Individual, Group Dynamics, and Organizational Processes in the Workplace: Factors for Better Performance and Organizational Success

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Abstract

Introduction/Main Objectives: Research in individual, group dynamics, and organizational processes for organizational behavior can offer valuable insights into how people behave in the workplace. These insights can assist organizations in enhancing their effectiveness, promoting teamwork, and cultivating a culture that is more diverse and inclusive. Background Problems: Organizational behavior is complex and multifaceted, and there are many different factors that can influence good work performance. Novelty: In the area of organizational behavior, there is a growing interest in the intersection of technology and human behavior, also the need to understand team performance and collaboration. There is a lot of need to explore literature studies in various time spans regarding these aspects to be able to find models related to new systems and technologies. Research Methods: Literature study, a research method that involves collecting and analyzing existing research and academic literature on this topic. The data in this study are from previous studies in the form of textbooks, research papers, and articles. Research was conducted with 6 steps of literature study. Finding/Results: There are 7 main factors and 18 sub factors related to individual aspects. There are 6 main factors and 18 sub factors related to group aspects. And there are 3 main factors and 9 sub factors related to organizational processes, where the three main factors above affect good work performances. Research results can be further tested in specific organizational environments for the development of knowledge and to explain empirical and theoretical gaps.

Keywords: Organizational Behavior, Individual and Group Dynamics, Work Performance, Literature Study, HR Management.

Abstrak


Kata kunci: Perilaku Organisasi, Dinamika Individu dan Kelompok, Prestasi Kerja, Studi Literatur, Manajemen SDM.

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INTRODUCTION

Today's business world is a dynamic and hectic world, so organizations that can understand organizational behavior will be able to empower human resources and work more effectively (Sharma, 2018) (Loku & Gogiqi, 2016). This was also explained by Sharma (2018), that organization is a social system, where the study of organization is a combination of science, applied science, and humanities.

Organizational behavior will vary according to each type of business or each company, but the usefulness of the study of organizational behavior is universal, it can include: increasing profits through knowledge sharing between individuals and groups; cost effectiveness through performance effectiveness; better decision making by identifying individuals and groups, and managing them; innovation through discussion of ideas; and increasing the ability to achieve the common goals of the organization/company (Sharma, 2018) (Patel et al, 2012). In pandemic and post-pandemic conditions, as well as in inflationary conditions, changing employment relationships have occurred, where changes related to remote working, more flexible and diverse forms of work, require leaders and managers to adapt (Francis, 2011) (Stone, 2018) (Wilkinson & Townsend, 2011).

Individual Aspects on Organizational Behavior

The individual aspect of organizational behavior refers to the study of individual employees within an organization and their behavior, attitudes, perceptions, personality traits, and motivations. It is concerned with understanding how individual differences influence work behavior and job outcomes (Robbins et al, 2016) (Luthans, 2011) (Griffin et al, 2016) (Ivancevich et al, 2013).

Understanding how individual differences impact work behavior and outcomes can help managers and leaders to create a work environment that is conducive to positive behavior and productivity. It can also help organizations to identify individual strengths and weaknesses, provide appropriate training and development opportunities, and create effective performance evaluation systems (Robbins et al, 2016) (Luthans, 2011) (Griffin et al, 2016) (Ivancevich et al, 2013). According to the trait activation theory, the expression of personality traits can be triggered by situational cues which can impact the way people behave and ultimately affect how well personality measures can predict job performance (Judge & Zapata, 2015).

One explanation by Bono & Ilies (2006) about leadership, personalities, and attitudes as the three of individual aspects is: Leaders with charismatic personalities can create a ripple effect of positive emotions and moods in their followers, which can ultimately shape the attitudes and actions of their team members in the workplace.
Figure 1. Levels of Analysis/Study in Organizational Behavior including Individual & Group Aspects (George & Jones, 2012) (Sobirin, 2015).

Group Aspects on Organizational Behavior

The group's aspect of organizational behavior refers to the study of how groups of employees interact with each other and with the organization as a whole (Robbins et al, 2016) (Luthans, 2011) (Griffin et al, 2016) (Ivancevich et al, 2013). It is concerned with understanding the dynamics of group formation, communication patterns, leadership, decision-making processes, conflict resolution, and group cohesion (Jehn & Bendersky, 2003).

Work Performances

According to Borman and Motowidlo (1997), work performance refers to the actions exhibited by an individual within their work setting that aid in achieving the organization's objectives, produce the anticipated outcomes for the individual's job, and meet or surpass the required standards for the particular position.

They propose that work performance includes both task performance (i.e., the degree to which an individual is effective in performing the required job tasks) and contextual performance (i.e., the degree to which an individual contributes to the broader organizational environment, such as helping others, exhibiting good citizenship behaviors, and demonstrating organizational commitment).

METHOD

This research is a literature study. A literature study, also known as a literature review, is a research method that involves collecting and analyzing existing research and academic literature on a specific topic (Fink, 2010). The purpose of this study is to gain a comprehensive understanding of the current state of knowledge about organizational behavior, identify variability in the literature, and provide an evaluation of summary of previous research/theories.

