested to complete the survey using the Raosoft Sampling Calculator. Additionally, the sample size must be manageable and sufficient to serve as a representative sample (Babbie, 2013). These personnel were selected in the study because they frequently collaborate in groups. Therefore, have comparable behaviors. The information gathered from the human resources departments served as the foundation for the list of respondents.

To cut down on the time needed for data collection, questionnaires were utilized to acquire information from the respondents. The study's design included qualitative and quantitative methods. To make the process of transforming the qualitatively obtained data to numerical data for straightforward statistical tool analysis easier, the data will be coded. Computers were needed to store the data for the research.

Regression analysis was utilized by the researchers to establish a substantial link between management team performance effectiveness and group dynamics. This study also sought to ascertain the impact of the management team's demographic profile on its performance. The T-test and ANOVA were used as the statistical tests to see if there are any differences between the

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variables that are statistically significant. The respondents' opinions are rated on a 5-point Likert scale by the researchers.

The weighted mean was interpreted as follows in relation to the respondents' leadership and involvement on the Five-Point Likert Scale:

5	4.20 – 5.00	Always
4	3.40 – 4.19	Often
3	2.60 – 3.39	Sometimes
2	1.80 – 2.59	Rarely
1	1.00 – 1.79	Never

On the Five – Point Likert Scale on the communication and expressing opinions of the respondents, the weighted mean was interpreted as follows:

5	4.20 – 5.00	A Great Deal
4	3.40 – 4.19	Much
3	2.60 – 3.39	Somewhat
2	1.80 – 2.59	Little
1	1.00 – 1.79	Never

On the Five – Point Likert Scale on the decision making procedures of the respondents, the weighted mean was interpreted as follows:

5	4.20 – 5.00	Almost Always True
4	3.40 – 4.19	Usually True
3	2.60 – 3.39	Occasionally True
2	1.80 – 2.59	Usually Not True
1	1.00 – 1.79	Almost Never True

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On the Five – Point Likert Scale on the problem solving processes of the respondents, the weighted mean was interpreted as follows:

5	4.20 – 5.0	Very Likely
4	3.40 – 4.19	Likely
3	2.60 – 3.39	Neutral
2	1.80 – 2.59	Unlikely
1	1.00 – 1.79	Very Unlikely

On the Five – Point Likert Scale on the perceived level of trust of the respondents, the weighted mean was interpreted as follows:

5	4.20 – 5.00	A great deal
4	3.40 – 4.19	Much
3	2.60 – 3.39	Somewhat
2	1.80 – 2.59	Little
1	1.00 – 1.79	Never

On the Five – Point Likert Scale on the performance of property management teams, the weighted mean was interpreted as follows:

5	4.20 – 5.00	Excellent	100%
4	3.40 – 4.19	Very Good	90%
3	2.60 – 3.39	Good	85%
2	1.80 – 2.59	Fair	80%
1	1.00 – 1.79	Poor	75%

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## RESULTS AND DISCUSSIONS

The success of the organization depends on the group dynamics. Without effective group dynamics, businesses cannot maximize the potential of their employees or capitalize on their abilities or knowledge. In order to influence things like creativity, productivity, and efficiency, group dynamics are significant. Group dynamics may result in greater results, customer satisfaction, and good outcomes for enterprises because group work is essential to organizations. The goal of this research was to examine how group dynamics affect management teams' ability to work effectively. It specifically aimed to respond to the following questions:

### Demographic Profile of the Respondents

In the following tables and discussions, information about age, sex, civic status, service duration, and position of respondents are presented, analyzed, and interpreted.

#### Age

**Table 1.1**

***Demographic Profile of Respondents According to Age Group***

Age group	Respondents	Percentage
21-25	14	10.61
26-30	35	26.52
31-35	19	14.39
36-40	25	18.94
41-45	23	17.42
46-50	11	8.33
Over 51	5	3.79
Sum	132	100

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Table 1.1 above reveals that 35 employees, or 26.52 percent of the sample group, are responders who are 26 to 30 years old. 10.61% of people are between the ages of 21 and 25, 14.39% are between the ages of 31 and 35, 18.94% are between the ages of 36 and 40, 17.42% are between the ages of 41 and 45, 8.33% are between the ages of 46 and 50, and 3.79% are beyond the age of 61.

The United States Census Bureau predicts that by 2025, Generation Y and its offspring will make up nearly half of the global population and 75% of the employment. According to Glass (2007), the labor segment with the quickest growth is the millennial generation. However, millennials are less committed than earlier generations to remain with the same company, according to several sources. In other words, engaging and keeping young employees, particularly millennials, is one of the greatest challenges facing the present organization and cannot be ignored by businesses.

