CHAPTER 2

REVIEW OF LITERATURE

Introduction: This chapter contains a review of research studies and literature from which theoretical concepts and variables have been adopted in this present research. The following discussion covers three topics: organization of women, leadership, and small groups. Based on this review, a theoretical framework of this study has been developed as mentioned at the end of the chapter.

ORGANIZATION OF WOMEN

A) Effectiveness of NGOs - A Research Study

In "NGOs and Women’s Development in Rural South India - A Comparative Analysis" Vanita Viswanath (1993) has done a comparative study on the efficacy of the goals, strategy, and model of women’s development in ensuring sustained delivery of the benefits the women gain from participating in NGO programmes. The study is in reference to two NGOs in the State of Karnataka, India.

According to the author, this research study had been done using mainly participant observation, unstructured and open-ended interviews. The data had been collected from interviews of the staff of the NGOs, members of the women’s groups, local government officials, and politicians. Group meetings of the women’s groups and project reports and other documents in the offices of the NGOs had also been the sources of data for this research study.

The author mentions three categories of organizational functioning with reference to NGOs. The first one is the directional goal of NGO. The organization lays down broad objectives including a selection of activities and the strategies to achieve them. The directional goals need to be consistent with the aspirations of
the clients at the grassroots. The second organizational functioning is the process of implementation. This is a programme design consisting of programme goals, targets, operational strategies, organizational structure, staff function, and responsibilities. The third organizational functioning is the outcome. An outcome may be measurable or non-measurable. It may have definitive results or its potential may be assessed. Programme sustainability is an important aspect of the outcome. The author defines sustainability in the following words: "Sustainability is long-term maintenance of programs after the NGO leave the project area, not achieving targets" (Viswanath, 1993:7).

According to the author the framework for measuring NGO effectiveness are the following: 1. It is the stated goals as against outcome. This may also be known as goal fulfilment or goal accomplishment. 2. It is the process of implementation. The process implies flexibility in adapting operational strategies according to the needs of the circumstances. This is a learning-process. 3. It is the strategic management. This refers to a right blend of the variables such as environment, strategy, structure, and process.

The goals of the projects, according to the author, have to incorporate the priorities of women's development. Besides, feasibility and sustainability of the projects are also important aspects that the NGO needs to combine with the goals. The more the combination, the more effective the NGO will be.

The criteria laid down by the author to assess the efficacy of the two NGOs are the following: 1. Economic Benefit - this refers to the improvement in the economic status of women. 2. Leadership Capacity - this refers to the development of leadership for the future advancement and sustainment of the programme. 3. Collective Power - this stands for the leader's capability of mobilizing the women to participate in the programme. On the basis of the criteria mentioned above, the author has examined the directional goals, the process of implementation, and the long-term potential of the two NGOs to determine comparatively their effectiveness in producing sustained outcome for the clients. In other words, it examines the choice of directional goals by the NGOs with feasibility and sustainability of the project in mind.
Some salient observations found in the conclusions of this study are the following:

1. Economic benefit: It may be of direct increases of cash resources or indirect economic benefit such as labour or time saving measures. Poor people value returns that are direct, visible and quick. Such immediate returns help sustain participation of the clients in the programme and confidence in the NGO. Therefore, small and quick returns are preferred to large and long-period returns. Sustainability of programme also depends upon the participants' perception of the potential economic benefits from the programme. It is necessary, therefore, such measures are built into the programme design by the NGOs.

2. Leadership: The extent to which an NGO has encouraged leadership capability among the participants could be measured by the following factors - opportunities to exercise initiatives, decision-makings in the implementation and management of the programme, participation in activities other than the programme, and efforts to systematize such participation.

3. Collective power: It is necessary to promote the solidarity of the members to strengthen women's groups. A group must be more than a collection of individuals to promote development. The author defines that development "as it relates to people, refers to the increase in the capacity of disadvantaged individuals to take control of their lives" (Viswanath, 1993:5). The group should possess collective spirit. The members need to imbibe commitment to collectivity rather than to individuality. Flexibility (informality) in the group procedures generates collectivity among the members. Formalization and flexibility (formality and informality) need to be balanced in women's group. Collective responsibility and team work necessitated by the programme help in fostering group spirit. This aspect should be built into the programme design.