According to Fink (2010), the literature study workflow involves six stages:

1. The identification and definition of the research problem or question.
2. Conduct a thorough search for relevant literature, utilizing various sources such as academic databases, online resources, and library catalogs.

3. Evaluating the quality and relevance of the literature by using specific criteria such as the author's credentials, the publication's reputation, and the research methods employed.

4. Analyze the literature by identifying themes, patterns, and gaps in the sources they have reviewed.

5. Integrating the findings from the literature into a cohesive narrative that supports the research problem or question.

6. Write the literature review, which is a critical analysis of the literature that provides an overview of the research problem, identifies the main themes and patterns in the literature, and proposes directions for future research.

To organize the data about organizational behavior, we use the framework from George & Jones (2012), as shown in Figure 2.

Figure 2. Framework of Organizational Behavior (George & Jones, 2012).

RESULTS AND DISCUSSION

In this section we present summarized breakdown tables of the group factors that form the framework for the aspects of organizational behavior to boost good/great work performances. At Table 1 - 3, the factors of individuals, groups and organizational aspects are broken down into sub factors.

Table 1. Factors and sub factors of Individuals Aspect

<table>
<thead>
<tr>
<th>Main Factors</th>
<th>Sub Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Differences: Personality and Ability</td>
<td>Ability</td>
</tr>
<tr>
<td>Work Values, Attitudes, Moods and Emotions</td>
<td>Attitude</td>
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<tr>
<td>Perception, Attribution, and The</td>
<td>Demographic</td>
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Individual, Group Dynamics, and Organizational Processes in the Workplace: Factors for Better Performance and Organizational Success, Moh. Safiul Hakiki, Dwi Aprilia Anggraini, Norma Farizah Fahmi, Rryan Sisiawan Putra, Mukhtar Adinugroho

<table>
<thead>
<tr>
<th>Main Factors</th>
<th>Sub Factors</th>
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<tbody>
<tr>
<td>Management of Diversity</td>
<td>background</td>
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<tr>
<td>Learning and Creativity</td>
<td>Learning Cognitive abilities</td>
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<tr>
<td>Work Motivation</td>
<td>Motivation</td>
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<tr>
<td>Pay, Careers, and Changing Employment</td>
<td>Needs Changing employment</td>
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<tr>
<td>Relationships</td>
<td>relationship</td>
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<tr>
<td>Stress and Work-Life Balance</td>
<td>Stress Work-Life balance</td>
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Table 2. Factors and sub factors of Group Aspect

<table>
<thead>
<tr>
<th>Main Factors</th>
<th>Sub Factors</th>
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<tbody>
<tr>
<td>The Nature of Work Groups and Teams</td>
<td>Group composition</td>
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<tr>
<td>Effective Work Groups and Teams</td>
<td>Trust</td>
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<tr>
<td>Leaders and Leadership</td>
<td>Vision and goal setting</td>
</tr>
<tr>
<td>Power, Politics, Conflict, and Negotiation</td>
<td>Conflict resolution</td>
</tr>
<tr>
<td>Communication in Organizations</td>
<td>Clarity</td>
</tr>
<tr>
<td>Decision Making and Organizational Learning</td>
<td>Group context</td>
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Table 3. Factors and sub factors of Organizational Processes

<table>
<thead>
<tr>
<th>Main Factors</th>
<th>Sub Factors</th>
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<tbody>
<tr>
<td>Organizational Design and Structure</td>
<td>Strategy</td>
</tr>
<tr>
<td>Organizational Culture and Ethical Behavior</td>
<td>Organizational values</td>
</tr>
<tr>
<td>Organizational Change and Development</td>
<td>Employee involvement</td>
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</tbody>
</table>

Individual Differences: Personality and Ability

Individual differences refer to the unique characteristics that each employee brings to an organization, including personality traits and abilities. Patel et al (2012) explained that individuals with various educational backgrounds and skills are very important to be able to collaborate, so that these different individuals will not bring each other down.

Table 4. Factors related to individual differences

<table>
<thead>
<tr>
<th>Sub factors</th>
<th>Reference sources</th>
<th>Key points</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• Individual's physical capacity for</td>
</tr>
</tbody>
</table>
### Sub factors

#### Reference sources


#### Key points

- Performing job tasks, including strength, endurance, and coordination. It is important for jobs that require physical labor.
  - Individual's ability to work effectively with others, including communication, collaboration, and conflict resolution.
- Individual's knowledge and proficiency in using tools, equipment, and technology required for their job. It is important for jobs that require specific technical expertise.
- Big five personality traits (extroversion, agreeableness, conscientiousness, neuroticism, openness to experience) can affect an individual's behavior and performance in the workplace.
  - Personality traits are not the only factor that determines behavior and performance, and the situational factors can also have a significant impact.

