Slide 1

DINAMIKA KELOMPOK

PROSES KELOMPOK DAN TIM KERJA

- mendefinisikan apa yang dimaksud dengan kelompok dan mengidentifikasikan tipe-tipe kelompok yang beroperasi di dalam organisasi
- menjelaskan pentingnya norma, peran, status, dan kekompakkan di dalam organisasi
- menjelaskan bagaimana kinerja individual dalam kelompok dipengaruhi oleh keberadaan orang lain (*social facilitation*), perbedaan budaya dari anggota kelompok, dan jumlah orang yang terlibat dimana individu bekerja (*social loafing*)
- mendefinisikan apa yang dimaksud dengan tim dan menjelaskan berbagai macam tipe tim yang ada di organisasi
- memahami fakta-fakta yang berkaitan dengan keefektivitasan tim di dalam organisasi
- menjelaskan faktor-faktor penyebab kegagalan keefektifan tim di dalam organsasi dan mengidentifikasikan langkah-langkah yang dapat diambil untuk membangun tim kerja yang efektif

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Slide 2

DINAMIKA KELOMPOK *(GROUP DYNAMICS)*

ilmu sosial yg memfokuskan sifat dari kelompok – faktor-faktor yang mengatur pembentukan dan pengembangan kelompok, elemen-elemen dari struktur kelompok, dan keterkaitan antara kelompok dengan individu, dengan kelompok lain, dan dengan organisasi

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Slide 3

The work group viewed as an open system – transforming resource inputs into product inputs

INPUTS	THROUGHPUTS	OUTPUTS
Organizational setting Nature of the task General membership characteristics Group size	**GROUP PROCESS OR GROUP DYNAMICS** → the forces operating in groups that affect group performance and member satisfaction	Task performance Human resource maintenance • Satisfaction • Development

Berdasarkan pada pandangan tersebut, efektivitas kelompok tergantung pada bagian seberapa baik anggota kelompok bisa bekerjasama menggunakan input yang tersedia dalam upaya untuk menyelesaikan tugas penting
→ this point directs a manager's attention toward GROUP DYNAMICS/PROCESSES
→ internal operations of a group

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KELOMPOK DI TEMPAT KERJA

 anggota kelompok

 bukan anggota kelompok

DEFINISI KELOMPOK

→ sekumpulan dua atau lebih individu yang saling berinteraksi, mereka memelihara pola hubungan yang stabil, memiliki tujuan yang sama, dan mempersepsikan diri mereka sebagai satu kelompok

Untuk menjadi sebuah kelompok, ada 4 kriteria/karakteristik utama yang harus dipenuhi:
- ☑ Terdapat dua atau lebih orang dalam interaksi sosial **(SOCIAL INTERACTION)**
- ☑ Struktur yang stabil (**STABILITY**)
- ☑ Para anggota memiliki tujuan yang sama **(COMMON GOALS)**
- ☑ Para anggota mempersepsikan diri mereka menjadi satu kelompok (**RECOGNITION AS BEING A GROUP**)

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Slide 5

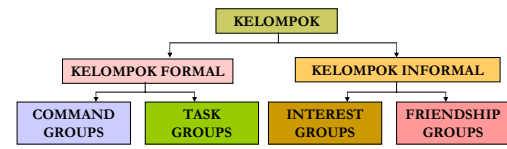**An integrated model of group formation and development**

Types of Group	Reason for group formation	Stages of group development	Some group characteristics	End result
Formal • Command • Task • Team Informal • Interest • Friendship	• Security needs satisfaction • Social need • Esteem need • Proximity and attraction • Group goals • Economic reason	• Forming • Storming • Norming • Performing • Adjourning	• Composition • Status hierarchy • Roles • Norms • Leadership • Cohesiveness	• Performance • Satisfaction • Development

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TIPE-TIPE KELOMPOK

➤ **KELOMPOK FORMAL DAN INFORMAL**

◆ Formal groups → are created by the parent organization and are intentionally designed to direct members toward some organizational goal ~ **command group, task group, standing committees, ad hoc committees/task force**

◆ Informal groups → develop naturally among people, without direction from the organization within which they operate ~ **interest and friendship groups**

KELOMPOK

KELOMPOK FORMAL — **KELOMPOK INFORMAL**

COMMAND GROUPS | **TASK GROUPS** | **INTEREST GROUPS** | **FRIENDSHIP GROUPS**

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MENGAPA ORANG BERGABUNG DALAM KELOMPOK?

