

WORK GROUP and WORK TEAM

**Sesi ke 13 Mata Kuliah
Keterampilan Komunikasi dan Kerjasama**

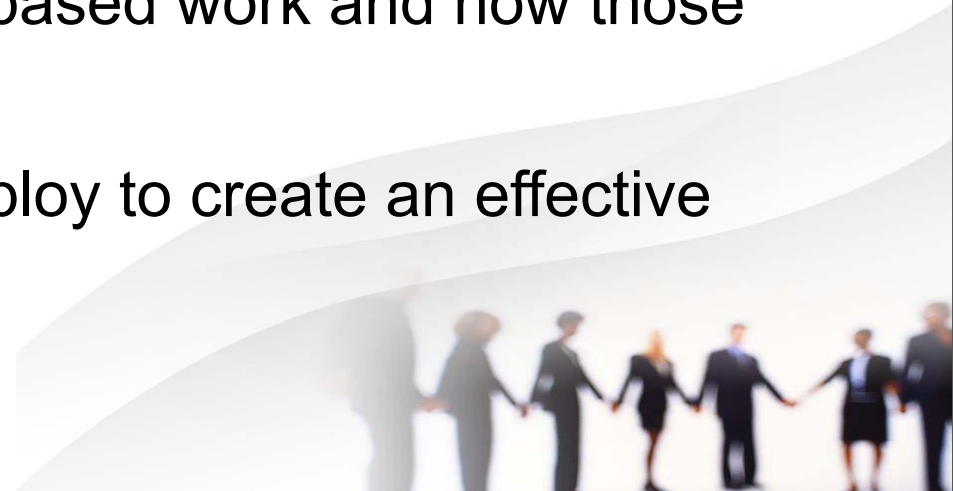




LEARNING OBJECTIVE

WORK GROUP and WORK TEAM

- Differentiate between a work group and a work team.
- Describe and critically evaluate the theories of team development.
- Articulate how group norms and group cohesiveness exert influence on individual followers and on group behavior.
- Critically analyze and understand theories of group learning.
- Explain the paradoxes associated with team-based work and how those paradoxes affect leader–follower dynamics.
- Describe key methods a team leader can employ to create an effective work team.





DISTINGUISHING WORK GROUP and WORK TEAM

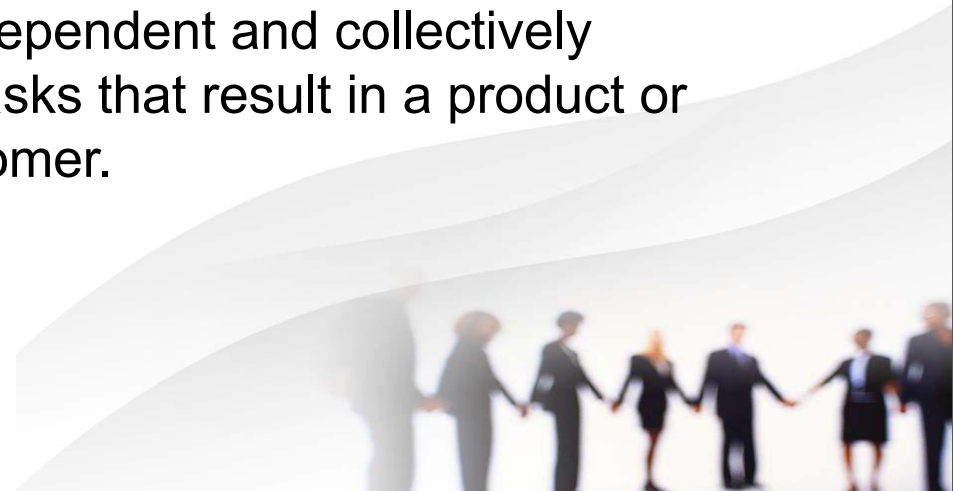
- **Psychological Group**
 - Individuals who perceive themselves to be in a group, who have a shared sense of collective identity, and who relate to each other in a meaningful way.
- **Work Group**
 - Two or more people who are in a face-to-face interaction, aware of their membership in the group, and striving together to accomplish assigned tasks.
- **Formal Work Group**
 - Work groups or teams created by organizational leaders to permit collective action on assigned organizational tasks.
- **Informal Work Group**
 - Groups of employees, not established by leaders, that emerge from the social interaction of followers; they act to fulfill social needs of their members for affiliation and supportive relationships.