### Work Values, Attitudes, Moods, and Emotions

The different parts mentioned can influence how a person behaves and feels about their job. Being aware of and controlling these parts is crucial to improving work performance and overall satisfaction in the workplace. Individuals have certain beliefs and attitudes about what they consider important or desirable in their work, which are referred to as work values (Patel et al, 2012).

Table 5. Factors related to work values, attitudes, moods, and emotions

<table>
<thead>
<tr>
<th>Sub factors</th>
<th>Reference sources</th>
<th>Key points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitudes</td>
<td>Judge &amp; Bono (2001), Robbins &amp; Judge (2016)</td>
<td>- Individual's level of attachment and loyalty to their organization.</td>
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<td>- Individual's perception of how much their organization values and supports their contributions and well-being.</td>
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<td>- Individual's perception of fairness in the workplace.</td>
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<td>- By addressing the good attitudes, organizations can create a culture of trust, respect, and commitment that promotes employee well-being and organizational effectiveness.</td>
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<td>- Positive moods, such as happiness and contentment, are associated with higher job satisfaction, better performance, and increased creativity.</td>
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<td>- Negative moods, such as anger and anxiety, are associated with lower job satisfaction, decreased</td>
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Individual, Group Dynamics, and Organizational Processes in the Workplace: Factors for Better Performance and Organizational Success, Moh. Saiful Hakiki, Dwi Aprilia Anggraini, Norma Farizah Fahmi, Rryan Sisiawan Putra, Mukhtar Adinugroho

Sub factors | Reference sources | Key points
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performance, and increased absenteeism and turnover.  
- Mood contagion is the phenomenon where the mood of one person can spread to others in a group or team.  
- Organizational culture and leadership can influence the mood climate of the workplace.
Emotions | Ashkanasy & Dorris (2017), Judge & Bono (2001), Bono & Ilies (2006), Ong & Allaire (2005) | - Individual’s ability to understand and manage their own emotions, as well as the emotions of others.  
- The effort required to manage and display emotions as part of one's job.  
- Emotions affect motivation & performance, and also have the role in shaping attitudes and behaviors at work.
- Individual work values can vary across different individuals and cultures.  
- Examples of work values include achievement, recognition, autonomy, job security, work-life balance, and social responsibility.  
- Different generations may have different work values due to their unique experiences and expectations.

Perception, Attribution, and Management of Diversity

Attribution involves individuals providing causal explanations for the events and outcomes they encounter, especially those that are negative or unexpected (Weiner, 2018). Individual’s diversity in the workplace (perceptions, attributions, and demographic backgrounds) refers to the differences that exist among employees in terms of their demographic characteristics, such as race, ethnicity, gender, age, religion, sexual orientation, disability, and cultural background.

Diversity in the workplace can have both positive and negative effects. On the positive side, diversity can lead to a more creative and innovative workforce, as individuals from different backgrounds bring unique perspectives and ideas. Managing diversity implies establishing a work setting that empowers every employee to make their maximum contribution towards achieving the goals of the organization (Chatman & Flynn, 2001).

Table 6. Factors related to perception, attribution, and management of diversity

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<thead>
<tr>
<th>Sub factors</th>
<th>Reference sources</th>
<th>Key points</th>
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</table>
- Workplace diversity initiatives can help to address these challenges by promoting inclusivity, providing...
Sub factors | Reference sources | Key points
--- | --- | ---
 | | training on unconscious bias, and creating opportunities for diverse employees to develop and advance.  
• Stereotyping: People often make assumptions about others based on their group membership, such as gender, race, or age. This can lead to unfair and inaccurate perceptions.  
• The management of an organization can also use various stimulants to positively affect the perception and performance of their employees in the workplace, such as positive feedback, rewards and incentives, training and development opportunities, supportive work environment, autonomy, and clear communication.  
• Selective perception: People tend to selectively perceive information that confirms their existing beliefs and values, while ignoring information that contradicts them.  
• People tend to attribute the behavior of others to either internal or external causes. For example, if a coworker is frequently absent, someone might attribute it to the coworker's laziness or to external factors like health issues or family problems.  
• Internal vs. external attributions: Individuals may make internal attributions for a colleague's behavior if they believe it is due to their personality or ability. Alternatively, they may make external attributions if they believe it is due to factors outside of their control, such as the task or the situation.  
Learning & Creativity  
Learning and creativity are two important concepts in organizational behavior. Learning refers to the acquisition of knowledge, skills, and attitudes through experience, training, and education. Creativity, on the other hand, refers to the generation of new ideas, approaches, and solutions to problems.  
The process of learning consists of gaining knowledge and developing skills by means of experiencing, studying, or being taught (Kolb, 2014).  
Table 7. Factors related to learning and creativity
Individual, Group Dynamics, and Organizational Processes in the Workplace: Factors for Better Performance and Organizational Success, Moh. Saiful Hakiki, Dwi Aprilia Anggraini, Norma Farizah Fahmi, Rryan Sisiawan Putra, Mukhtar Adinugroho