4. Project sustainability: The author observes two kinds of sustainability - limited sustainability and extended sustainability. The former is said to exist when the participants continue to benefit from the project. The latter, when the project is able to extend the benefit to the community and to develop the skills of non-participants. Sustainability, especially extended sustainability depends not only
upon the technical aspect of project design, but also upon the design promoting leadership and collective will among the clients.

The author makes two relevant observations. One is that the NGOs that are addressing the problems of women are still in their early stages. Secondly, the studies of such organizations are mostly descriptive accounts of their work or practitioner-oriented evaluations.

**Comparisons between This Study and the Present Research:** The study by Viswanath focuses on the effectiveness of the NGOs in bringing about sustainable benefits, primarily economic benefits, to the clients. This is done through adequate organizational preparedness and suitable provisions in the programme design such as setting appropriate goals, implementation process, and long-term potential. While assessing the effectiveness of the NGOs, the study has acknowledged the importance of the sustained flow of benefit from the programmes. The author lays down the criteria of leadership capacity and collective power in relation to sustaining the economic benefit derived from the programme. Leadership is said to be necessary to initiate and sustain collective action, and initiation and sustainment are dependent upon empowerment and women’s consciousness. The author emphasizes initiative, participation, and decision-making among the leadership capacity. Similarly, in collective power it is collective spirit (solidarity).

The present research studies the sustainment of Mahila Mandal in the context of a group. It examines how leadership roles within the Mahila Mandals contribute to the sustainment of the group through the promotion of participation and solidarity among the members.

Viswanath talks about potential sustainment because the NGOs that the author was examining were then working along with the clients of the programme. Whereas this present research looks at real sustainment after the NGOs had withdrawn from the Mahila Mandals allowing them to function independently. The NGOs are referred here only so far as they had facilitated the process in the early stages of the Mahila Mandals.
The author speaks about only project sustainability and makes a passing reference to the sustainability of the women’s group. The present research focuses on the sustainability of the Mahila Mandals, a mechanism or means to promote women’s development.

B) Factors of Sustainment as Seen from an Evaluation

"Thrust Towards Community Organization - Case Studies of Select People's Organization" (c.1989) is an evaluation report of People's Organizations promoted throughout Tamil Nadu. The Tamil Nadu Social Service Society (TASOSS), Tiruchirappalli conducted this study in 1988. The report covers thirty-three Mahila Mandals located in different parts of the State of Tamil Nadu. These groups had been formed from 1982 onwards. This study focuses on the process the Mahila Mandals went through in planning, organizing, and implementing the various group activities and comments on the impact created by these Mahila Mandals. This evaluation had been done systematically using survey method. Trained interviewers had collected data through interviews using standard schedules. The report was only narrative.

The predominant roles of the leaders were promotion of participation of the members and fostering unity among them. These two characteristics led to the successful achievement of their initial objectives. After seeing the dedicated work of the Mahila Mandals new members had joined the groups. Similarly women of the neighbouring villages had taken the initiative to form Mahila Mandals of their own.

There were seven Mahila Mandals that became non-functional due to the following reasons:

- Lack of dynamism among the leaders to motivate or to persuade the members to stay back in the group.
- Over concentration in community activities neglecting member-oriented activities and gender issues.
- Leaders motivated the members to participate in the activities of the Mahila Mandals but neglected the promotion of solidarity among them.
• Leadership was confined to one individual woman.

• In one instance the NGO on its initiative gave project resources to a newly established Mahila Mandal for deepening a village drinking water pond and a well. The Mahila Mandal executed the work. But soon after the project the group dissipated. The women were looking up to the NGO for the next assistance. In this case, the NGO went to the Mahila Mandal with resources even before it strengthened the group.

• In another three villages the NGOs established balwadis, night schools, courses on tailoring, and other village infrastructures without the participation of the Mahila Mandals. This approach made the groups inactive.

• Mahila mandals formed out of a health programme for women and children survived only as long as the health programme lasted. The women dispersed later lacking in leadership and awareness.

Comments: This evaluation had been conducted before the withdrawal of the NGOs from their Mahila Mandals. The evaluation was on the process of implementation of the activities and their impact. The evaluation did not include the aspect of sustainment of the Mahila Mandals. Still, the finding of the evaluation confirms that the efforts of the leaders to promote participation and unity (solidarity) among the members had contributed to the effectiveness of the Mahila Mandals in achieving their initial objectives. Such effective functioning had served as a model for the women of the neighbouring villages to form their own Mahila Mandals. This could be called, in the words of Vanita Viswanath, extended sustainability.