DISTINGUISHING WORK GROUP and WORK TEAM

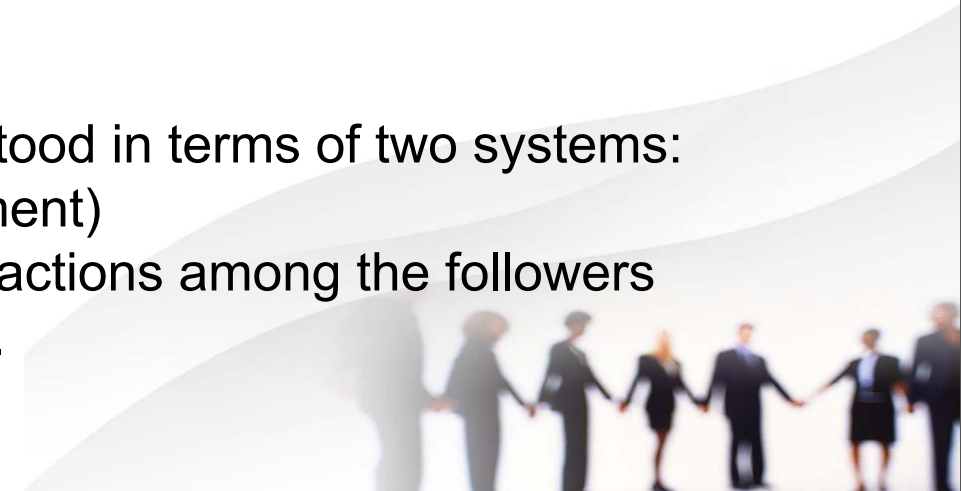
- **Team**
 - A small number of employees with complementary skills who work cooperatively, share a common purpose, performance goals, and approach for which they hold themselves mutually accountable.
- **Self-Managed Work Team (SMWT)**
 - A long-term group of employees who are highly interdependent and collectively accountable for managing and performing technical tasks that result in a product or service being delivered to an internal or external customer.





THEORIES of WORK GROUP

- **Classical Management Theory** (F.W. Taylor)
Takes a control-oriented approach (*Team Taylorism*) to work teams entailing the use of information systems.
- **Human Relations Theory**
Emphasized the importance of social relations within work groups and the need for followers to be engaged in decision making related to their work—by enabling followers to satisfy higher order needs, leaders could improve productivity.
- **Sociotechnical Systems Theory**
Proposed that the labor process could be better understood in terms of two systems:
 - The technical system (i.e., machinery and equipment)
 - The social system of relationships and other interactions among the followersThe systems that can be redesigned to “enrich” jobs.





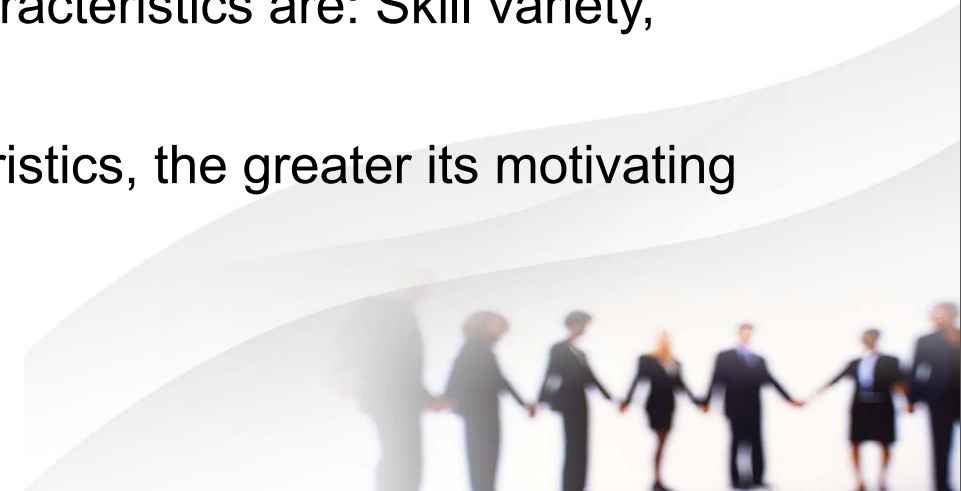
THEORIES of WORK GROUP

- **Job Enrichment Theory**

- Refers to a number of different ways of rotating, enlarging, and aggregating tasks.
- Increases the range of tasks and skills of followers, as well as the control followers have over the way they work, either individually or in teams.