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<tr>
<th>Sub factors</th>
<th>Reference resources</th>
<th>Key points</th>
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</table>
| Cognitive abilities         | Carroll (1993), Schmidt & Hunter (1998)                                             | * Learning involves cognitive and behavioral processes: Learning requires not only the acquisition of knowledge and skills, but also the development of attitudes, beliefs, and values that shape individuals' behavior in the workplace.  
* Cognitive abilities refer to mental processes that are involved in learning, problem-solving, decision-making, and other aspects of information processing. These include abilities such as verbal comprehension, numerical ability, spatial reasoning, and perceptual speed.  
* Cognitive ability can be assessed through various methods, including standardized tests, job simulations, and work samples. These assessments can be used in hiring decisions, promotion decisions, and training and development programs. |
| Intelligence & talent       | Carroll (1993), Sternberg & Kaufman (2011), Tett et al (2006), Schmidt & Hunter (1998), Furnham (2008) | * Organizations can support the development of intelligence and talent through various methods, such as providing training and development opportunities, creating a supportive work environment, and offering feedback and coaching.  
* Talent refers to specific skills or abilities that are relevant to a particular job or industry.  
* Intelligence refers to a broad set of abilities, such as problem-solving, decision-making, and learning. |

Work Motivation

Motivation is an important concept in organizational behavior, referring to the forces that drive individuals to behave in certain ways. In the workplace, motivation can have a significant impact on employee performance, satisfaction, and overall well-being. It pertains to the internal and external elements that start, maintain, and guide actions towards accomplishing objectives (Montes et al, 2003).

Table 8. Factors related to work motivation

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<th>Sub factors</th>
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<th>Key points</th>
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Intrinsic motivation, or motivation that comes from within the individual, is generally more sustainable and effective than extrinsic motivation, which comes from external factors like rewards or punishment.

Passion, or strong positive emotions and attitudes towards work, can also be a powerful motivator, but can lead to burnout if not managed properly.

Different individuals have different motivational needs and preferences, so it is important for managers to understand and cater to the unique needs and strengths of their employees.

Pay, Careers, and Changing Employment Relationships

Needs are the fundamental psychological necessities that are crucial for optimal functioning and overall well-being (Ryan & Deci, 2000). Pay, career, and changing employment relationships are important concepts in organizational behavior that can have a significant impact on individual behavior and organizational outcomes.

Effective management of an individual's need (pay, career, and changing employment relationships) in organizational behavior requires a strategic and adaptive approach that takes into account the unique needs and goals of individuals within the organization.

Table 9. Factors related to pay, careers, and changing employment relationships

<table>
<thead>
<tr>
<th>Sub factors</th>
<th>Reference sources</th>
<th>Key points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs</td>
<td>Maslow (1943), McLeod (2018), Gonzales (2022), Turturean (2013), Ryan &amp; Deci (2000)</td>
<td>- Needs can be classified into different categories based on their level of importance and urgency.</td>
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<tr>
<td></td>
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<td>- Individuals have different needs, and the same need can vary in importance from one person to another. Therefore, it is important for managers to recognize and respond to the unique needs of each employee.</td>
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<td>- The degree to which individual needs are met can have a significant impact on employee well-being and performance.</td>
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<tr>
<td></td>
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<td>- Meeting basic needs, such as adequate pay, job security, and a safe work environment, is critical for creating a foundation of job satisfaction and engagement.</td>
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<td>- Beyond meeting basic needs, creating opportunities for growth, learning, and autonomy can help employees achieve higher levels of satisfaction and fulfillment.</td>
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<tr>
<td>Changing employment relationships</td>
<td>Francis (2011), Stone (2018), Wilkinson &amp; Townsend (2011)</td>
<td>- Older employment relationships are being replaced by more flexible and diverse forms of work, such as remote work, part-time, temporary, and contract work.</td>
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<td>- This has led to a shift away from stable, long-term employment towards more precarious and uncertain work arrangements.</td>
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<tr>
<td></td>
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<td>- The changing employment relationship has</td>
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implications for employee motivation, engagement, and job satisfaction. Employees may feel less committed to their organizations and less connected to their colleagues in these new work arrangements.

- Technological advances have also contributed to the changing employment relationship, enabling greater flexibility and remote work. However, this can also result in greater isolation and disconnection for workers, and may create new challenges for managers and HR professionals.
- The changing employment relationship has also led to new challenges for labor laws and regulations. For example, there is a need to ensure that non-standard workers are adequately protected and have access to benefits and job security.
- Organizations need to adapt to these changing employment relationships by creating a supportive and flexible work environment that enables employees to manage their work and personal lives. This may include offering flexible working arrangements, providing opportunities for skills development and training, and fostering a culture of openness and transparency.

### Stress and Work-Life Balance

Stress is characterized as a condition of psychological and physiological pressure that arises due to difficult or demanding circumstances (McDaid & Cooper, 2014). Work-life balance refers to the ability of individuals to balance the demands of their job with their personal and family responsibilities.

