



The Influence of Work Group Dynamics on the Effectiveness of Strategic Decision Making at PT. Astra Honda Motor Company

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Received: 20-12-2024

Accepted: 22-12-2024

Published: 31-12-2024



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strategic decision-making processes and achieve better overall performance.

Abstract: This study aims to analyze the influence of work group dynamics on the effectiveness of strategic decision making at PT Astra Honda Motor. Using a quantitative approach, this study involved a survey of employees to measure variables such as communication, leadership, collaboration, and conflict management. The results showed that positive work group dynamics, characterized by effective communication, inspiring leadership, and strong collaboration, significantly contributed to better strategic decision making. Furthermore, the study highlighted that conflict management plays a crucial role in maintaining group harmony, thereby enhancing decision-making efficiency. This study also identified several obstacles that work groups often face in the decision-making process, such as misaligned objectives, inadequate communication channels, and unresolved conflicts, along with strategies to address these challenges. By doing so, organizations can enhance their

Keywords: Group, Decision Making, PT Astra Honda Motor, Collaboration, Strategy

Introduction

The effectiveness of strategic decision-making is one of the key factors that determine the success of companies in facing competitive challenges in the era of globalization. In an organization like PT Astra Honda Motor, work group dynamics play an important role in influencing the quality of strategic decisions taken. When decisions involve individuals with diverse backgrounds, competencies, and perspectives, more rational and innovative alternatives will be created, provided that the group dynamics are well managed (Gifari et al., 2022; Anggita, 2019).

Group dynamics itself includes interactions between team members, leadership style, and communication effectiveness, all of which contribute to organizational success. For example, a directive or conceptual leadership style can influence how well group members can align their views on the company's strategic goals.

In addition, conflict management within work groups plays an important role in organizational dynamics. Constructive conflict can encourage innovation and assessment of alternatives, while destructive conflict can hinder the decision-making process. A study

by (Yuliani 2019) showed that the use of SWOT analysis can help identify potential conflicts as well as strategic opportunities within an organization.

Strategic management, which includes planning, execution, and evaluation, is a crucial foundation for PT Astra Honda Motor in formulating competitive decisions. The existence of harmonious group dynamics allows organizations to optimize internal strengths as well as take advantage of external opportunities more effectively (Gifari et al., 2022). Conversely, misalignment within the group can negatively impact the credibility of the company and reduce the effectiveness of team performance.

With this background, this study aims to analyze the influence of work group dynamics on the effectiveness of strategic decision making at PT Astra Honda Motor. The results of the study are expected to provide valuable insights for the development of a more effective team management strategy, in order to support the sustainability and competitiveness of the company.

This study aims to analyze the influence of work group dynamics on the effectiveness of strategic decision-making at PT Astra Honda Motor. Workgroup dynamics include various important aspects, such as communication, leadership, collaboration, and conflict management, all of which play a vital role in producing optimal strategic decisions. By understanding the relationship between these variables, this research is expected to provide a comprehensive picture of the extent to which workgroup dynamics influence a company's success in formulating and implementing relevant strategies.

In addition, this study aims to identify key factors that can inhibit or promote the effectiveness of work groups in the strategic decision-making process. It is expected that the results of this study can make a practical contribution to PT Astra Honda Motor in formulating strategies to improve work team management. In addition, this research will also present recommendations for creating a more collaborative and innovative work environment. We hope that this research can be an academic reference for similar studies in the future.

Literature Review

A. Group Dynamics

Work group dynamics refer to the interactions and relationships among team members, which in turn affect how efficiently and effectively they work. Aspects that make up these dynamics include communication, in-group cohesion, the presence of conflict, and the level of mutual engagement. Teams that are able to establish positive interactions tend to be more successful in achieving common goals compared to groups that are battered by unmanageable internal conflicts. According to Robbins and Judge (2019), the effectiveness of a team is greatly influenced by clarity of purpose, commitment, and coordination among its members.