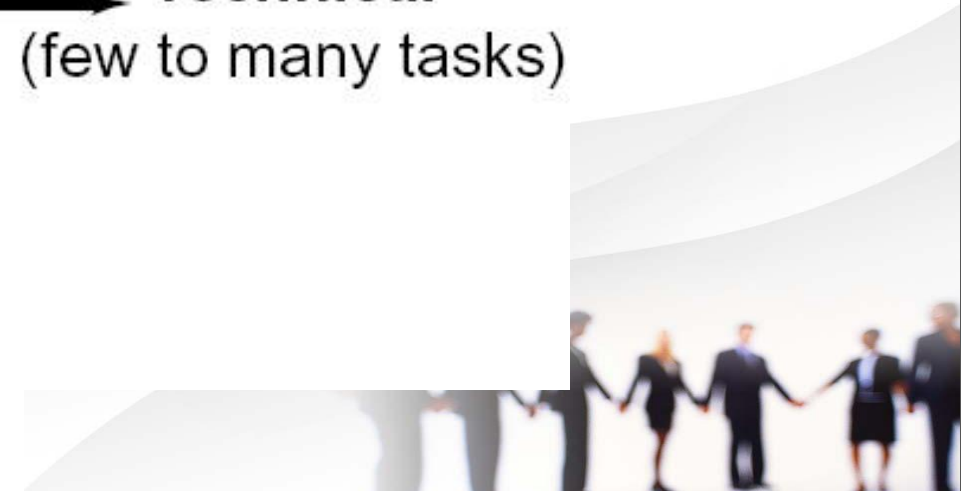
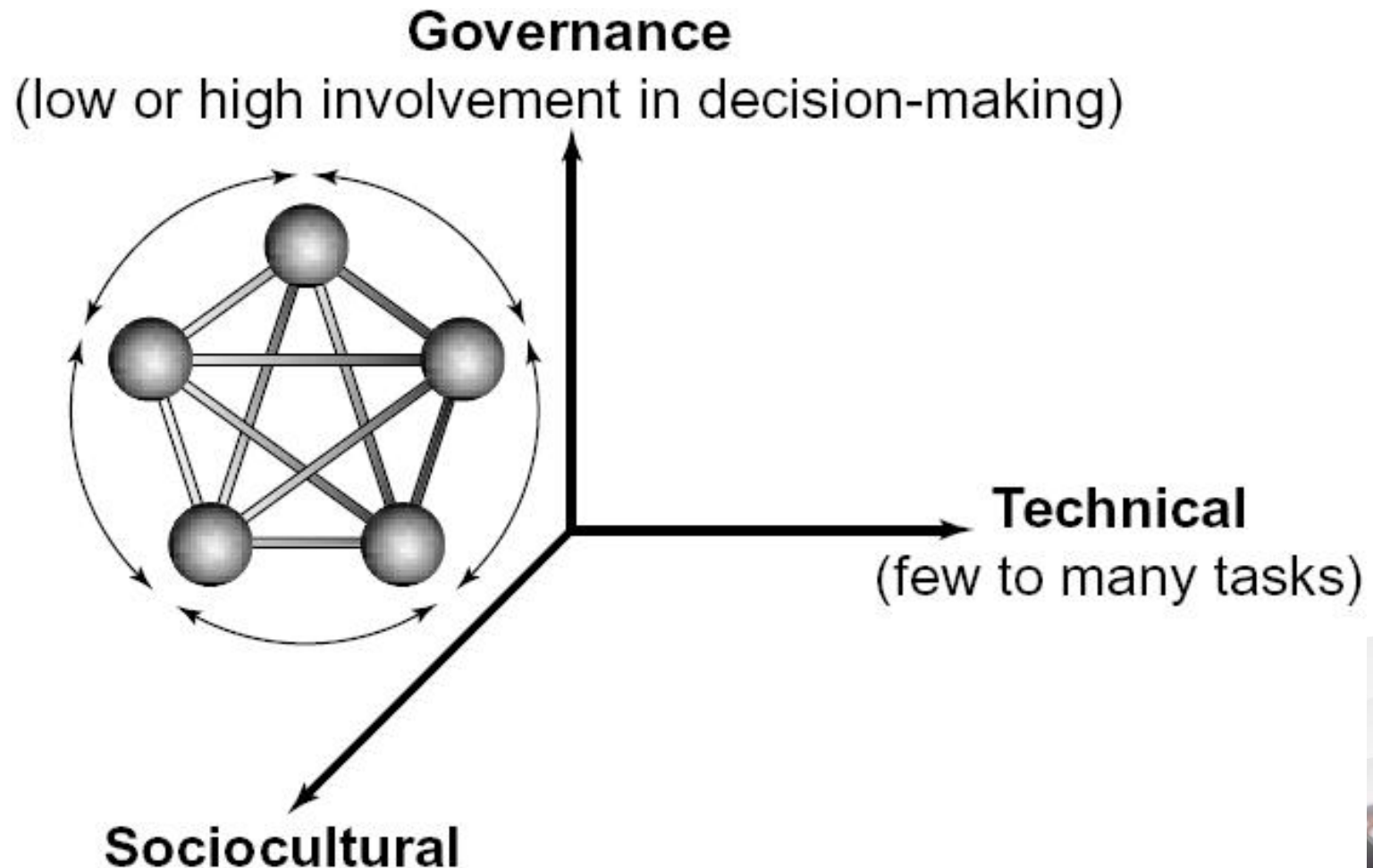
- **Job Characteristics Model**