<table>
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<tr>
<th>Sub factors</th>
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</table>
| Stress      | McDaid & Cooper (2014), Selye (1984), Sobirin (2015), Lazarus & Folkman (1984), Beehr (2014) | - Stress can be caused by various factors, including high job demands, low job control, poor social support, job insecurity, and interpersonal conflict. Stress is also affected by an individual's perception about an organization's stimulants.  
- Consequences of too much stress: Stress can have negative consequences on employees' health, well-being, and performance. It can lead to physical symptoms such as headaches, back pain, as well as mental health issues such as anxiety and depression. It can also impair job performance, increase absenteeism and turnover, and reduce job satisfaction.  
- Optimum stress (not too much) can improve productivity and performance.  
- Too little stress can make employees feel bored and absent from work. |
| Work-life   | Clark (2000), Grawitch | - Definition: Work-life balance is the degree to which an
balance

individual is able to balance their work responsibilities and personal responsibilities in a way that is satisfactory to them.

- Importance: Achieving work-life balance is important for employee well-being, job satisfaction, and job performance. When employees feel that they have control over their work and personal lives, they are more likely to be engaged and productive in their jobs.
- Factors that affect work-life balance: Work-life balance can be affected by various factors, including job demands, job control, social support, and individual preferences.

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<tr>
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<th>Key points</th>
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<tbody>
<tr>
<td>Group composition</td>
<td>Mensi-Klarbach &amp; Risberg (2019), George &amp; Jones (2012), Greenberg &amp; Baron (2015)</td>
<td>Diversity: Diversity in group composition refers to the differences in characteristics among group members, such as age, gender, ethnicity, and educational background. Size: Group size can have an impact on group dynamics and effectiveness, with larger groups often facing communication and coordination challenges. Roles: The distribution of roles and responsibilities within a group can affect group performance, with clear and defined roles often leading to better outcomes. Norms: Group norms are the unwritten rules that govern behavior within a group and can influence decision-making and behavior. Cohesiveness: Cohesiveness is the degree to which group members are united and committed to the group's goals and can affect motivation, communication, and conflict resolution.</td>
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<tr>
<td>Group structure</td>
<td>Suzuki (1998), Wang &amp; Liao (2009), Jeong (2008)</td>
<td>Formalization: Formalization refers to the degree to which rules, procedures, and policies govern the behavior of group members. Hierarchical Levels: Group structure can be hierarchical, with levels of authority and responsibility that define roles and relationships. Communication: Communication is a critical component of group structure, with formal and informal channels affecting the flow of information and decision-making. Control: Group structure can involve control mechanisms, such as performance monitoring and evaluation, to ensure that members are meeting expectations and achieving goals. Coordination: Coordination is necessary to ensure that</td>
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</table>
● Cooperation and competition: Group members may cooperate to achieve common goals, but they may also compete for resources and recognition.  
● Conflict: Conflict can arise from differences in goals, values, and interests, and effective conflict management is critical to group success.  
● Socialization: New members enter groups and must learn group norms, roles, and expectations through socialization processes.  
● Group development: Groups go through stages of development, including forming, storming, norming, performing, and adjourning, which can impact group processes and outcomes. |
● Specific and measurable: Group goals should be specific and measurable to provide clear direction and a means of tracking progress.  
● Realistic and challenging: Group goals should be both realistic and challenging to motivate group members and maximize performance.  
● Prioritized: Group goals should be prioritized to ensure that the most important goals are given the necessary attention and resources.  
● Communicated: Group goals should be clearly communicated to all members to ensure that everyone understands what is expected of them and what they are working toward.  
● Monitored and evaluated: Group goals should be monitored and evaluated to ensure that progress is being made and to identify any necessary adjustments or changes.  
● Celebrated: Group achievements and successes in reaching their goals should be celebrated to recognize and reinforce the efforts and contributions of the group members. |

**Effective Work Groups and Teams**

When there is a need for multiple skills, judgments, and experiences in achieving performance, teams are more effective in comparison to individuals working alone or larger groups that are less cohesive (Katzenbach & Smith, 2015).
Table 12. Factors related to effective work groups and teams

<table>
<thead>
<tr>
<th>Sub factors</th>
<th>Reference sources</th>
<th>Key points</th>
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</table>
| Trust       | Katzenbach & Smith (2015), Tuckman (1965), Rotenberg (2019) | ● Trust is the belief or confidence that one party has in another party's reliability, integrity, and competence.  
               ● Trust is an essential element for building and maintaining relationships among individuals and groups in an organization.  
               ● The lack of trust can lead to negative outcomes such as conflict, low morale, and decreased productivity.  
               ● Trust is a complex and dynamic concept that requires ongoing effort to maintain and strengthen. |
| Role clarity | Lyons (1971), Hassan (2013), Curnin et al (2015) | ● Role clarity refers to the degree to which employees understand their job responsibilities, expectations, and performance standards.  
               ● Role clarity is important for employee performance, job satisfaction, and overall organizational effectiveness.  
               ● Lack of role clarity can lead to confusion, conflict, and job dissatisfaction among employees.  
               ● Role ambiguity can occur due to factors such as unclear job descriptions, overlapping responsibilities, and insufficient communication from supervisors.  
               ● Role clarity can be improved through regular communication, feedback, training, and clear job descriptions. |

Leaders & Leadership

According to Bass (1973), leadership involves the act of guiding individuals and groups towards a common goal. He believed that successful leaders are capable of adjusting their leadership approach based on the situation and followers, while also motivating and inspiring them to reach the goal. Bass highlighted the significance of taking into account the characteristics and needs of followers when selecting the most suitable leadership style.