B. Strategic Decision Making

The strategic decision-making process begins with identifying the problem at hand, followed by evaluating various alternatives, and finally selecting the best solution to achieve the company's goals. These strategic decisions are often closely related to the organizational structure and involve interactions between various departments. Success in decision-making relies heavily on the quality of communication and collaboration within the team, as well as the availability of relevant information (Colquitt, 2019; Dafft, 2019).

C. Leadership and Role in Group Dynamics

Leaders play a crucial role in building synergy among workgroup members. One of the most effective approaches is participative leadership, which encourages each team member to be actively involved in the decision-making process. This has the potential to improve the quality of strategic decisions taken. Various leadership typologies such as authoritarian, democratic, or laissez-faire can have a significant impact on the way a group works and achieves its goals (Napitupulu et al., 2019).

D. Conflict Management in Groups

1. Types of Conflict in Groups

In a group, conflict can arise in two forms: constructive, known as task conflict, and destructive, which relates to relationships between members. When conflict is managed well, it can improve the quality of decision-making.

2. Strategies for Conflict Resolution

Strategies such as compromise, cooperation, and adaptation have proven effective in managing conflict within work groups.

3. Impact of Conflict on Strategic Decisions

Conversely, poorly managed conflict can hinder the decision-making process and potentially disrupt team cohesion (Iskandar and Rahmawati, 2021).

E. Effective Collaboration and Communication in Workgroup Dynamics

Effective collaboration in a work group requires synergy between individuals with diverse backgrounds and skills, in order to achieve a common goal. This collaborative process is more than just task sharing; it involves mutual support, exchanging feedback, and jointly seeking solutions to challenges faced. Good collaboration accelerates strategic decision-making, as each group member can combine different perspectives in finding the best alternative (Fadillah et al., 2020).

On the other hand, effective communication is the main foundation for such cooperation. In a working group, communication should be clear, open and two-way, so that each member feels valued and understood.

Ineffective communication can lead to misunderstandings, hinder the decision-making process, and slow down the achievement of goals (Utami and Suryadi, 2019). On the other hand, effective communication includes the application of appropriate technology to facilitate the exchange of information, both in large groups and in remote contexts

(Rahayu and Utami, 2019). Therefore, the combination of collaboration and good communication is essential to improve the effectiveness of strategic decision-making in a company.

Research Method

This research design adopts an explanatory approach, which aims to provide an in-depth explanation of the phenomenon under study. In this research, the focus is directed at a specific population or sample, where data is collected using various research instruments. Furthermore, the data is analysed quantitatively with a statistical approach to test the hypothesis that has been set, making this research fall into the quantitative category. The research subjects consisted of employees of PT Astra Honda Motor who were in various positions. The main focus analysed was group dynamics and the effectiveness of strategic decision-making. The population studied was active employees in the company. For the sampling technique, the judgement sampling method was used, in which the selection of subjects was carried out based on certain considerations relevant to the research objectives. In testing the reliability of the research instrument, validity and reliability tests were conducted. The data analysis method applied includes descriptive statistical analysis as well as partial analysis. Thus, this research design aims to provide a deeper insight into the research topic being studied.

Result and Discussion

A. Working Group Dynamics at PT Astra Honda Motor Influences the Effectiveness of Corporate Strategic Decision Making

PT Astra Honda Motor (AHM), as the automotive market leader in Indonesia, has proven that effective work group dynamics are instrumental in supporting strategic decision-making. With a number of production plants and thousands of employees from diverse backgrounds, AHM utilises group dynamics as the key to facing the complex challenges of the automotive industry.

Group dynamics refer to the pattern of interactions and relationships within a team, which includes aspects such as communication, decision-making, conflict resolution, and role sharing. At AHM, the application of positive group dynamics is reflected through clear division of responsibilities and inter-departmental collaboration. For example, one division demonstrates how job rotation and a strong organisational culture can improve employees' adaptability to new tasks.