- Suggests a causal relationship between five core job characteristics and the follower's psychological state. The five core job characteristics are: Skill variety, task identity, task significance, autonomy, feedback
- The higher a job scores on the five core job characteristics, the greater its motivating potential.



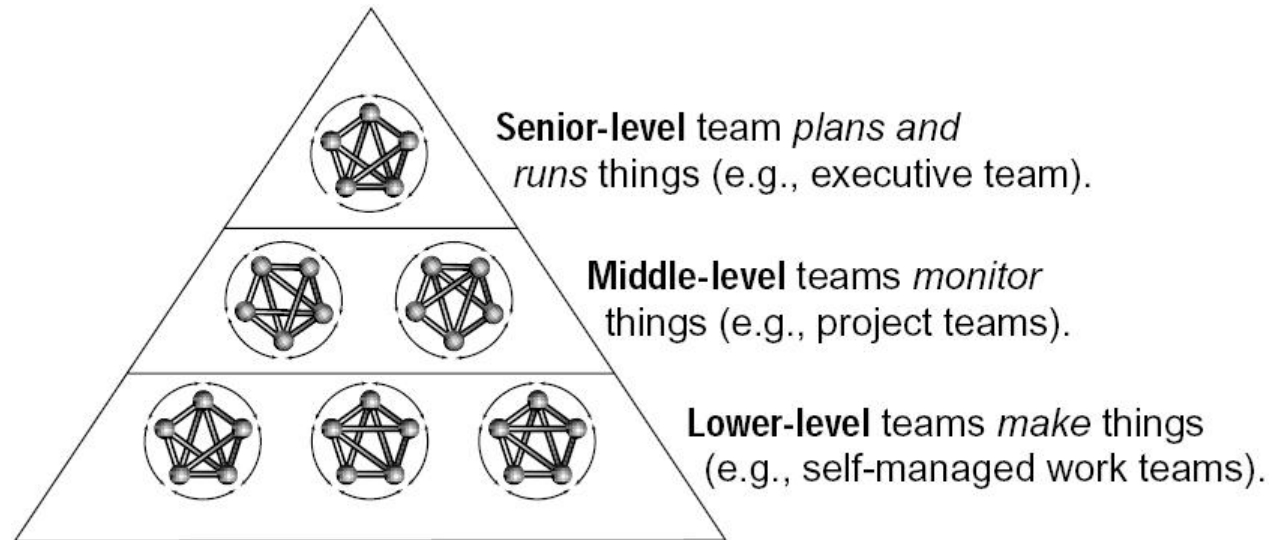


The THREE DIMENSIONS of JOB DESIGN





CLASSIFICATIONS of WORK TEAM





GROUP DYNAMICS

- **Group Dynamics**

- Is the study of followers' behavior in groups.
- Is concerned with the nature of groups, group development, and interrelations between individual followers and groups.
- Emphasizes changes in the patterns of activities, the subjective perceptions of individual group members, and their active involvement in group life.