The dissolution of some of the Mahila Mandals had taken place when they were still in process of getting stabilized. The reasons for their failure are diverse, but the principal one among them is deficiency in the leadership.

The findings of this evaluation highlight the contribution of participation and solidarity among the members to the effectiveness of the Mahila Mandals in achieving their initial objectives. The report also observes that deficiency in the group leadership affects the continuity of the Mahila Mandals. The variables such as leadership, participation, solidarity and sustainment brought out in this
evaluation have been taken into consideration in the present research. This research applies these variables to the Mahila Mandals functioning independently of the NGOs after their withdrawal and studies their characteristics.

C) Sustainment from the Point of NGOs

The researcher discussed the topic of this research study with the chief functionaries of two NGOs before preparing the interview schedules. This was an unstructured but focused discussion. The NGOs were 1.Integrated Community Development Service and 2.Legal Resources for Social Action, both in the District of Kancheepuram. Both had ongoing women's development programme being implemented through the formation of Mahila Mandals. In the course of the discussion, one of the Directors identified the following three factors responsible for the sustainment of his Mahila Mandals - committed leadership, funds, norms and regulations. Of these the most important and necessary factor as identified by him was leadership. He defined the word 'committed' as people who were capable of motivating others to action despite hurdles and problems.

In the history of organizing forty-five Mahila Mandals he had incidence of failure in about five cases. He said that the basic reason for failure was lack of leadership from within the groups. The leadership was not equipped enough to motivate the members to stay united in face of troubles that arose within the Mahila Mandals and in the community.

The second Director who had helped the women in about sixty villages to form Mahila Mandals identified participatory leadership as the primary factor responsible for the long-term sustainment of the Mahila Mandals. Participatory leadership, according to him, was the role of leadership shared by as many members as possible in a Mahila Mandal besides the office bearers. He observed that participatory leadership promoted group cohesiveness that led to the sustainment of the groups. He remarked that it was the task of the NGO to help and encourage this process of members sharing the leadership roles. The NGO had to identify and remove the obstacles to this process.
The secondary factors that promoted the sustainment of the Mahila Mandals, according to him, were group's vision, level of awareness building, access to information, participation in group affairs, and members' control over their own lives. He mentioned that two characteristics were necessary in the group leadership. They were commitment of the leaders and promotion of participation. He had found that these characteristics in the leaders promoted the sustainment of the Mahila Mandals.

Comments: The statements of these persons are the outcome of their experience and observation in development work, and not of any systematic study done by them. Committed leadership and participatory leadership in Mahila Mandals are the principal promoters of their sustainment. Participatory leadership refers to the sharing of leadership roles among different members. This present research examines the playing of leadership roles in the Mahila Mandals in the context of roles being shared by designated and non-designated leaders.

LEADERSHIP

The following review on leadership is from the writings of Gary A. Yukl (1981). He quotes the definition of leadership according to Tannenbaum: Leadership is "interpersonal influence, exercised in a situation, and directed through the communication process toward the attainment of a specified goal or goals". There are two underlying elements in this definition: 1. Leadership is group phenomenon in the sense it involves the interaction between two or more persons oriented towards a goal. 2. The influence process is an intentional and purpose oriented stimulus from leader to the followers (Yukl, 1981:2).

Types of Research on Leadership

The following are some of the different approaches to the study of leadership:

1. Behaviour approach - This is a study of the leader behaviours and the end-results and of the differences in the behaviour pattern between effective and ineffective leaders. Leadership behaviours are studied by the following methods -
Yukl mentions that Kelly (1964), Flanagan (1951), Mintzberg (1973) had done such studies. In these studies, the relevant leader behaviours were identified by the respondents and not by the researchers. According to the author, Campbell et al. (1970) had criticized such studies for being strictly descriptive. (Yukl, 1981: 93-95,99,102)

Yukl continues that most of the studies on leadership used questionnaire to measure and describe leader behaviours. The Ohio State Leadership Studies have been instrumental in developing Leader Behaviour Description Questionnaire (LBDQ). Use of questionnaire has dominated such leadership studies thereafter. The Michigan Leadership Studies identified the relationship between leader behaviour, group process, and measures of group performance. Thus it studied the pattern of leadership behaviour that led to effective group performance. This study first ascertained the group productivity and then determined effective and ineffective managers.