Strategic decision-making at AHM is supported by effective leadership and a solid culture of trust. Here, leadership serves not only as a director, but also as a facilitator that ensures every team member moves in a harmonised vision. This condition allows the company to quickly respond to market changes and minimise risks that arise in operations.

Healthy group dynamics create synergy among team members. By making the most

of each other's expertise, AHM is able to design innovative marketing strategies, such as engaging digital campaigns that reach new customers in various regions. The results of this approach have been very satisfying, as evidenced by the company's increased competitiveness in the domestic market.

Conflict in work groups is difficult to avoid. However, AHM manages this through open communication and a constructive resolution approach. By creating a harmonious working environment, the company can increase team productivity and ensure that every strategic decision is taken based on strong consensus.

In addition, to achieve optimal group dynamics, AHM conducts continuous performance measurement. The company also implements job rotation as an effort to prevent boredom and increase employee motivation. This approach demonstrates AHM's commitment to creating an adaptive and innovative work culture, while supporting long-term results-orientated decision-making.

PT Astra Honda Motor (AHM)'s success in utilising group dynamics is evident through the various recognitions it has received, including the Service Quality Award. This award is clear evidence that a strategy driven by team synergy can create superior service, increase customer satisfaction, and strengthen the company's position in the automotive industry.

Fundamentally, work group dynamics at AHM have a direct influence on the effectiveness of strategic decision-making. With the implementation of good conflict management, effective collaboration, and inspiring leadership, AHM has proven that optimal team management can not only improve internal performance, but also strengthen the company's overall competitiveness.

B. Factors in Working Group Dynamics That Have a Significant Impact on the Quality of Strategic Decision Making in the Company

Workgroup dynamics in this case refers to the process of interaction between individuals in a team that affects the effectiveness and quality of strategic decision-making in the company. This process involves various elements such as group goals, organisational structure, interaction patterns, and leadership, which interact with each other to determine the success or failure of the team in achieving its goals. When group dynamics are well managed, companies can make strategic decisions that are more effective, innovative and relevant to the needs of the organisation.

Clear and well-defined group goals are an important foundation for team success. A well-designed goal provides clear work direction, aligns members' priorities, and creates a sense of belonging to a common achievement. When group members understand and support the goal, they tend to work more synergistically. In addition, clear goals can minimise conflict due to uncertainty in prioritisation, making the decision-making process more efficient and productive.

Group structure also plays an important role in supporting the smooth running of the teamwork process. An effective structure includes a clear division of tasks, open communication, and fair distribution of authority. This allows members to understand their

respective roles in achieving a common goal, while speeding up the flow of information needed for decision-making. Conversely, an overly hierarchical or poorly organised structure can slow down teamwork and hinder complex problem-solving.

The pattern of interaction between members is another dimension that affects group dynamics. Healthy interactions, such as open communication, exchange of ideas, and supportive discussions, encourage innovation and creativity within the team. Conversely, negative interaction patterns, such as the dominance of certain individuals or unresolved conflicts, can undermine group harmony and reduce the quality of decisions made. Therefore, building working relationships based on mutual trust and respect is key to ensuring teams work productively.

Leadership is the defining element in shaping positive work group dynamics. An effective leader is able to create a work environment that supports collaboration and innovation, and ensures that every team member feels valued. In the context of strategic decision-making, inclusive leadership encourages the involvement of all members to contribute ideas, which ultimately results in more comprehensive decisions. In addition, wise leaders are able to manage conflict constructively, so that differences of opinion can be utilised as a source of inspiration.

Well-managed group dynamics have various positive impacts on the quality of decision-making. One such impact is increased creativity, as effective collaboration encourages teams to explore innovative solutions. In addition, work efficiency increases when a good structure allows members to complete tasks more quickly. Constructive conflict management can also trigger critical thinking, resulting in more informed decisions. Furthermore, healthy group dynamics increase members' level of job satisfaction, which contributes to productivity and team solidarity.