## Sex

**Table 1.2**

***Demographic Profile of Respondents According to Sex***

<b>Sex</b>	<b>Respondents</b>	<b>Percentage</b>
Male	84	63.64
Female	48	36.36
Sum	132	100

The bulk of respondents—63.64 percent of the sample's 84 employees overall—are men, according to Table 1.2, while 36.36% of respondents—48 employees—are women.

As stated by the U.S. According to the Department of Labor, there were 66 percent more males working than women in January 2018 (54.6 percent women). Finding a job is more challenging for women than it is for males. This is especially important in North Africa and the

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Arab nations where the jobless rate for women is higher than 16%. risky employment is common for both men and women, while some risky jobs tends to be more prevalent among women. For example, men are more likely to work in own-account forms of employment.

## Civil Status

**Table 1.3**

***Demographic Profile of Respondents According to Civil Status***

Civil status	Respondents	Percentage
Single	38	28.79
Married	91	68.94
Separated	1	0.76
Widowed	2	1.51
Sum	132	100

According to their civil status, the respondents' demographic profile is shown in Table 1.3. This result may be explained by the higher percentage of married workers, who made up 68.94% of the total respondents. On the other hand, there are 28.79% of respondents who are single, 0.76% who were divorced, and 1.51% who were widowed.

## Length of Service

**Table 1.4**

***Demographic Profile of Respondents According to Length of Service***

Civil status	Respondents	Percentage
0-1 year	28	21.21

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1-3 years	28	21.21
3-5 years	35	26.52
Over 5 years	41	31.06
Sum	132	100

Table 1.4 displays the demographic breakdown of respondents by duration of service, with 31.06 percent of the sample holding a position for more than five years. Following this are the responders who have worked for three to five years, who make up 26,52% of all participants. Among all responders, 21.21% worked for the company for 1-3 years as well as 0-1 years. It may be assumed that the majority of them have worked for the company for a considerable amount of time; as a result, they exhibit loyalty and a devotion to both their clients and one another, and frequently feel personally invested in the organization's success. They are better equipped to provide exceptional customer service and prevent issues by regularly completing their jobs.

## Position

**Table 1.5**

***Demographic Profile of Respondents According to Position***

Position	Respondents	Percentage
Accounting Assistant	3	2.27
Admin Assistant	23	17.42
Admin-Accounting Assistant	9	6.82
Billing and Collection Staff	4	3.03
Building Engineer	21	15.91
Junior Property Manager	1	0.76

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Property Accountant	22	16.67
Property Manager	49	37.12
Sum	132	100

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With 37.12% of the sample, Table 1.5 reveals that the majority of respondents are in the position of property manager. A property manager is in charge of managing residential property care and upkeep as well as tenant satisfaction. Their duties include overseeing a group of residents and maintenance staff, managing routine maintenance such as gardening, grass cutting, roof tile repairs, or cleaning air vents, and enforcing rental agreements. The results reveal that managers are aware that surveys are one of the best ways to ascertain the company's achievements and failures when it comes to determining whether or not your organization is meeting the demands of its clientele. Managers can learn about novel concepts, goods, and services that might benefit the firm by responding to surveys.

### Profile of Management Team

The presentations, analyses, and interpretation of data related to the profile of the management teams in terms of group size and contract duration will be the main topics of discussion at the following tables.

### Group Size

Table 2.1

*Demographic Profile of Management Team According to Group Size*

Group size	Respondents	Percentage
1 to 2 staffs	2	1.51
3 to 4 staffs	55	41.67

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Over 5 staffs	75	56.82
Sum	132	100

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According to Table 2.1, there are above 5 staff members allocated to management teams, making up 56.82 percent of the entire respondents' total of 75 employees. The group of 3 to 4 staff members assigned received 41.67 percent of the total respondents' total of 55 employees. Only 2 employees, or 1.51 percent of the total respondents, are part of a team of one to two employees.

In order for the company to work successfully, all property management teams essentially need a few key team members. The success and profit margins of the company depend on the team members. These team members are the cornerstone of any business success and potential in the future. The property manager keeps an eye on the place and makes sure everything is going according to plan. The accountant maintains correct records that are essential to the operation of the business. They must be aware of your financial flow, generate revenue, settle accounts, keep tabs on spending, and provide reports to stakeholders. Having an administrative assistant, however, will keep everything running smoothly. This individual can respond to calls, send emails, and delegate duties to the appropriate team member.

According to this study, it is difficult for one person to manage all of the duties involved in property management because there are so many of them. To advance, assemble your team with the most crucial individuals.