Table 13. Factors related to leader & leadership

<table>
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<tr>
<th>Sub factors</th>
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</table>
| Vision & goal setting | Loku & Gogiqi (2016) | ● A vision is a long-term goal that provides a sense of direction and purpose for an organization or team.  
                                             ● Effective leaders communicate their vision clearly and consistently to their followers, helping them understand the organization's goals and values.  
                                             ● Goals should be challenging yet attainable, and they should be aligned with the organization's vision and values.  
                                             ● Leaders who prioritize vision and goal setting are more likely to inspire their followers, increase engagement and productivity, and achieve long-term success. |
| Emotional intelligence | Bass (1973), Kerr et al (2006), Dulewicz et al (2005) | ● Emotional intelligence (EI) is the ability to recognize, understand, and manage one's own emotions, as well as the emotions of others.  
                                             ● Leaders who possess high levels of EI are better equipped to understand and manage their own emotions, as well as the
Individual, Group Dynamics, and Organizational Processes in the Workplace: Factors for Better Performance and Organizational Success, Moh. Saiful Hakiki, Dwi Aprilia Anggraini, Norma Farizah Fahmi, Rryan Sisiawan Putra, Mukhtar Adinugroho

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<th>Sub factors</th>
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<td>emotions of their followers, which can lead to more effective communication, collaboration, and conflict resolution.</td>
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<td></td>
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<td>● EI comprises four components: self-awareness, self-management, social awareness, and relationship management.</td>
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<tr>
<td>Delegation</td>
<td>Klein et al (2006), Badjie (2021), Norris et al (2021)</td>
<td>● Delegation can improve organizational efficiency and productivity by allowing leaders to focus on high-level tasks and enabling subordinates to develop their skills and knowledge.</td>
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<tr>
<td></td>
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<td>● Leaders should delegate tasks based on the strengths and interests of their subordinates, while also providing opportunities for growth and development.</td>
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<td>● Delegation should not be used as a way to avoid responsibility or as a means of micromanaging subordinates.</td>
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<td>● Leaders should monitor the progress of delegated tasks and provide feedback and guidance when necessary to ensure successful completion.</td>
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Power, Politics, Conflict, and Negotiation

The concepts of power, politics, and social networks are closely linked in organizations, as they are both influenced by and influence the patterns of relationships and interactions among members (Fairholm, 2009). Social network analysis is a valuable tool for comprehending the distribution and movements of power, the formation of political unions and alliances, and the reasons behind conflicts and negotiations within organizations.

Table 14. Factors related to power, politics, conflict & negotiation

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<thead>
<tr>
<th>Sub factors</th>
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<tbody>
<tr>
<td>Conflict resolution</td>
<td>Thomas (1992), Himes (2008), Roche et al (2014)</td>
<td>● Conflict is a natural part of organizational life and can arise from differences in interests, goals, values, and personalities.</td>
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<td>● Conflict can be either positive or negative, depending on how it is managed and resolved.</td>
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<td>● Conflict management strategies should be tailored to the specific situation and the parties involved, taking into account factors such as the level of trust, the degree of interdependence, and the goals of the organization.</td>
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<td>● Conflict management should be seen as an opportunity for learning and growth, both for the individuals involved and for the organization as a whole.</td>
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<td>Power and politics</td>
<td>Fairholm (2009), Buchanan &amp; Badham (2008), Julius &amp; Pfeffer (1993)</td>
<td>● Power is the ability to influence the behavior of others, while politics refers to the use of power to achieve goals and interests.</td>
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<td></td>
<td></td>
<td>● Power and politics are present in all organizations, as they involve the allocation and distribution of resources, decision-making processes, and competition for status and influence.</td>
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<td>● Different types of power can be found in organizations, including legitimate, reward, coercive, referent, and</td>
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Sub factors | Reference sources | Key points
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**Negotiation**


- Negotiators need to possess various abilities, including problem-solving, decision-making, and communication.

- Skilled negotiators should be capable of handling the negotiation process, creating a favorable negotiation atmosphere, and building rapport with the other party.

- For a successful negotiation outcome, both parties should perceive the negotiation as fair and reasonable.

- The negotiation process is influenced by multiple factors, including ethical considerations, power dynamics, and cultural differences.

- Negotiation skills can be honed through practice, feedback, and training.