C. Collaboration and Interaction Between Work Group Members Impact on the Achievement of Strategic Goals of PT Astra Honda Motor

Collaboration and interaction between work group members play an important role in achieving the strategic goals of Japanese companies such as PT Astra Honda Motor (AHM). As a company with a Japanese work culture, AHM prioritizes the principles of teamwork, efficiency, and employee involvement to achieve company targets. According to Musirin, S.D. & Irwansyah (2019), effective collaboration within a work team provides opportunities to share ideas and experiences, thereby increasing innovation and productivity. In the application of Japanese culture, such as kaizen, synergy between team members is key to achieving strategic goals through a process of continuous improvement. This approach reflects a typical Japanese corporate culture that emphasizes the importance of collectivity, shared responsibility, and continuous innovation.

1. Influence of Collaboration and Interaction

Effective collaboration between team members allows for synergy and optimization of individual potential to achieve better results than individual work. The Japanese work principle known as kaizen (continuous improvement) encourages each member to share ideas and solutions to improve performance. With kaizen, team

members participate in various innovative efforts, from improving work processes to developing new products that are relevant to consumer needs. A clear division of labor and an understanding of each member's role are key to increasing efficiency and reducing confusion. Fauzi, A., & N., Hidayat, R. (2020), performance management in organizations helps increase the effectiveness of goals by dividing clear responsibilities and connecting work units. When individuals understand their contribution to the success of the company, morale and productivity will increase. This allows the organization to unite all parts in achieving common goals. This supports the achievement of the company's strategic goals through directed and harmonious management.

In addition, open communication is an important element in maintaining team cohesion. When each team member feels heard, they are more motivated to make their best contribution. In an environment like PT AHM, open communication supports constructive conflict resolution, allowing the team to move forward despite challenges. With good communication, each member can also learn from each other and improve their skills, creating a work culture based on continuous learning.

2. Teamwork Dynamics in Japanese Culture

Japanese culture emphasizes the value of teamwork and appreciation for individual contributions in achieving shared success. In the context of PT AHM, this value is implemented through various programs such as cross-functional training, team-based performance evaluations, and reward systems that respect collective results. Collaboration in the workplace is also supported by inclusive leadership, where team leaders act as facilitators who ensure that each member understands their role and contributes optimally.

Good conflict management is also an important part of teamwork dynamics at AHM. In a complex organization, differences of opinion are inevitable. However, Japanese culture teaches that conflict must be resolved with a collaborative approach that focuses on solutions, not blaming individuals. "Effective collaboration requires open communication, trust, and synergy between team members to achieve common goals. Conflicts that arise within the team need to be managed constructively through a collaborative approach to find solutions that benefit all parties" (Hapsari & Ellysabeth, 2023). This creates a more harmonious work environment and supports work efficiency.

3. Relevance to AHM's Strategic Objectives

PT AHM's strategic objectives include developing high-quality products, increasing market share, and sustainable operational efficiency. In this case, teamwork plays a major role in achieving these targets. For example, the product development team at AHM often works across departments to create innovations that not only meet Japanese quality standards but are also relevant to the needs of Indonesian consumers. With close collaboration between research, production, and marketing teams, the company can accelerate the innovation cycle and reduce the risk of errors during the product development process. In addition, the success of collaboration is also reflected in operational efficiency. Through good coordination between teams, PT AHM can optimize its supply chain and minimize production costs. Organizational support such

as timely information, adequate equipment, and transparent work evaluations ensure that each team member can focus on their tasks well.

This shows that effective collaboration contributes to the company's resilience in facing global market challenges. With increasing competition in the automotive industry, companies like AHM need flexibility and innovation that can only be achieved through solid teamwork. In this case, effective leadership, trust among team members, and appreciation for collective achievement are key elements that cannot be ignored. Effective collaboration and interaction between team members have a significant impact on PT AHM's success in achieving its strategic goals. By implementing strong teamwork principles, prioritizing open communication, and supporting innovation, the company can continue to maintain its position as a leader in the Indonesian automotive industry. This strategy allows AHM to not only achieve short-term targets but also build sustainable competitive advantage. In addition, the success of this approach is a relevant model for other companies looking to improve their competitiveness in the global market.