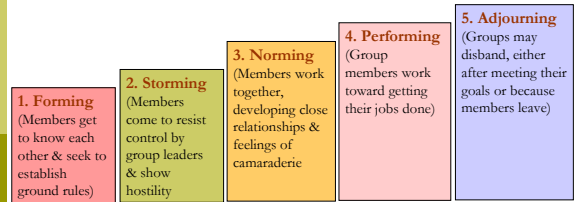| People joint groups…	Explanation:
- to satisfy mutual interests - to achieve security - to fill social needs - to fill need for self-esteem	- by bonding together people can satisfy mutual goals - groups provide safety in numbers, protection against common enemies - being a groups helps satisfy people's basic need to be with others - group membership provides opportunities for people to be recognized

BAGAIMANA KELOMPOK DIBENTUK?

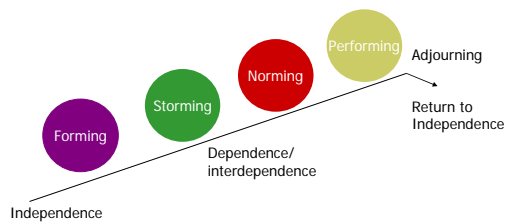☞ **THE FIVE-STAGE MODEL OF GROUP DEVELOPMENT**

1. Forming (Members get to know each other & seek to establish ground rules)

2. Storming (Members come to resist control by group leaders & show hostility)

3. Norming (Members work together, developing close relationships & feelings of camaraderie)

4. Performing (Group members work toward getting their jobs done)

5. Adjourning (Groups may disband, either after meeting their goals or because members leave)

Tuckman's Five-Stage Theory of Group Development

Forming — Storming — Norming — Performing — Adjourning — Return to Independence
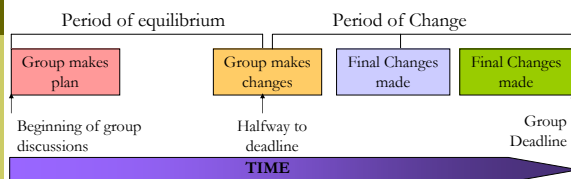
Independence — Dependence/interdependence

THE FIVE-STAGE MODEL OF GROUP DEVELOPMENT

◆ **FORMING** is characterized by uncertainty (and frequently confusion) about the purpose, structure, and leadership of the group
 → challenge of managing individual entry

◆ **STORMING** tends to be marked with conflict and confrontation
 → challenge of managing expectations and status

◆ **NORMING** is characterized by cooperation and collaboration
 → challenge of managing member relations and task efforts

◆ **PERFORMING** stage where the group is fully functional → the group structure is set, and the roles of each member are understood and accepted → challenge of managing continuous improvements and self renewal

◆ **ADJOURNING** → the termination of group activities
 → challenge of managing task completion and the process of disbanding

☞ THE PUNCTUATED-EQUILIBRIUM MODEL

Period of equilibrium — Period of Change

Group makes plan	Group makes changes	Final Changes made	Final Changes made

Beginning of group discussions — Halfway to deadline — Group Deadline

TIME

Punctuated-equilibrium model
→ the conceptualization of group development claiming that groups generally plan their activities during the first half of their time (a period of equilibrium) and then revise and implement their plans in the second half (period of change)

DINAMIKA STRUKTURAL KELOMPOK KERJA

STRUKTUR KELOMPOK (*GROUP STRUCTURE*)

pola hubungan antar individu yang membentuk sebuah kelompok; pedoman perilaku kelompok yang membuat berfungsinya kelompok secara teratur dan dapat diprediksikan

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EMPAT ASPEK STRUKTUR KELOMPOK:

- ❑ **ROLES:** *the hats we wear*
  - ☞ role incumbent, role expectations, role ambiguity, role differentiation, task-oriented role, socioemotional role, self-oriented role
- ❑ **NORMS:** *a group's unspoken rules*
  - ☞ prescriptive norms (expectations within groups regarding what is supposed to be done), proscriptive norms (expectations within groups regarding behaviors in which members are not supposed to engage)
- ❑ **STATUS:** *the prestige of group membership*
  - ❑ formal status, status symbol, informal status
- ❑ **COHESIVENESS:** *getting the team spirit*
  - ☞ the strength of the members' desires to remain part of the group

