

TEAM BUILDING TRAINING : AN INTERVENTION PROGRAM TO IMPROVE THE TEAM EFFECTIVENESS OF DIGITAL MARKETING DIVISION AT PT. SMI-PB

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ABSTRACT

This study aims to improve team effectiveness in the digital marketing division at PT. SMI-PB. This type of research is action research. The sample used a purposive sampling technique due to the special criteria applied in the sampling process. There were fourteen employees of the digital marketing division as samples for this study. Team effectiveness was measured using a questionnaire, interview, and observation. Five dysfunctions of a team by Lencioni which are the absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results with validity and reliability values of $\alpha = 0.894$, were used as measuring instrument for the questionnaire which consisted of 38 items. The data analyzed with the Microsoft Excel program according to the calculation by Lencioni. The results showed four aspects that are in the medium category, namely trust, commitment, accountability, and result. The conflict aspect is the only one in the high category. Profoundly, the accountability aspect with the average score of 3.31 needs to be considered in the development program by providing 'Team Building Training Intervention'.

Keywords : Team Building Training, Team Effectiveness, Digital Marketing

BACKGROUND

There are two groups of retail businesses in Indonesia which are traditional and modern. Modern retail is a development of traditional retail. This type emerges and develops along with the development of the economy, technology, and lifestyle where today society demands the improvement of convenience in shopping. Busy schedules of people are one of the reasons for the increase in shopping services. These kinds of issues are seen as opportunities by modern retail (Sulmiah, 2017).

One of the modern retailers in Indonesia is motorcycle sales. The number of vehicles registered in Indonesia reached 111,571,239 million units on 1 January 2018. This data included the number of motorbikes as the highest contributor by 82% or 91,085,532 units. It was followed by private cars in 12%, specifically 13,253,143 units. The least contributors were buses, trucks, and special vehicles by 6%. (Paryadi, 2018).

The need for spare parts also increases along with the number of

motorcycle users. One of them is a tire. This need is as much as people use motorbikes for daily activities and whatever the types of motorcycles, both manual and Matic. A lot of companies in the automotive sector see this as a great opportunity to meet motorcyclists' needs. Moreover, the agents of the certain motorcycle brand were inactive to provide that needs as the result the spare parts stores are growing better.

PT. SMI-PB is a modern organization engaged in the field of motorcycle spare parts with tire products as the main product. The vision of PT. SMI-PB is providing a different shopping experience to achieve customer satisfaction. In the current era of globalization, the development of many companies has an impact on competition from domestic, private and foreign companies. The success of an organization in responding to changes in rapid globalization depends on how quickly the organization can learn, how well the organization able to build horizontal communication, and how the organizations extendedly adopt methods of working together in a team or workgroup (Erdem & Ozen, 2003).

The function of a workgroup becomes a symbol of the model and ideal work behavior in an organization. Working in groups or divisions is a process of

interaction between members to achieve common goals.

Based on the opinions of the experts, working in groups can be interpreted as a psychological process, which is behavioral and mental of team members in social systems consisting of two or more people who collaborate in achieving common goals (Forsyth, 2010). Therefore, the workgroup is an element in considering to form business strategies. The reason is its increase participation and innovation, prevent mistakes, improve quality, rise responsiveness, cost efficiency, better customer service, and also increase employee satisfaction, productivity, and performance attributes including efficiency (DeGrosky, 2006).

The group effectiveness is each member of the group working together efficiently to achieve a common goal. A member's feeling of achieving a goal is when others also achieve their goals (Johnson & Johnson, 2014). An effective group defines a variety of characteristics such as the effort to succeed in goals, two-way communication, distributed leadership, and strengths-based on rational expectations.

Lencioni (2005) stated that team effectiveness is a condition achieved by a group of people or teams who trust each other, are in a healthy conflict situation,

commit, rely on each other, and focus on shared goals. The workgroup is optimized if it has the characteristics of an effective team. To achieve an effective team situation requires active members' roles to form ideal conditions so that the team purposes can be achieved.

Digital Marketing is a division of PT. SMI-PB with a total of 14 employees led by a head division and also consist of three departments namely online management, offline management, dan creative marketing. Each subdivision has a different job description and yet still interconnected with each other. Therefore, each subdivision under digital marketing is still in achieving common purposes.

Carrying out product marketing of PB digital is the aim of a digital marketing division. Previously, the prospective psychologist had analyzed the worker position. The results discovered that some employees were lacking in communication and unable to work in pairs.

Based on the explanation above, the purpose of this study is to understand the team effectiveness in the digital marketing division at PT. SMI-PB. It is also to determine the interventions program to improve team effectiveness.