The author mentions that one finding at Michigan was that effective leaders did not spend their time doing the same things the group was doing. On the contrary, they concentrated on planning, scheduling, coordinating, and monitoring the activities of the group. Another dimension of the studies related to the way leaders interacted with subordinates in making decisions. A series of studies tested the hypothesis that leaders would be more effective if they allowed subordinates to participate in making decisions. Though the results were mixed, the studies showed that in some situations participatory leadership resulted in greater subordinate satisfaction and performance.

In 1966 Bowers and Seashore advocated a theory that managerial effectiveness depended upon four categories of leadership behaviour (Yukl, 1981:118).

1. Support behaviour: Leader behaviours that increase another person’s self-respect, personal worth and importance.

2. Interaction facilitation: Behaviours that encourage the group members to interact with one another and establish a relationship between them.
3. Goal emphasis: Behaviours that motivate the members to meet the goals and objectives of the group.

4. Work facilitation: Leader behaviours that help the group members in the achievement of the group goals by providing managerial, material, and technical assistance.

One conclusion in describing leadership effectiveness in these terms of behaviour rather than in terms of leader traits and skills is that the role of leadership need not be confined to the designated leader only but shared by several others in the group. The effectiveness of the group depends upon the quality of leadership behaviour and not on the person who performs the leadership function. However this does not obviate the need for a designated leader in a group. Bowers and Seashore were the first to emphasize that the subordinate leadership behaviour as well as leader’s own behaviours should be studied to measure the effectiveness of leadership.

2. Situational approach - This approach takes into account the situational factors such as the task of the group, size of the group, role expectations, level of authority, the external environment, etc. Such studies determine the appropriate and effective leader traits, skills, and behaviours for the given situation.

Fiedler's Situational Theory of Leadership (1964,1967) stated that the different traits and behaviours of leaders were important for them under different situations. This observation developed the situational approach to leadership. This situational approach is concerned with identifying what traits, skills, and behaviours are more suitable in a given situation to make a leader's performance effective. The aspects of the situation that has positive or negative influence over the traits or behaviour of the leader are called 'moderator variables'. These situational theories are also known as 'contingency theories' because the effectiveness of a leader's behaviour is said to be contingent upon a particular situation moderator variable. The earliest and the best known study is Fiedler’s contingency model of leadership began in the year 1953. He developed a scale called Least Preferred Co-worker (LPC) to study the attitudes of the leaders and to predict leader effectiveness.
Hersey and Blanchard’s Situational Leadership Theory (1977) is concerned with two broad categories of leadership behaviours - the task behaviour, and the relationship behaviour. The task behaviour relates to the extent leaders are likely to explain to the members what the task is, when and how to do it. The leader defines the organization pattern and clarifies the roles of each of the members and establishes channels of communication. The relationship behaviour relates to the extent to which leaders are likely to establish and maintain personal relationship between themselves and the group members, and encourage such relationship among the members. The situational moderator variable was subordinate’s maturity - job maturity (job knowledge) and psychological maturity (self-confidence). When subordinate’s maturity was low, the leader concentrated more on task behaviour and less on maintenance behaviour. When maturity was moderate, both the types of leader behaviours were balanced. At high maturity level, the leader delegated responsibility to the subordinate.

According to Yukl’s theory of Multiple Linkage Model of Leader Effectiveness (1971) the intervening variables are group characteristics and individual subordinate’s characteristics. These two variables influence group performance. This model explains that the leader’s behaviour influences these intervening variables and they in turn affect group performance. The intervening variables are subordinate effort, subordinate role clarity, subordinate task skills, resources and support services, task role organization, group cohesiveness and team-work, leader-subordinate relations. The first three are the most important for the individual. The last four determine group’s effectiveness.

The factors that determine the level of collective performance of a group are different from those that determine each individual’s performance. Task role organization and group cohesiveness are the two characteristics of the group that determine the collective performance of group members. Task role involves assignment of job according to the skills of the workers for the job; group cohesiveness and teamwork involve the interpersonal relationship among the
members. The interpersonal relationship under group cohesiveness is different from the formal work place relationship represented by task role organization.