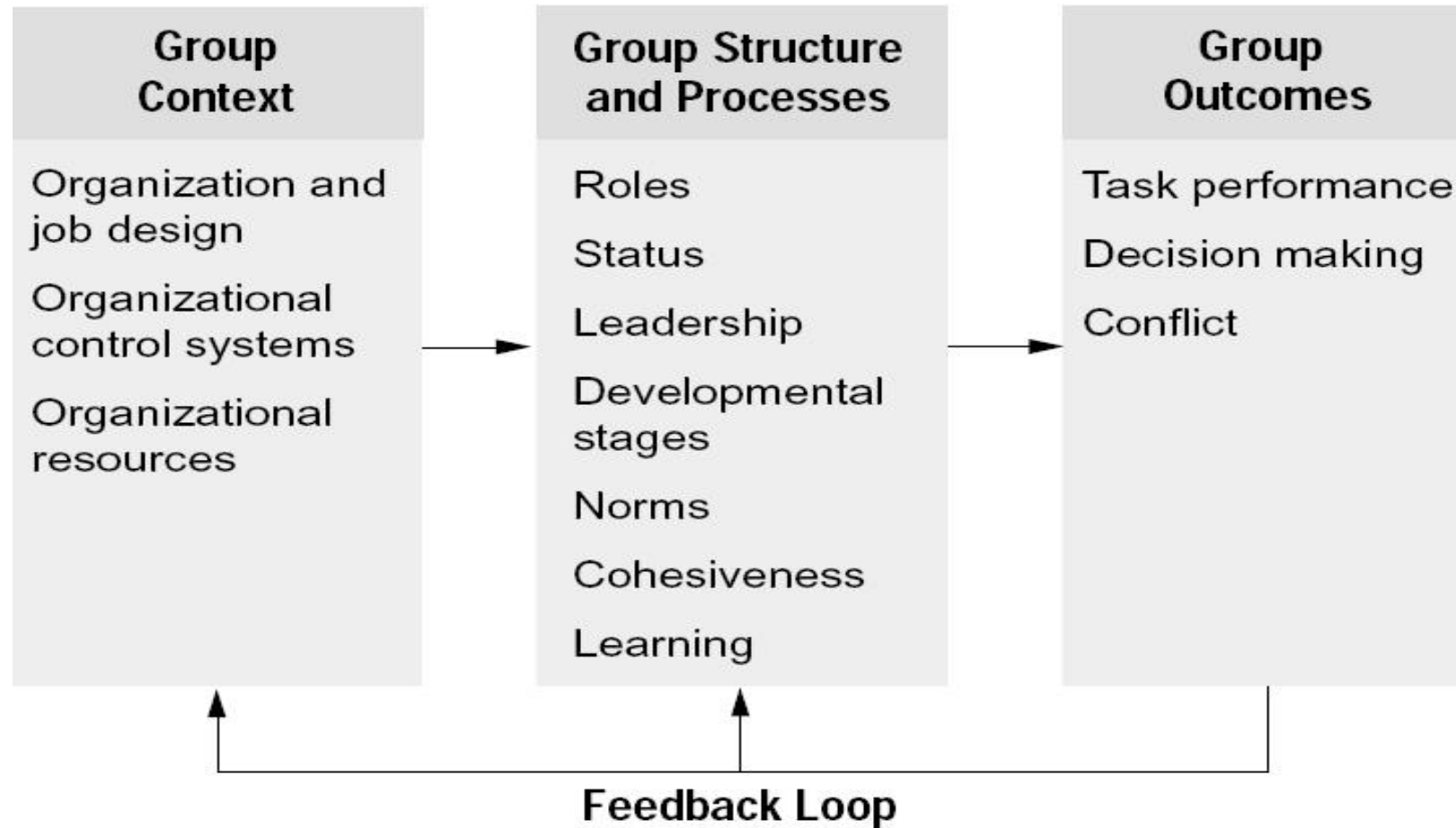
- **Group Processes**

- *Task-oriented activities*
 - Are aimed at accomplishing goals, or “getting the job done.”
- *Maintenance-oriented activities*
 - Involve the subjective perceptions of group members and their active interest in maintaining acceptable standards of behavior and a general state of well-being within the group.





a MODEL of GROUP DYNAMICS





FACTOR AFFECTING GROUP DYNAMICS

- Group Context

- The aspects of the organization—organizational and job design, organizational control systems, and organizational resources—that constrain the operations of the group.