RESEARCH METHODS

The participants in this study are employees of the Digital Marketing Division of PT. SMI-PB located in Depok. The number of samples is 14 respondents by using purposive sampling in the sample collection technique. According to Sugiyono (2013), purposive sampling is a data source sampling technique with certain considerations.

The main approach of this study is quantitative with the action research model as the research design. The initial data on the organization is used to determine the next action to be taken towards them. The results of these actions will be examined by the researchers to be a source of information for further action, and the process will be repeated. It is important to collect data then diagnose the problem before implementing the plan (Cummings & Worley, 2005).

The independent variable in this study is the effectiveness of the team, and the dependent variable is the design of the intervention. Team effectiveness is a condition achieved by a group of people or teams that trust each other, are in a healthy conflict situation, commit, rely on each other, and focus on common goals. The definition of this intervention is a method that aims to achieve the self-actualization of a person by facilitating the process of learning and development to optimize the

potential of that person. It also aims to increase the understanding and skills of participants about the material.

Data collection methods in this study are in the form of interviews, observations, and questionnaires. Research on the effectiveness of this team, the researcher uses a scale developed by Lencioni (2002), Five Functions of a Team with 38 items, and there are 5 aspects, namely trust, conflict, commitment, accountability, and result.

Before conducting research, the first stage is to collect initial data to understand the problems faced by the organization. The next step is to diagnose organizational problems, including their causes and effects. Research subjects undergo several sessions. Subjects are given a questionnaire about the scale of team effectiveness without intervention. After the data is collected and the results of the team's effectiveness are obtained, the researcher prepares an intervention program according to the results of the team's effectiveness.

Microsoft Excel used as a data analysis technique in this study to score the results of the questionnaire, the validity, and reliability of the questionnaire with the help of the SPSS 22.00 for the Windows program. The measuring instrument used has passed the validity and reliability test of $\alpha = 0.894$.

RESULTS AND DISCUSSION

Based on the results of the questionnaire obtained four aspects that have the category of the medium, namely aspects of trust, commitment, accountability, and result. As aspect included in the high category is the conflict aspect. The results of the overall group assessment from every aspect have been effective in managing the workgroup.

Subject	Trust	Conflict	Commitment	Accountability	Results
1	3,5	4,13	3,57	3	3,63
2	3,25	3,38	3,57	3,29	3,38
3	3,75	3,88	3,71	3,43	3,88
4	3,25	4,25	3,86	3,57	3,50
5	3,25	3,50	3,57	3,14	3,63
6	3,38	4,13	4,00	3,43	4,13
7	3,5	3,88	3,71	3,29	3,88
8	3,5	3,88	3,86	3,43	3,63
9	3	3,75	3,43	3,57	3,50
10	3,13	3,63	3,57	3,14	3,88
11	3,88	3,38	3,43	3,00	3,50
12	3,75	3,88	3,86	3,43	4,13
13	3,13	3,75	4,00	3,00	3,75
14	3,50	3,88	3,71	3,57	3,38
Category	3,41	3,80	3,70	3,31	3,70
Average	Medium	High	Medium	Medium	Medium

Overall, the team effectiveness in the Digital Marketing division is relatively good as the results of the measurement of five dysfunctions of a team in this division are in medium and high categories. As seen profoundly on the aspect of accountability

as the lowest average score from others with a value of 3.31 needs to be considered in the development program. Accountability is one of the important aspects of team effectiveness as it is a part of the team's responsibility to complete the tasks given by the supervisor and related to other aspects.

Those measurement results are strengthened by interviews that team members are difficult to be reminded when there are differences of opinion or the standard of assigned work. Team members who are disrupted in coordination with other members, consequently hinder communication and cooperation within the group. Besides, team members are less accustomed to each other's characters, lack openness and trust in team members. The result is the team members doing their work individually. When breaks and after-hours team members do not mingle with other departments, team members only make friends with their department members. These constraints become an influence for the team so that some of the needed designs are late to upload. These designs will later be used by the Digital Marketing Division to promote products of PT. SMI-PB.

The results of observation indicated that members of the digital marketing team focus on working with their respective jobs. Team members interact more with their superiors about the tasks assigned rather

than coordinating with coworkers. In their free time, team members spend more time playing their cellphones than interacting or just talking with other coworkers. Moreover, when lunch breaks or after-hours, team members choose to engage only with the members of their department. Team members are unseen gathering with other department members.

If Digital Marketing team members possess a strong team that will always strengthen cooperation in working and communication, the team members can learn each other characters and work can go well. Team members also do not need to hesitate to ask for help, provide feedback, and offer help. If a problem occurs, the team members immerse into the problem and not exaggerate it. A solid team can improve the quality of the team's effectiveness so that work can complete quickly with satisfying results.