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## Duration of Service Contract

Table 2.2

*Demographic Profile of Management Teams According to Duration of Contract*

Duration of contract	Respondents	Percentage
Monthly	1	0.76
Annually	61	46.21
Every Two Years	37	28.03
Every Three Years	33	25
Sum	132	100

According to the data, 46.21 percent of the total participants, or the bulk of the management teams, have contracts that are extended annually. The management team, which comprises 28.03 percent of all responses and is under a two-year contract, is next. 25% of all respondents have contracts that are for three years, and 0.76% of those contracts are renewed on a monthly basis.

## Respondents Description of Group Dynamics

The following tables and discussions focused on the presentation, analysis, and interpretation of data related to the respondents' descriptions of group dynamics in terms of leadership and participation, communication and expressing opinions, decision-making processes, problem-solving techniques, and perceived level of trust.

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## Leadership and Participation

Table 3.1

### *Perception of the Respondents According to Leadership and Participation*

Statement	Mean	Verbal Interpretation
How often do you suggest new ideas?	4.31	Always
How often do you provide information?	4.42	Always
How often do you express your opinion?	4.30	Always
How often are you friendly and support of others' ideas?	4.51	Always
How often do you invite other members to work with you on specific issues?	4.36	Always
How often do you relate personal experiences relevant to the group's tasks?	4.24	Always
Composite Mean	4.36	Always

Leadership and involvement received a composite mean of 4.36 with a verbal interpretation of always, as shown in Table 3.1 above. Employees are encouraged to engage in all or most management decisions through leadership and participation. Employees are given pertinent information on corporate matters pertaining to property management, and the firm's actions are chosen by majority vote.

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As a result of these findings, it is clear that leadership and involvement are not only crucial for survival in the current property management environment, but also for mobilizing internal resources to satisfy the various demanding stakeholders. As previously said, a leader inspires followers to do actions that advance a cause (Cutler, 2014). A leader's guidance clears the way for targeted performance and finally, profit production.

### Communication and Expressing Opinions

**Table 3.2**

***Perception of the Respondents According to Communication and Expressing Opinions***

Statement	Mean	Verbal Interpretation
How much do people in the group feel comfortable expressing their point of view?	4.45	A Great Deal
How much do you feel comfortable about expressing your opinion in group meetings?	4.43	A Great Deal
How much is your opinion listened to?	4.44	A Great Deal
How much are you willing to listen to others' points of view?	4.52	A Great Deal
Composite Mean	4.46	A Great Deal

The description of the respondents' job satisfaction in terms of speaking up and communicating their ideas is shown in Table 3.2. Results indicate that having a conversation and voicing one's thoughts are essential components of healthy relationships. In order to be successful in property management, communication is crucial. The table also demonstrates that group

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communication is open and honest, with the majority of the workforce agreeing that it is. They also believe there is great contact with various organizational departments. Zaller (1992) asserts that those who are well-informed are more likely to express opinions, use terms associated with ideologies correctly, adopt stances that are based on facts, participate actively in politics, and swiftly gather and retain new information.

### Decision-Making Procedures

Table 3.3

*Perception of the Respondents According to Decision Making Procedures*

Statement	Mean	Verbal Interpretation
How true is it that it takes too much time to reach decisions?	4.53	Almost Always True
How true is it that everyone in the group has a voice in the decisions?	4.47	Almost Always True
How true is it that good decisions are made?	4.58	Almost Always True
How true is it that decisions that the group makes are changed when they get implemented?	4.46	Almost Always True
How true is it that everyone in the group contributes items to the agenda for meetings?	4.53	Almost Always True
How true is it that the items on the agenda are relevant to your work?	4.61	Almost Always True
Composite Mean	4.53	Almost Always True

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As shown in Table 3.3, the decision-making procedures have a composite mean of 4.53, meaning that it is almost always true that everyone has a voice and all members of the group contribute to the meeting agenda. It also demonstrates that the management group takes the appropriate decisions to continue to pursue the project.

### Problem Solving Processes

Table 3.4

*Perception of the Respondents According to Problem Solving Processes*

Statement	Mean	Verbal Interpretation
How well does the group work together?	4.61	Very Likely
How well do you think the group has been able to work together to solve problems?	4.62	Very Likely
Composite Mean	4.61	Very Likely

Problem-solving techniques received a composite mean of 4.61 in the next dimension of group dynamics, which is reflected in the results. Simply put, a bigger quantity and a variety of problem-solving solutions can be developed when there are more people involved, each with different experience, expertise, points of view, and beliefs. People are more inclined to take chances when they share responsibilities. The group becomes more realistic in its assessment of the risks involved with various courses of action thanks to the debate of various points of view. The outcome also demonstrates that group members' ability to collaborate effectively has improved over the past 12 months. Adams (2009) asserts that group members who are passionate about the problem at hand are more engaged and dedicated to coming up with a great solution. Those with strong interest and experience in the issue may seek to develop and

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implement solutions more freely, whereas others with less interest may select a leader who gives direction and structure.