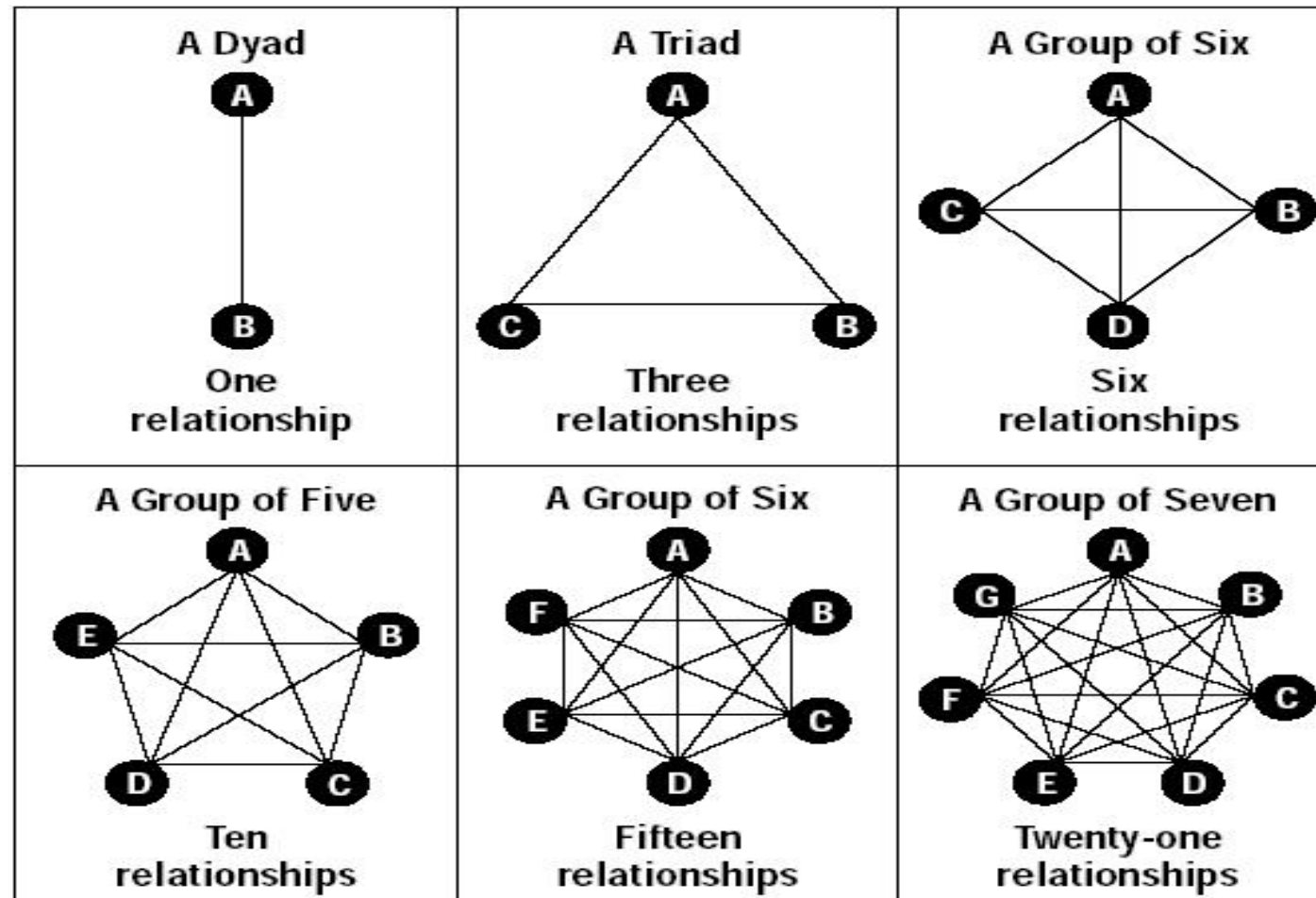
- Group Structure

- Structure is the stable pattern of relationships among differentiated elements in the group that is affected by variables such as size, roles, status, and leadership.