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Roles

- ❑ **Role** expected behaviors for a given position
- ❑ **Role Overload** others' expectations exceed one's ability
- ❑ **Role Conflict** others have conflicting or inconsistent expectations
- ❑ **Role Ambiguity** Others' expectations are unknown

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✓ **Some roles commonly played by group members**

Task-oriented roles	Relations- oriented (socioemotional) roles	Self-oriented roles
Initiator contribution *Recommend new solutions to group problems*	**Harmonizes** *Mediate group conflict*	**Blockers** *Act stubborn and resistant to the group*
Information seekers *Attempt to obtain the necessary facts*	**Compromisers** *Shift own opinions to create group harmony*	**Recognition seekers** *Call attention to their own achievements*
Opinion givers *Share own opinions with others*	**Encouragers** *Praise and encourage other*	**Dominators** *Assert authority by manipulating the group*
Energizers *Stimulate the group into action whenever interest drops*	**Expediters** *Suggest ways the group can operate more smoothly*	**Avoiders** *Maintain distance, isolate themselves from fellow group members*

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Norms

- ❑ **Norm** shared attitudes, opinions, feelings, or actions that guide social behavior

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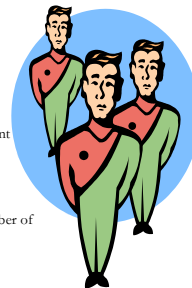FE UGM
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✓ **Norms: How do they develop?**

BASIS OF NORM DEVELOPMENT	EXAMPLE
1. Precedents set over time	Seating location of each group member around a table
2. Carryovers from other situations	Professional standard of conduct
3. Explicit statements from others	Working a certain way because you are told "that's how we do it around here"
4. Critical events in group history	After the organization suffers a loss due to one person's divulging company secrets, a norm develop to maintain secrecy

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Threats to Group Effectiveness: Groupthink

- ❑ **Groupthink** term for a cohesive in-group's unwillingness to realistically view alternatives
- ❑ **Symptoms:**
  - ▪ **Invulnerability-** believe that they are invincible (tak terkalahkan)
  - ▪ **Inherent morality -** any opposition to group views is characterized by members as weak, evil, or unintelligent
  - ▪ **Rationalization**
  - ▪ **Stereotyped views of opposition**
  - ▪ **Self-censorship**
  - ▪ **Illusion of unanimity -** kebulatan suara – each member of the group supports the leader's decision
  - ▪ **Peer pressure**
  - ▪ **Mindguards**

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Techniques to counteract groupthink:

- **Devil's advocacy**
  the devil's advocate – bringing out all the reasons that might make the proposal unacceptable

- **Dialectic inquiry**
  requires the generation of a plan (a thesis) and counter plan (an antithesis)

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✓ The relationship between Group Cohesiveness and Organizational Goals

		Agreement with Organizational Goals	
		Low	High
Degree of Group Cohesiveness	Low	Performance probably oriented away from organizational goals	Performance probably oriented toward organizational goals
	High	Performance oriented away from organizational goals	Performance oriented toward organizational goals

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✓ How to influence group cohesiveness

☞ How to increase and decrease cohesiveness in a work group

How to decrease cohesion	Targets	How to increase cohesion
Create disagreement	Goals	Create agreement
Increase heterogeneity	Membership	Increase homogeneity
Restrict within group	Interactions	Enhance within group
Make group bigger	Size	Make group smaller
Focus within group	Competition	Focus on other group
Reward individual results	Rewards	Reward group results
Increase contact with other groups	Location	Isolate from other groups
Disband the group	Duration	Keep group together

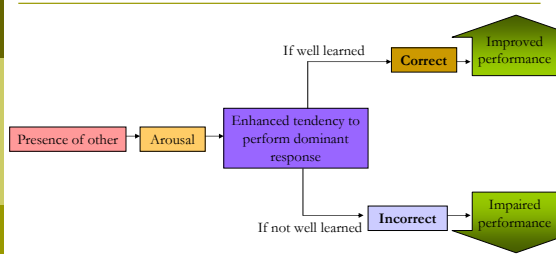## Slide 22

KINERJA INDIVIDUAL DI DALAM KELOMPOK

- **SOCIAL FACILITATION:** WORKING IN THE PRESENCE OF OTHERS
  SOCIAL FACILITATION~ the tendency for the presence of others to enhance an individual's performance at times and to impair it at others