### Perceived Level of Trust

Table 3.5

#### Perception of the Respondents According to Perceived Level of Trust

Statement	Mean	Verbal Interpretation
How much trust and openness exists between group members?	4.61	A Great Deal
In the next year, how much trust do you expect to see between group members?	4.62	A Great Deal
Composite Mean	4.61	A Great Deal

As can be seen in the table above, there is a high level of trust and openness among group members, with the perceived trust level having a composite mean of 4,61. This indicates that group members feel certain that they are acting appropriately. They trust each other's strength and honesty to the extent that each member is willing to risk their own safety. It can also be inferred that there is now a high level of trust among group members and that this level of trust will continue to exist for years to come.

### Respondents' Description of Effectiveness of Performance

The presentation, analysis, and interpretation of data related to the respondents' descriptions of the performance rate of property management teams in terms of preventive maintenance programs, customer service, budget management, sanitation and cleanliness,

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technical concern, and collection efficiency are the main topics of the tables and discussions that follow.

### Preventive Maintenance Programs

Table 4.1

***Perception of The Respondents On the Performance Rate of Property Management Teams in Terms of Preventive Maintenance Programs***

Statement	Mean	Verbal Interpretation
Preventive maintenance is performed on all equipment on a quarterly basis as scheduled	4.77	Excellent
Preventive maintenance is performed on all equipment annually as scheduled	4.77	Excellent
Composite Mean	4.77	Excellent

Preventive maintenance programs, which are a part of how well property management teams execute, have a composite mean of 4.77, which is interpreted as "excellent" verbally, as seen in the table above. Preventive maintenance (PM) is the routine and ongoing repair of assets and equipment to keep them in good working order and prevent expensive unscheduled downtime from unforeseen equipment failure. Records of prior inspections and equipment maintenance are also necessary for a strong preventative maintenance strategy. According to the findings above, the property management teams have developed a maintenance plan to establish goals and priorities, have comprehensive knowledge of the equipment already in place, have developed a preventative maintenance schedule, and have the right personnel on the maintenance team.

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## Customer Service

**Table 4.2**

***Perception of The Respondents On the Performance Rate of Property Management Teams in Terms of Customer Service***

<b>Statement</b>	<b>Mean</b>	<b>Verbal Interpretation</b>
The management makes themselves available to help and answer unit owners questions	4.67	Excellent
There's a good line of communication between unit owners and management	4.48	Excellent
Management is polite, friendly, and helpful	4.71	Excellent
Composite Mean	4.62	Excellent

According to the aforementioned table, customer service has a composite mean of 4.62, which is interpreted as "excellent" verbally. As a result, team members are aware that providing excellent customer service in property management requires being proactive in addition to understanding the significance of responding to all resident complaints. Members of the team are aware that the business depends on its residents or customers, and excellent customer service is one of the attributes that a strong property management team should possess. If the renters have a problem, the property management team will take care of it as soon as feasible. Furthermore, the customer service method follows up with the tenants to ensure that they are pleased with the services performed.

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## Budget Management

Table 4.3

### *Perception of The Respondents On the Performance Rate of Property Management Teams in Terms of Budget Management*

Statement	Mean	Verbal Interpretation
All expenditures are aligned with the budget that has been approved	4.23	Excellent
Positive variance on the cost vs. budget comparison	4.04	Very Good
Submission of monthly budget variance analysis report	4.25	Excellent
Composite Mean	4.17	Very Good

The summary of the description of respondents regarding the effectiveness of property management teams in budget management is shown in Table 4.3. According to the data in the table, the performance rate of property management teams in budget management has a composite mean of 4.17, which is interpreted as "very good" verbally.

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## Sanitation and Cleanliness

Table 4.4

*Perception of The Respondents On the Performance Rate of Property Management Teams in Terms of Sanitation and Cleanliness*

Statement	Mean	Verbal Interpretation
Landscaping and outside appearance of the property	4.84	Excellent
Garbage are collected on time	4.82	Excellent
Hallways are maintained and cleaned property	4.83	Excellent
Common areas are checked and cleaned daily	4.83	Excellent
Composite Mean	4.83	Excellent

The respondent's description of the performance rate of property management teams in terms of sanitation and cleanliness is summarized in Table 4.4. The respondent's team members' average response to the assertions under the four categories of sanitation and cleanliness, as shown in the table, is "excellent". This shows that the building's management team understands the value of a spotless environment, which enables them to carry out routine maintenance tasks like landscaping and trash collection as well as understand that maintaining the hallways' floors through regular cleaning and disinfection is essential.