Leadership behaviours can also be classified according to the two major areas of group function - the task-related functions and group maintenance related functions. The task related behaviours are related to the accomplishment of the group's task set up to achieve the goals and objectives of the group. The group maintenance behaviours are those that contribute to the maintenance of good relationship between the members. This good relationship helps the group carry out its tasks smoothly and function in the most efficient manner. Conflicts are resolved quickly so that cooperation between the members is kept up. Generally in most groups different people share these two roles. Rarely both the functions are combined in one person. In that case that person would be considered to be a 'super leader'.

Another dimension of the study under the situational approach is to identify the situational moderator variables that determine the effectiveness of the leader attributes and behaviours. This is known as contingency approach because the leader characteristics and behaviours required for leader effectiveness are contingent upon the situation. The type and the nature of leader's influence becomes situation specific and may vary from one situation to another.

**Situational Determinants of Leader Behaviour**

In the theories so far mentioned the independent variable or the causal force is leader behaviour. It would be seen from the various studies discussed above that the influence forces between the leader and the subordinate are reciprocal. This fact also makes one consider leadership as a dependent variable. The different studies under situational determinants of leader behaviour consider leadership behaviour as shaped by situational forces. However researches are more concentrated on the results of leader behaviour rather than on the determinants of leader behaviours.

Yukl mentions that according to the role theory of Kahn (1964), Pfeffer and Salancik (1975), the role expectations of a leader determine his behaviour. Role
expectations are the leader’s perception of how others in the organization expect him to behave in carrying out his managerial tasks. The leader modifies his behaviours so as to conform to the expectations from his written job description, rules and regulations of the organization, policies, and role expectations from his superiors, peers, and subordinates.

**Applications of Findings to Present Research:** The present research tries to apply some of the theoretical concepts discussed here to Mahila Mandals. The aspect in the definition of leadership that is emphasized in this study is the process of influence. The study identifies the leader behaviours that influence the members under some definite situations in the Mahila Mandals. The awareness education and the empowerment of the members, democratic style of leadership are considered to be situation moderator variables. Participation and solidarity among the members are the two intervening variables that the leader behaviours influence leading to the sustainment of the Mahila Mandals.

This study does not adopt any of the models explained above. This is so because these models as such need first to be tested for their relevance to the Mahila Mandals.

**SMALL GROUPS**

M.K.Narain has done a research study on Small Groups and Village Development (1998). It is a study of the role of small informal groups in making and implementing decisions concerning individuals and village development. The hypothesis was that greater the group cohesiveness, greater was the decision implementation. The scope of the study covered three community programmes - agriculture, education and health and family planning. The study was done in two villages of the District of Meerut, in the State of Utter Pradesh. According to the statements of the author, the following are the observations and findings

The sample population was all the residents of the two villages. With the help of sociogram (Moreno), the author identified thirty-four informal small groups. A total of 120 respondents were selected randomly representing all the
identified groups. The methodology of data collection was observation of group meetings and interviews conducted using interview schedule. The author also collected secondary data from records available at the offices of District Collector and Block Development Officer, police stations and primary health centres.

Small groups have received social significance because the interaction between the members is direct and face-to-face and not through any third person. The members of small groups are together because of the common goal and their relationship within the group is based on the common purpose. The members of a group may be heterogeneous in class, caste and religion. Interrelationship between the members of a group as observed in the interaction between the members is responsible for creating cohesiveness within the group. The author says, "'Cohesiveness' may be understood as a 'binding thread' which brings 'groupness' (Srilhart:1896)" (Narain, 1998:2).

This study recognizes the importance of groups small and informal that gather at a common place in the village after work and discuss several issues from personal to local and even national issues. These groups become so powerful that development of the village, decisions and their implementation all depend upon the participation and cooperation of these group members.

The groups studied here were informal village groups formed out of an informal social contract between the members for the purpose of talking on the matters of their profession, which was mostly agriculture, and for recreation. There were two types of members in such groups - regular and non-regular. The regulars attended the meetings of the group without fail and were attached to one group. The non-regulars did not attend the meetings regularly and were members of more than one group. The size of these groups ranged between five to nineteen members.

There was total inter-group mobility. But the percentage of this mobility differed according to the purpose. On an average, 42 percent of the members went to other groups for entertainment, information and knowledge. Others went for advice and work (37 percent). The rest made social visits. The frequency of group meetings created confidence among the members and such confidence
deepened the intensity of relationship. The author measured the level of this relationship on a three-point scale of very good (52 percent), good (41 percent), and average (7 percent).