One of the ways to overcome these problems, the Digital Marketing division requires the provision of intervention. Intervention is an attempt to alter a person's behavior, thoughts or feelings, resulting in a better chance. The recommendation is to intervene in the form of Team Building training to overcome the problems found in the Digital Marketing division.

Based on Cahyadi's (2012) research, the provision of team-building training

interventions could improve the quality of teamwork so that in more effectively completing work in teams. The results of this study are consistent with research conducted by Erdem and Ozen (2003) which shows that the most important factor for creating interaction and synergy among team members to form quality teamwork is a setting of trust among colleagues. According to Setianingtyas research results (2013), team-building training on the cohesiveness of team-work shows that the giving treatment in the form of team-building training to marketing teams and manpower (HRD), which aims to improve the cohesiveness of team-work process through social interaction of the trainees to become more active, dynamic, and interdependent turned out to be effective in increasing teamwork cohesiveness in team-building training activities.

The intervention program that applies is team-building training, which aims to increase the effectiveness of the team in the digital marketing division of PT. SMI PB. A series of team-building training can increase the effectiveness of a cohesive team and improve or enhance the ability of members to solve problems by handling task and relationship issues that restrain the function of the team. Since the specific purpose of this intervention is to improve communication and collaboration skills and

to develop the accountability of team members.

This team-building training is conducting for one day. It contains material about the basic concepts of communication and accountability as well as games that support the material. The aims of arranging these games are for the participants more familiar with each other and open to each other so that they can work well together.

The program of this intervention consisted of seven sessions that began with the opening of team-building training. The opening intended to create participants understand and obey the rules during the training process. Ice-breaking will be given as a warm-up for the participants to establish the intimacy between the facilitator and the participants. In this opening session also provided feedback on the assessment so that participants knew the results of the assessment and the objectives of the training.

The first session was providing material about the basic concepts of communication with the subject matter to understand the importance of communication in a team, to figure out the obstacles in communication, and to improve communication skills in a team. The aims of the given material are for participants to understand the importance of communication within the team, the

communication barriers in the team, and understand how to skillfully communicate well in the team.

The second session was the trust-building games which are 'how far do we know each other?'. This game aims to allow participants to communicate with each other and find out what happened to each other since the last time, get to know each other better and make participants participate in exercises to build teamwork.

The third session was a communication skill game 'chain message'. This game intended to demonstrate to participants that they need to improve their communication and listening skills.

The fourth session still provided cooperation games 'stepping in'. This game aims to provide opportunities for participants to be able to interact with each other. It also caused participants to make movements together creating cohesiveness. At the end of all games, a discussion held to review the values obtained during the games.

The fifth session was providing material on the concept of accountability with the main material to study the concept of accountability, to understand the importance of team member accountability, and to increase the sense of responsibility within the team. The aims of the given material are for participants to understand

the importance of the concept of accountability, to discover how to develop accountability, to foster a sense of commitment to each member and to increase responsibility for the work.

The sixth session was games to increase accountability. This game is called 'teamwork' to find the role of the team and the responsibilities of working and also seeing which team members handle different functions in the group. The next step in this session, a fishbone diagram provided with aims to be an exercise in analyzing problems in teams and how to solve them.

The last session was about 'sharing moment: building commitment' by arranging steps to increase accountability. This session aims to create participants think positively, allow positive personalities to other participants, and tell all members what things learned during the training.

The program of this intervention concluded by providing a post-test and training questionnaire. It aims to understand the extent to which participants understand the material that has been given and find out the reaction of the participants' satisfaction with the training that they have participated in.

CONCLUSIONS AND RECOMMENDATIONS

The team effectiveness of the Digital Marketing division team is fairly good, yet the lowest value is the aspect of accountability among the five aspects. The accountability is one of the important aspects of team effectiveness as accountability is the team's responsibility to complete the tasks. At the same time, team members who have doubts about involving other team members to complete the task, the accountability aspect also connected with others. Based on the interviews, the results showed that the team members lacked communication and teamwork. Therefore the Digital Marketing division has to be able to increase team effectiveness, especially in the aspect of accountability. The emergence of communication problems and teamwork could establish with the intervention by doing Team Building in the Digital Marketing division of PT. SMI-PB.

The suggestion as consideration for further research is to improve the effectiveness of the team in other aspects. Companies should make interventions that have been given in the form of Team Building to the Digital Marketing division. For suggested team-building interventions, it should hold from the morning and on workdays off so that they are more focused on participating in the team building. The

companion for the trainer should be people who have experiences and experts in their fields. Measurement of group effectiveness and interventions is recommended to be given regularly and applied to other departments.

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