  - **EXPLAINING SOCIAL FACILITATION: DRIVE THEORY OF SOCIAL FACILITATION** ~ the presence of others increases arousal, which in turn increases people's tendencies to perform the dominant response. If that response is well learned, performance improves; if that response is novel, performance is impaired
    EVALUATION APPREHENSION ~ the fear of being evaluated or judged by another person

  - **SOCIAL FACILITATION VIA AN ELECTRONIC PRESENCE: COMPUTERIZED PERFORMANCE MONITORING** → PENELITIAN: 1) DIMONITOR KOMPUTER, 2) ORANG, 3) TIDAK DIMONITOR
    - Performance was lowest among people whose work was monitored either in person or by computer
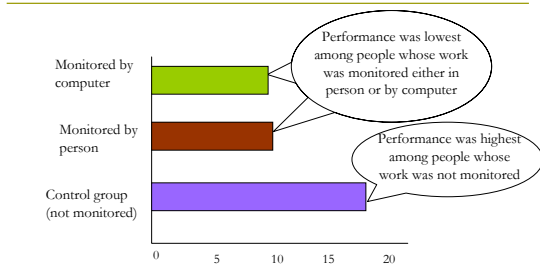   - Performance was highest among people whose work was not monitored

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Social Facilitation: A Drive Theory Approach

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Computer monitoring: evidence of its counterproductive effects

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□ **SOCIAL LOAFING: "FREE RIDING" WHEN WORKING WITH OTHERS**

→ according to the social loafing effect, when individuals work together on an additive task, the more people contribute to the group's task, the less effort each individual exerts

- **ADDITIVE TASKS** ~ group tasks in which the coordinated efforts of several people are added together to form the group's product
- **SOCIAL LOAFING** ~ the tendency for group members to exert less individual effort on an additive task as the size of the group increases
- **SOCIAL IMPACT THEORY** ~ the theory that explains social loafing in terms of the diffused responsibility for doing what is expected of each member of group (see social loafing). The larger the size of a group, the less each member is influenced by the social forces acting on the group

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- **IS SOCIAL LOAFING A UNIVERSAL PHENOMENON?**

Social Loafing: Not Exactly a Universal Phenomenon

Researchers compared the performance of people from US, Israel, and the people's Republic of China who worked alone in groups on managerial task.
- ☞ In the collectivistic cultures of China and Israel, people performed better as members of groups than they did alone
- ☞ In the individualistic culture of US, people performed better alone than in groups (i.e. social loafing occurred)

- **SUGGESTIONS TO OVERCOME SOCIAL LOAFING**
  - Make each performer identifiable
  - make work tasks more important and interesting
  - reward individuals for contributing to their group's performance
  - use punishment threats

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TEAMS: SPECIAL KINDS OF GROUPS

□ **DEFINING TEAMS AND DISTINGUISHING TEAMS FROM GROUPS**

Team → a group whose members have complementary skills and are committed to a common purpose or set of performance goals for which they hold themselves mutually accountable

Groups vs. Teams: A Comparison

- ☞ Team → a formal group comprising people interacting very closely together with a *shared commitment* to accomplish agreed-upon objectives. The essence of team is shared commitment
- ☞ Team → a group whose members have complementary skills and are committed to a common purpose or set of performance goals for which they hold themselves mutually accountable. The fundamental distinction between teams and other form of working groups turns on performance → *synergy*

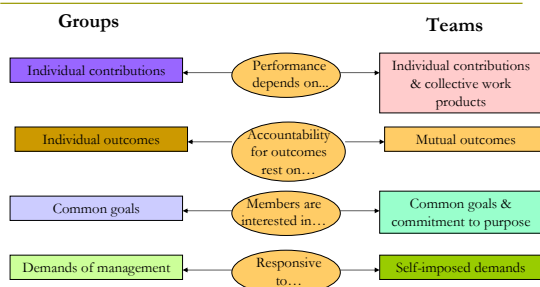## Slide 28

Evolution of Teams

A Work Group Becomes a Team When:

1) Leadership becomes a shared activity
2) Accountability shifts from strictly individual to both individual and collective
3) The group develops its own purpose or mission
4) Problem solving becomes a way of life, not a part-time activity
5) Effectiveness is measured by the group's collective outcomes and products

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✓ **GROUP VS. TEAMS: A COMPARISON**