The INCREMENTAL EFFECT of GROUP SIZE RELATIONSHIP





FACTOR AFFECTING GROUP DYNAMICS

- **Group Formation**

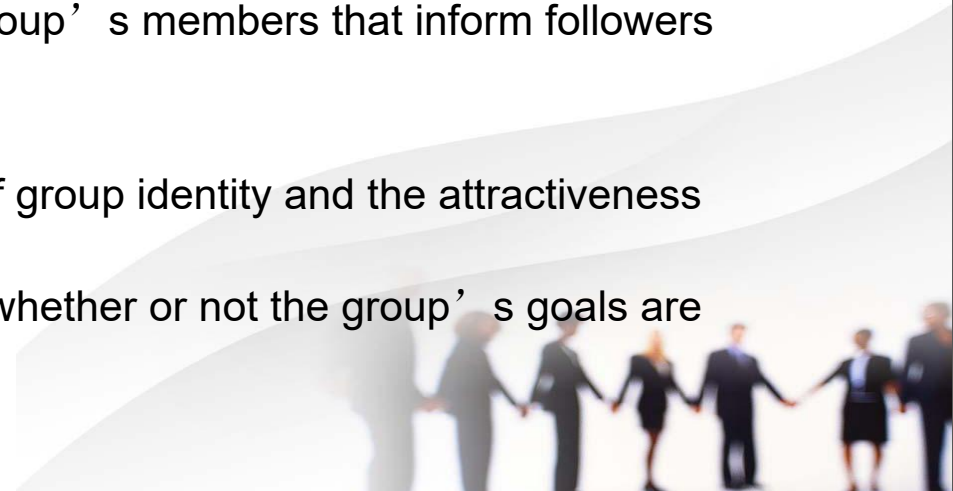
- Developmental stages for groups:
 - Forming: setting ground rules
 - Storming: developing roles and responsibilities
 - Norming: acceptance of roles and differences
 - Performing: high cohesion and productivity
 - Adjourning: disbandment of the group

- **Group Norms**

- Expected patterns of behavior established and shared by the group's members that inform followers of proper group behavior (group socialization).

- **Group Cohesiveness**

- Is the complex forces that give rise to followers' perceptions of group identity and the attractiveness of group membership.
- Can help or harm organizational performance depending upon whether or not the group's goals are aligned with organizational goals.





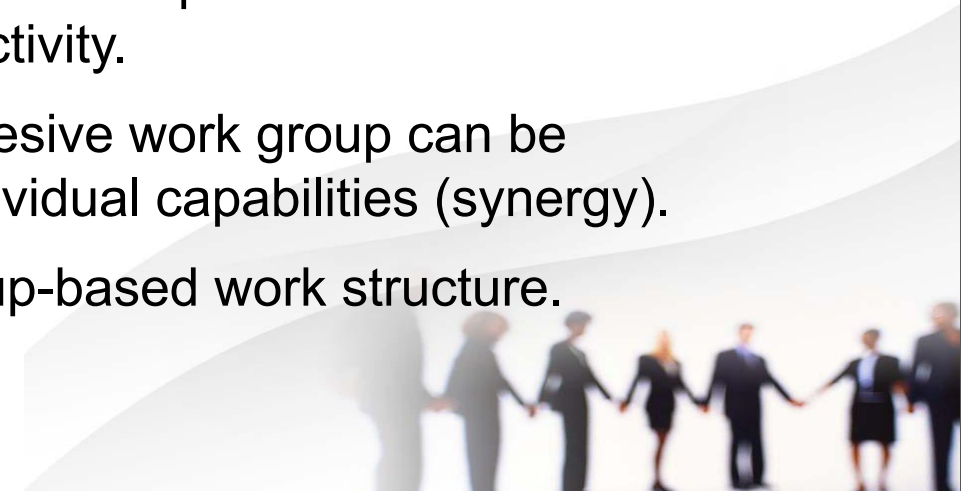
FACTOR AFFECTING GROUP DYNAMICS

- **Disadvantages of Highly Cohesive Groups**

- A small group is likely to control individual members completely.
- Groups of individuals are likely to follow the directions of appointed authority figures.
- The pressure to maintain a group's consensus can lead to groupthink and harm its decision making process.

- **Group Outcomes**

- **Task performance:** groups that are highly cohesive and have performance norms supportive of organizational goals will have high productivity.
- **Decision making:** the decision-making ability of a cohesive work group can be significantly greater than the sum of all members' individual capabilities (synergy).
- **Conflict:** Intergroup conflict can be an outcome of group-based work structure.