**Communication**

Keyton (2011) argued that communication is a fundamental aspect of organizational life, and it plays a vital role in achieving organizational goals and objectives. Effective communication involves the exchange of information, ideas, and emotions between individuals and groups, and it helps to build and maintain relationships within and outside the organization. Communication in organizations can take various forms, such as verbal and nonverbal, formal and informal, upward and downward, and internal and external. To be effective communicators, individuals and groups need to have good communication skills, such as listening, feedback, and empathy.

**Table 15. Factors related to communication**

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<th>Sub factors</th>
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<th>Key points</th>
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</table>
| **Clarity** | Keyton (2011), Suchan & Dulek (1990), Hoffjann (2021) | - Clear communication in organizations means that individuals or groups are able to convey and comprehend messages in a way that reduces uncertainty and misunderstandings. This is crucial for successful cooperation and decision-making in organizations.  
- Communication clarity can be influenced by several factors, such as language, technical terms, cultural variances, and communication mediums.  
- To enhance communication clarity, organizations can employ various tactics, such as utilizing plain language, avoiding technical jargon, providing contextual and background information, incorporating diverse communication channels, and actively seeking feedback and clarifying messages. |
| **Active listening** | Keyton (2011), Stewart (1983), Jahromi et al (2016), Jonsdottir & Fridriksdottir (2019) | - Active listening is a way of listening that involves giving full attention to both verbal and nonverbal messages, interpreting them accurately, and providing an appropriate response.  
- Within organizations, active listening can help to... |
**Sub factors** | **Reference sources** | **Key points**
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| Improve communication effectiveness and build stronger relationships. However, factors such as distractions, biases, and preconceptions can impede active listening.  
- Techniques for enhancing active listening include asking questions, restating messages in one's own words, offering feedback, and using nonverbal cues to indicate attentiveness. |  
**Nonverbal communication** | Keyton (2011), Hall & Knapp (2013) | Nonverbal communication refers to the use of gestures, facial expressions, and body language to communicate meaning without words.  
- It is important to recognize that different cultures have different norms and expectations regarding nonverbal communication, and individuals in organizations should be aware of these differences.  
- Common nonverbal communication cues in organizations include eye contact, posture, facial expressions, and hand gestures. |
| Communication feedback is a critical component of successful communication in organizations. It provides individuals with insights into how their messages are perceived and interpreted by others.  
- Feedback must be delivered in a timely, specific, and practical manner to be effective.  
- Feedback may take various forms, including face-to-face conversations, written comments, and online communication platforms.  
- Feedback should be delivered in a constructive and respectful manner, concentrating on actions and behaviors rather than personal attributes. |  
---|---|---
| Akinci and Sadler-Smith (2018) argue that decision making and organizational learning are closely related. Effective decision making requires a continuous learning process that involves exploring new information, reflecting on past experiences, and adapting to changing circumstances. Decision making can be seen as a key mechanism for organizational learning, as it provides opportunities to experiment, test hypotheses, and evaluate outcomes. Therefore, organizations that prioritize learning and experimentation are more likely to make effective decisions and adapt to changing environments. |  
Table 16. Factors related to decision making and organizational learning
| **Sub factors** | **Reference sources** | **Key points**
---|---|---
| The behavior of individuals within a group is heavily influenced by the group's context, including factors such as its size, composition, and culture.  
- The context in which a group operates can also impact its ability to learn, innovate, make decisions, communicate |  
Learning culture

- Learning culture in an organization is characterized by shared values and behaviors that promote learning and development. This involves a commitment to continuous learning, openness to feedback, and a willingness to take risks and experiment.
- A safe and supportive environment is necessary to foster a learning culture, where employees feel comfortable sharing ideas and taking risks to learn from their mistakes.
- Creating a learning culture requires ongoing commitment, evaluation, and adjustment from all members of the organization, and is not a one-time initiative.

Organizational Design & Structure

According to Burton and Obel (2018), the way an organization is designed and structured is crucial for its performance. They argue that it can significantly affect how effectively and efficiently the organization achieves its goals. They stress the importance of ensuring that the organizational structure aligns with the organization's strategy, goals, and environment, and that it is flexible and adaptable to changes in the environment and strategic priorities. They believe that a well-designed and structured organization can lead to better performance and a competitive advantage.

Table 17. Factors related to organizational design & structure

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<tr>
<td>Strategy</td>
<td>Miles &amp; Snow (2003), Burton &amp; Obel (2018), Ross (2021)</td>
<td>Organizational strategy is a crucial component of organizational performance, and emphasizes the need for the strategy to be well-aligned with the organization's goals, capabilities, and environment. Strategic goals should be specific and measurable, with clear objectives and targets that can be evaluated over time. It's important to involve key stakeholders in the strategic planning process, including employees, customers, and partners. The implementation of the strategy is also critical, and the authors emphasize the need to ensure that the necessary resources, structures, and processes are in place for effective implementation and monitoring.</td>
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<tr>
<td>Resources</td>
<td>Miles &amp; Snow (2003), Burton &amp; Obel (2018), Helfat (2017)</td>
<td>Organizational resources can be categorized into tangible assets, such as buildings, equipment, and cash, and intangible assets, such as knowledge, reputation, and brand. These resources can be a source of competitive advantage if they are rare, valuable, difficult to imitate, and difficult to substitute. Effective resources management can help organizations identify, develop, and deploy resources in a way that creates value for the organization.</td>
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Mergers and acquisitions can be a way for organizations to acquire additional resources to enhance their competitive advantage. However, resources can also be lost due to changes in the environment or poor management decisions. Thus, continuous evaluation and management of resources are necessary for organizations to maintain their competitive advantage.