Groups		Teams
Individual contributions	Performance depends on...	Individual contributions & collective work products
Individual outcomes	Accountability for outcomes rest on...	Mutual outcomes
Common goals	Members are interested in...	Common goals & commitment to purpose
Demands of management	Responsive to...	Self-imposed demands

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□ **TIPE-TIPE TEAM**

- **WORK TEAMS: THEN AND NOW**

TEAMS IN THE 1980'S		TEAMS TODAY
To enhance good feeling	**Underlying purpose**	To enhance productivity
One formal leader	**Leadership**	Depends on the project
Upper organizational levels	**Organizational level**	All organizational level
Individual accomplishments	**Performance appraisal**	Team accomplishments
Feelings of members	**Measure of effectiveness**	Attainment of team goals
Interpersonal skills, getting along with others	**Typical training**	Wide variety of job skills, communication skills

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■ **TIPE-TIPE TEAM**

Work Teams (concerned with products/services)	Purpose/ mission → **Improvement Teams** (concerned with improving the effectiveness of process)
Temporary (exist for a finite period)	Time → **Permanent** (remain intact as long as the organization is in existence)
Work Groups (leaders make decisions for group members)	Degree of autonomy → **Self-managed work teams** (team members are free to make their own key decisions
Intact (work within own specialty area)	Authority structure → **Cross-Functional Teams** (team consisting of members from several different specialties)

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✓ **SELF MANAGED TEAM VS. TRADITIONAL WORK GROUPS: A COMPARISON**

SELF MANAGED TEAM	TRADITIONAL WORK GROUPS
Customer driven	Management driven
Multiskilled workforce	Workforce of isolated specialists
Few job descriptions	Many job descriptions
Information shared widely	Information limited
Few levels of management	Many levels of management
Whole-business focus	Function/department focus
Shared goals	Segregated goals
Seemingly chaotic	Seemingly organized
Purpose achievement emphasis	Problem solving emphasis
High worker commitment	High management commitment
Continuous improvements	Incremental improvements
Self-controlled	Management controlled
Values/principle based	Policy/procedure based

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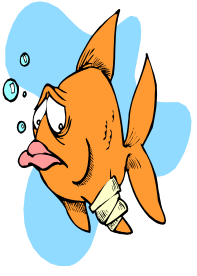## Slide 33

□ **MENCIPTAKAN TEAMS: A FOUR STAGE PROCESS**

- Langkah 1: Prework
  - to determine whether a team should be created
  - establish team's objectives
  - made an inventory of the skills needed to do the job
  - what authority the team should have
- Langkah 2: Creating performance conditions
  - ensure that the team has the prosper resources needed to carry out its work → material resources, human resources, support from the organization
- Langkah 3: Forming and building team
  - Clearly establish who is and who is not a member of the team
  - Members must accept the team's overall mission and purpose
  - Organizational officials should clarify the team's mission and responsibility
- Langkah 4: Providing ongoing assistance

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EFFECTIVE TEAM PERFORMANCE

□ **HOW SUCCESSFUL ARE TEAMS? A LOOK AT THE EVIDENCE**

- Case studies
  - General Motors' battery plant
  - Service business: IDS, the financial services subsidiary of American Express
- Empirical studies

Research suggests that teams are well received.

- Most people enjoy working in teams
- Teams help enhance commitment among employees
- Teams is an effective way of eliminating layers of management – fewer people – a valuable money
- Teams are not always responsible for making individuals and organizations more productive. Cases of companies becoming successful after adopting teams can not always be generalized to all teams in all situation

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□ **POTENTIAL OBSTACLES TO SUCCESS: WHY SOME TEAMS FAIL**

POTENTIAL OBSTACLES TO SUCCESS

- Unwilling to co-operate
- Fail to receive support from management
- Some managers are unwilling to relinquish control
- Fail to cooperate with other teams

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BAGAIMANA MEMBANGUN TEAM YANG SUKSES

□ **Provide Training in Team Skills**
- Key areas of team training
  - Being a team member
  - Self management
- Team training exercises: role definition, goal-setting, problem-solving, interpersonal-process
- Is team building effective?

□ **Compensate Team Performance**

□ **Provide Support**

□ **Communicate the Urgency of Team's Mission**

□ **Promote Cooperation Within and Between Teams**

□ **Select Team Members Based on Their Skills or Potential Skills**

□ **A Cautionary Note: Developing Successful Teams Requires Patience**

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