Decision-making consisted of four steps: 1. Gathering information. 2. Getting others point of view. 3. Discussing the advantages and the disadvantages of the proposal. 4. Decision by the dominant members. The majority of the members did not show any interest in the decision-making. Ultimately, only a few influential, educated or experienced persons and those with leadership qualities took the decision. There were two types of decisions: 1. Those that related to the interests of individuals or of groups. 2. Those that promoted the welfare and the development of the village community. The decisions of the first type were kept within the group itself, but those of the second type were communicated to the other groups.

Only 50 percent of the groups implemented the decisions. Those decisions that benefited the individuals were the ones mostly implemented and not those that related to village development. The groups that implemented decisions on village development consisted of members from better socio-economic conditions, older members, educated, dominant caste, or politically powerful. In highly cohesive groups all or majority of the members participated in the implementation of decisions. The greater the cohesiveness, the greater has been mutual help among the members, whether monetary, physical or advisory, in implementing the decisions.

**Application of Concepts to the Present Research:** The basic characteristic of these groups is the informality. The objectives of these groups were principally individual-oriented. They related to matters of their profession, and recreation. On the contrary, the Mahila Mandals are formal groups that have women's development as the goal. This study under review has confirmed that cohesiveness and participation among the members were co-related.
THEORETICAL FRAMEWORK OF THE STUDY

The Context

Women's Movement: This study has the background of women's movement that is a social action movement initiated by NGOs. The goal of the movement is the socio-economic development of women. Its objectives are

- To fight unitedly against injustices inflicted on women out of gender bias,
- To secure their rights and human dignity as women particularly in their reproductive and nurturing roles in their families,
- To earn independently and to exercise control over the earned income,
- To aim collectively for women's participation in governance.

Mahila Mandal: This women movement may be called moderate or women's rights feminism as different from radical feminism that fights against male domination or patriarchy. Unlike radical feminism, this moderate feminism has the strategy to achieve its goal by organizing women into collectives at primary level. These collectives are called Mahila Mandals.

The Mahila Mandal is seen as a small group that creates a learning situation for the members, a basis for collective action leading to change, and a primary level unit of the women's movement. The actors in the movement are women. The NGO as a facilitator initiates the movement at primary level and motivates women with its social awareness education to act and empowers them with the required skills to achieve the goal. This type of approach to development is known as humanization approach through education and organization (D'Abreo,1983:191,192). The unit of this research study is the Mahila Mandal facilitated by NGO.

The Focus

Leadership Process: Leadership is one of the several processes that take place in a group that is working towards its objectives. Leadership is the most important process for the reasons that the leadership gives vision or objectives to the group, mobilizes the group, motivates the group towards action, promotes participation, maintains unity, facilitates friendly interaction among the
members, and directs the group in the performance of its task. This study analyzes the leadership process that has taken place in the Mahila Mandals from the beginning.

**Leadership Roles:** According to the distributed-action theory of leadership (Johnson and Johnson, 1982:56-58), the leadership roles may be played by different persons at different points of time irrespective of the fact whether one is a designated leader or not. Leadership roles are divided into two categories of task-related roles and maintenance-related roles. The output of these role-plays is the effective and efficient performance of the Mahila Mandals as seen in the eight indicators of sustainment. This is the second point of this study.

The situational contexts of leader behaviours are promoting member participation in meetings, in payment of subscriptions, and in the group activities. Secondly, it is influencing the sense of solidarity by facilitating friendly interaction among the members during gatherings and in conflict resolution. Next, taking into consideration the special nature and the role of mahila mandals in women’s
development, this study also analyzes the leader behaviours in the context of mahila mandal in general in influencing the participation and solidarity of the members.

**Situational Participation Context** / **Solidarity**

**PLRPs' Leader Behaviour**

- **Mahila Mandal Context**
- **Participation Solidarity**

**Sustainment Factors**: The fourth item of study is the factors responsible for the sustainment of the groups. Sustainment of the group refers here to the effective and efficient output in the sustainment indicators continuously or repeatedly over a period of time. This study examines the factors responsible for the continuous performance of the group. The identified factors in fact make the whole process cyclical.