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## Technical Concerns

Table 4.5

### *Perception of The Respondents On the Performance Rate of Property Management Teams in Terms of Technical Concerns*

Statement	Mean	Verbal Interpretation
Minor Technical Concerns are completed in a timely manner	4.77	Excellent
Major Technical Concerns are completed in a timely manner	4.76	Excellent
Technical concerns are handled completely with great quality	4.77	Excellent
Composite Mean	4.77	Excellent

The responses' summaries of how well property management teams performed in terms of technical issues are presented in Table 4.5. As seen in the table, technical problems have a composite mean of 4.77, with a verbal interpretation of "excellent." This illustrates that even while tenant complaints continue to pour in on a daily basis, the management team makes sure that every complaint is addressed and that none is ignored, including those that may point to potential structural issues with the building.

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## Analysis of Variance (ANOVA)

Table 5.1

### *Single Factor ANOVA Difference Between the Demographic Profile and The Effectiveness of Performance*

Demographic Profile	F Value	F Critical	Interpretation
Age	6.72	2.95	With Significant Difference
Sex	0.72	1.96	No Significant Difference
Civil Status	1.08	3.94	No Significant Difference
Length of Service	7.77	3.94	With Significant Difference
Position	3.95	2.65	With Significant Difference

As shown in the table, there is no significant difference in the effectiveness of performance when grouped according to sex and civil status. However, it is demonstrated that when grouped according to age, length of service, and position, there is a significant difference in the effectiveness of performance at 1% level of significance.

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## Analysis of Variables Using Correlation

Table 6.1

### *Correlation Between Group Dynamics and Effectiveness of Performance of Management Teams*

<b>Independent Variable</b>	<b>Weighted Average</b>	<b>Dependent Variable</b>	<b>Percentage</b>
Leadership and Participation	4.36	Preventive Maintenance Programs	90
Communication and Expressing Opinions	4.46	Customer Service	90
Decision Making Procedures	4.53	Budget Management	90
Problem Solving Processes	4.61	Sanitation and Cleanliness	100
Perceived Level of Trust	4.61	Technical Concerns	90
			R = 0.50

Table 6.1 presents, analyzes, and interprets information about the connection between group dynamics and management teams' performance effectiveness.

At the 5% level of significance, there is a strong positive significant association between group dynamics and the efficiency of performance of management teams because  $r=0.50$ ,  $H_A$  is accepted, and  $H_0$  is rejected.

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## CONCLUSIONS

To have a well-functioning group, it takes time and work to establish group standards, tasks, and duties. Because each of us has a different way of thinking, learning, and viewing the world, our individuality contributes to the success of a group by clearly identifying roles and duties. These roles and responsibilities must be established by a leader for a group to operate simultaneously. Effective conflict resolution skills are crucial when a problem arises in a group so that it can be resolved quickly and without affecting the rest of the group. The secret to a happy workplace is effective communication along with the proper standards, obligations, and responsibilities.

Based on the results of the study, the following conclusions were formed:

1. The majority of respondents are men, married, between 26 and 30 years old, and have worked for the organization for more than 5 years.
2. Members of a team are trusted, collaborate to reach decisions, share ideas while supporting one another's, and hold one another accountable for completing tasks.
3. The effectiveness of the management team's performance is significantly influenced by age, length of service, and position. Higher-level employees who have worked for the company for more than five years have access to leadership opportunities and a voice inside the organization.
4. Group dynamics and the effectiveness of management teams' performance are strongly positively significant. Since the connection is strong, we can state and draw the conclusion that each team member performs well and helps the group reach its goal when there is a positive dynamic within a group working toward a common goal.

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## RECOMMENDATIONS

The following recommendations are drawn from the results of the study:

1. Management should do a team health check to determine what is wrong with the group. In doing so, they should keep in mind the primary causes of poor group dynamics, such as excessive respect to authority and groupthink, which can cause teams to stagnate since members would rather nod in agreement with the leader than provide original ideas and viewpoints.
2. The management should also set out time for social gatherings that are not necessarily related to the workplace. Work may feel more natural and comfortable if interactions are built in a pleasant workplace. Cohesiveness is essential for the team to function successfully; hence extracurricular activities and team development are needed.
3. The next researcher should do research on how group dynamics affect management teams' performance effectiveness.

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