D. Major Barriers Faced by Working Groups in Supporting Effective Strategic Decision Making and How to Overcome Them

In facing strategic decision making, working groups are often faced with several obstacles that can disrupt the process. The first obstacle that often arises is the problem of communication. In many cases, poor or inefficient communication between team members can slow down the decision-making process. Lack of coordination between teams or units within an organization is often one of the main obstacles in communication during the decision-making process. One effective solution is to implement an integrated project management tool to ensure smooth communication and coordination (Saptarini & Mustika, 2023). This often happens when important information is not shared in a timely manner or is not conveyed clearly, which causes confusion or misunderstanding in the discussion process. To overcome this obstacle, it is important for working groups to strengthen communication channels by using digital platforms or regular meetings that facilitate a more transparent and open exchange of information.

The second obstacle is differences in views between team members. Working groups often consist of individuals with different backgrounds, which can result in differences in perspective and approach to problems. When these differences are not managed well, conflicts can arise, which in turn hinder effective decisions. One way to address this issue is to create an inclusive environment, where every member feels valued and heard. The use of mediation or facilitation techniques in group discussions can help bring together different views and find common ground that benefits all parties.

Lack of coordination between team members or between units within the organization is also a major obstacle in strategic decision-making. In large organizations, team members may not fully understand each other's roles and responsibilities, leading to duplication of effort or inconsistencies in decision implementation. Therefore, better coordination is essential. This can be done by establishing a clear project management system and ensuring

that every team member has a shared understanding of the goals and steps to be taken. The use of integrated project management tools can help maintain a smoother and more efficient workflow.

In addition, a lack of a clear understanding of strategic goals can also be a major obstacle. If team members do not clearly understand the goals and vision of the organization, they may not be fully committed to achieving those goals. To address this, organizations need to ensure that all team members understand and support the company's long-term vision and goals. This can be achieved through training, consistent communication from management, and providing an explanation of how each individual's contribution supports the achievement of common goals. Overall, obstacles to strategic decision-making can be overcome by strengthening communication, managing differences of opinion wisely, improving coordination between teams, and ensuring a clear understanding of the organization's goals. According to N., Hidayat, R., Sulistyawati, L., & Prabowo, B. (2022) after the organization's workforce needs have been met, the next step that must be taken by the organization is to make efforts to create attractive and comfortable working conditions for the workforce. Therefore, to do this, an organization must have standards related to how to achieve effective working relationships. Thus, work groups can make more appropriate and effective decisions, which ultimately support the achievement of the organization's strategic goals.

Conclusion

The dynamics of the work group at PT Astra Honda Motor (AHM) play a crucial role in effective strategic decision-making. The company's success in facing the competition in the Indonesian automotive industry is highly dependent on the team's ability to work collaboratively, adapt quickly, and manage conflict well. AHM adopts Japanese culture, such as the principle of kaizen (continuous improvement), which encourages team members to always seek innovative and efficient solutions. In this case, inclusive leadership plays an important role, by ensuring synergy between teams and clarifying the company's vision and goals. However, despite the positive work culture, AHM still faces several obstacles, such as poor communication problems, differences of opinion between team members, and lack of coordination between departments. To overcome these obstacles, practical steps are implemented, such as the use of project management tools, creating an inclusive work environment, and clarifying the company's goals and vision to all team members. With these steps, AHM has succeeded in ensuring that strategic decision-making is more efficient, effective, and oriented towards achieving the company's long-term goals.

Through this paper, it is expected that readers can gain a deeper understanding of the strategic decision-making process at PT Astra Honda Motor (AHM). Readers will learn important factors that influence these decisions, such as the role of leadership, team collaboration, and effective management of group dynamics, all of which contribute to the success of the company's strategy. With this understanding, it is expected that readers can

implement these principles in their organizations, as well as conduct risk and opportunity analysis in decision-making in a more comprehensive manner.

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