Organizational processes refer to the systematic and established methods utilized by organizations to achieve their objectives. They are critical for enhancing organizational efficiency and effectiveness.

To achieve their goals, organizations need to design processes that are both efficient and effective, which should be assessed regularly to identify areas for improvement.

Organizational processes should align with the organization's goals and strategies, and should be adaptable to changes in the environment.

If well-designed, effectively implemented, and challenging for competitors to replicate, organizational processes can serve as a source of competitive advantage.

Organizational Culture and Ethical Behavior

Kuye et al. (2013) explain that organizational culture significantly influences ethical behavior within a company. They suggest that a company's culture can impact employee behavior by shaping their perceptions, attitudes, and values. For example, if an organization promotes a culture of transparency, honesty, and accountability, employees are more likely to behave ethically.

Table 18. Factors related to organizational culture & ethical behavior

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| Organizational values                      | Kuye et al (2013), Ampofo et al (2011), Lee (2019), Yanti (2022)                 | • Organizational values are the fundamental beliefs that influence an organization's culture, behavior, and decision-making processes.  
  • They are crucial for shaping ethical behavior within companies, and it is the responsibility of leaders to set an example and encourage ethical values throughout the organization.  
  • When values are strong, they can create a cohesive and supportive organizational culture, leading to better employee morale, engagement, and performance. |
| Organizational policies & procedures       | Leite & Leonardi (1998), Ruiz-Palomino & Martínez-Cañas (2011), Tyler & De Cremer (2005) | • Organizational policies and procedures are frameworks that guide decision-making and actions within an organization.  
  • Policies provide principles for decision-making, while procedures offer specific steps to follow for achieving a desired |
Organizational Change and Development

According to Weick and Quinn (1999), organizational change and development are intricate and unpredictable processes that necessitate a sensemaking perspective. They suggest that organizations must continually make sense of their surroundings and adapt to change to remain competitive. They argue that taking a sensemaking approach can help organizations overcome the challenges of change and development in the current dynamic and fast-paced environment.

Table 19. Factors related to organizational change & development

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<th>Key points</th>
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  • Leaders should play a vital role in facilitating employee involvement by providing resources and support, emphasizing the significance of employee involvement, and involving employees in decision-making processes.  
  • As a continuous process, employee involvement programs should be regularly reviewed and assessed by organizations to ensure their continued relevance and effectiveness. |
  • The process of organizational change is complex and |
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| Training & development          | Cohen (2017), Singh & Swami (2023), Chen & Klimoski (2007) | ● The process involves obtaining knowledge, skills, and attitudes in a systematic manner to enable employees to perform their duties competently and proficiently.  
● Additionally, employees must receive training to handle new challenges, such as working with diverse teams and managing remote workers.  
● Organizations that invest in HR training and development enjoy increased productivity, employee engagement, and overall success, making it a critical investment in remaining competitive. |

**CONCLUSION**

The results suggest that individual factors, such as individual differences, work values, attitudes, diversity, learning, motivation, pay & careers, stress & work-life balance, are important drivers of work performance, with sub-factors such as ability, skills, personality traits, emotions, demographic backgrounds, perception, attribution, intelligence & talent, needs, changing employment relationship, having significant effects to work performance.

Group factors, such as the nature of work groups and teams, effective work groups and teams, leadership, power, politics, conflict & negotiation, communication, decision making & organizational learning, were also found to have a significant impact on work performance, with sub-factors such as group composition, group structure, group processes, group goals, trust, role clarity, vision and goal setting, emotional intelligence, delegation, conflict resolution, diversity, power and politics, negotiation, clarity, active listening, nonverbal communication, feedback, group context & learning culture, playing a key role.

Finally, organizational processes, such as organizational design & structure, organizational culture & ethical behavior, and organizational change & development, were found to mediate the relationship between individual and group factors and work performance.

Overall, the findings suggest that a focus on both individual and group factors, as well as organizational processes, is necessary to achieve optimal work performance in organizations.

The factors obtained in this study could be used for management practitioners and for further academic research. Research results can be further tested in specific organizational environments for the development of knowledge and to explain empirical and theoretical gaps.
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3425


Individual, Group Dynamics, and Organizational Processes in the Workplace: Factors for Better Performance and Organizational Success, Moh. Sajjul Hakiki, Dwi Aprilia Anggraini, Norma Farizah Fahmi, Ryan Sisaiwan Putra, Mukhtar Adinugroho