GROUP COHESIVENESS NORM and PERFORMANCE

Low — Group Performance Norms — High

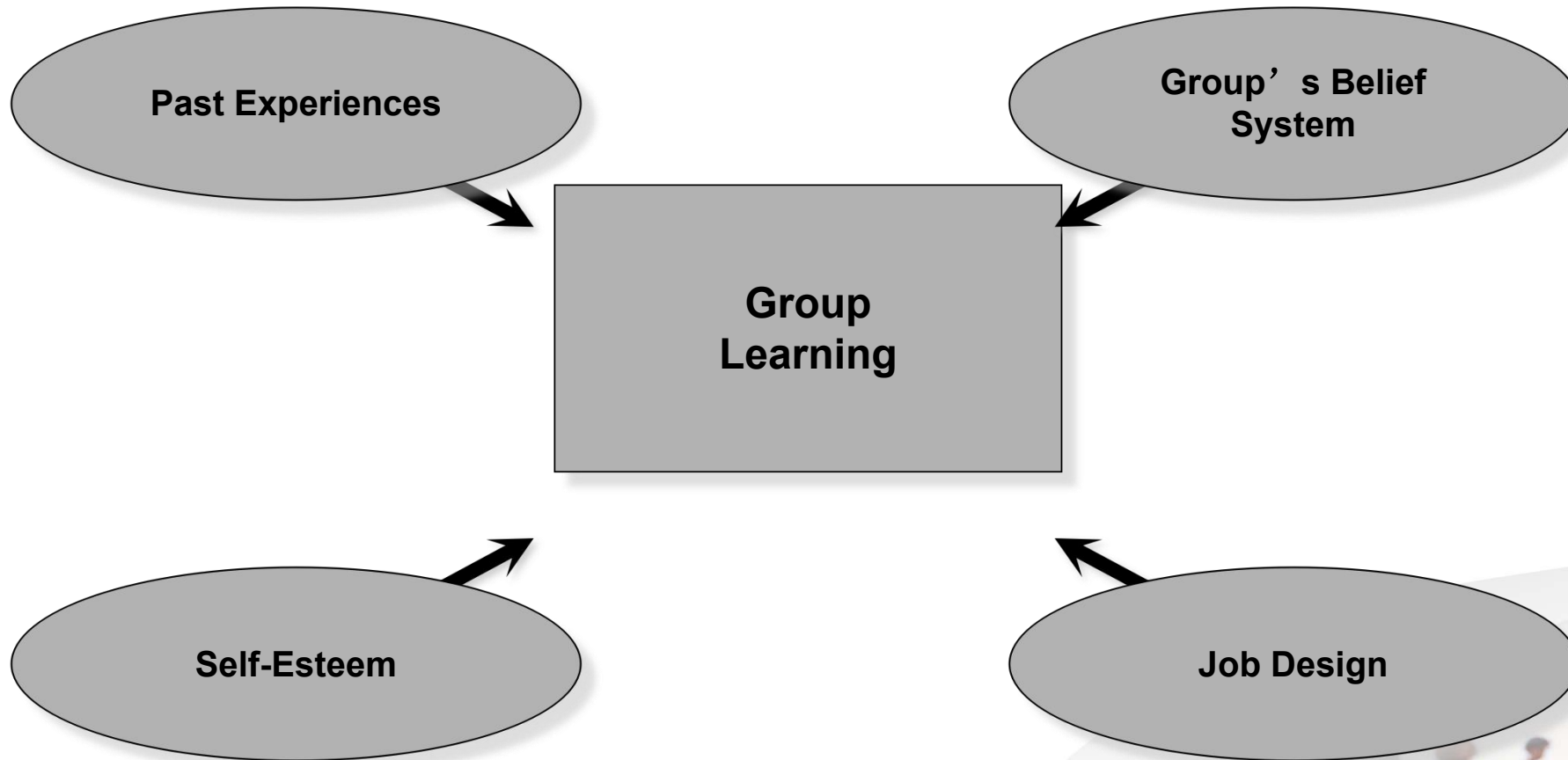
Moderate productivity	High productivity
Moderate to low productivity	Low productivity

Low — Group Cohesiveness — High





The DETERMINANT of GROUP LEARNING





The DETERMINANT of GROUP LEARNING

- **Past Experiences**

- Followers learn from their personal pasts and from their observations of others in similar contexts.

- **Group' s Belief System**

- The group' s understanding of its task, of itself as a group, and of its organizational and external environment as it experiences it.

- **Job Design**

- High-quality informal learning is contingent on high-quality job design.

- **Self-Esteem**

- Beliefs about individual capabilities affect the ability to learn.





HOW to LEAD WORK TEAM

- **Determine if teams are necessary to accomplish the organization' s goals.**
- **Provide adequate resources for the team to accomplish its tasks.**
- **Ensure that all team members know and understand the team' s goals.**
- **Design work structures that provide flexibility and autonomy.**
- **Provide training for team leaders so that they can play a supportive role.**
- Take careful account of the *knowledge and skills* that each follower brings to the team.
- Provide *regular feedback* to team members regarding their performance.
- Design a *compensation system* that encourages followers to contribute to the overall performance of the team.

