

THE EFFECTIVENESS OF GROUP COMMUNICATION USING DISC MEASUREMENT AT PT ABC

Githa Purnamasari

Email: githapurnamasarinotodiharjo@gmail.com

Industrial & Organizational Psychology, Gunadarma University.
Jl. Margonda Raya No. 100, Depok. 16424, Jawa Barat.

Abstract

Success in a group is largely determined by the level of cooperation and effective communication within the group. The purpose of this study was to design interventions to improve the effectiveness of work group communication at PT. ABC used the DISC measuring instrument. This study used qualitative methods with data collection techniques in the form of interviews, observations, and questionnaires. The population sample in this study was all employees of the HCMS division, totaling 28 people. The data collection instrument in this study used a measuring instrument adapted based on the William Moulton Marston model using four key behavioral factors, namely dominance, influence, steadiness, and compliance, which consist of 24 items and are known as DISC. The results of the study show that most of the employees of the HCMS Division have a higher influence behavior than the other four key behaviors, so employees who are not included in the influence behavior will need adjustments to the group. Therefore, the researchers designed an intervention program in the form of team coaching that is expected to provide changes in the knowledge, skills, and attitudes of each group member. So the goal to improve the effectiveness of group communication can be achieved.

Keyword: Group Effectiveness, DISC, Team Coaching, Intervention, Group Communication;

1. Introduction

Basically, every member of the group works together to achieve a goal, namely: 1) carry out group assignments; and 2) maintain the morale of each group member. The first goal can be measured from the results of group work, which is called achievement (performance), while the second goal is known from the level of satisfaction of each member (satisfaction). So if the group is meant to share information, then its effectiveness can be seen from how much information the group members get and the extent to which members can satisfy their needs and contribute to the group.

In order to improve group cooperation, it is necessary to have an understanding of each member of the group. Each member of the group is expected to be able to know the strengths and weaknesses of other members. If you have understood the personality of each member in their work behavior, then by applying the principle of complementarity, namely covering the weaknesses of group members with their own strengths, it is expected to help improve and achieve effective communication within the group.

In this case, DISC is useful in providing an understanding of the personality and style of work behavior of each group member, especially in the Human Capital Management System (HCMS) Division at PT. ABC. The DISC is a psychometric measurement tool whose basic concept refers to the work of an American

psychologist, William Moulton Marston. Marston developed a model that could explain behavior using four key behavioral factors, namely dominance, influence, steadiness, and compliance, which became known as DISC.

DISC measures a person's personality style in a work situation, which is more precisely referred to as work behavior. Often, personality test tools only measure a person's personality without being linked to the environment in which a person behaves, while the DISC measures personality in terms of observable behavior, where behavior will emerge as a result of a combination of personality and the environment. That is, one's behavior will depend on where one is in the environment.

Based on the results of an interview with MS Corporate Culture at PT. ABC, there is a communication problem within the HCMS Division. The communication problems described include the lack of communication between sub-divisions caused by the absence of an opportunity to hold meetings with all sub-divisions in the HCMS Division. This has caused each subdivision to choose to hold its own meeting internally.

2. Literature Review

According to Arifin (1984), group communication is communication that takes place between several people in a "small" group, such as in meetings, conferences, and so on. According to Burgoon (in Wiryanto, 2005), group communication is face-to-face interaction between three or more people with known goals, such as sharing information, self-care, or problem solving, in which members can remember the personal characteristics of the other members exactly.

Hirokawa (in Morissan, 2009) said that groups must be able to carry out four functions in order to produce effective decisions, which consist of problem analysis, goal setting, alternative identification, and consequence evaluation. Effective communication is one aspect of personality that plays a major role in one's success in carrying out tasks in individual and group life.

A DISC

In the Handbook of DISC, DISC is a psychometric tool whose basic concept refers to the work of the American psychologist William Moulton Marston, who created the polygraph or lie detector. William Moulton Marston was an American psychologist who conducted further assessments of various styles of human behavior using Jung's framework. Marston developed a theory to explain a person's emotional response.

In 1926, Marston published his findings in a famous book entitled *The Emotions of Normal People*, which contained a brief description of the various tests and experiments he had developed. Marston developed a model that could explain behavior by using four key behavioral factors, namely dominance, influence, steadiness, and compliance, which became known as DISC. The following describes the four key behavioral factors of the DISC model:

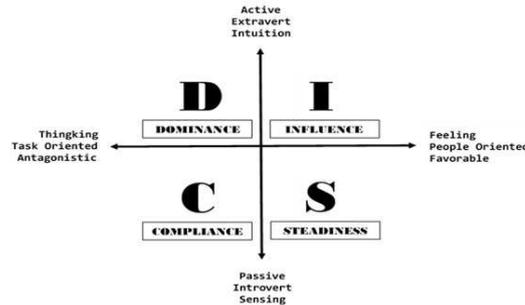


Fig. 1. DISC Model

B Group Intervention

Cummings and Worley (2008) describe intervention as "a sequence of activities, actions, and events intended to help an organization improve its performance and effectiveness". In other words, it is a planned series of activities or events undertaken to help an organization improve its performance and effectiveness. There are several intervention models, namely Strategic Change Intervention, Technostructural Intervention, Human Resource Management Intervention, Human Process Intervention. The training design used in this study was team coaching. Coaching is a process in which group leaders work with group members to solve problems related to group members work in their own work, thus enabling them to develop further skills and competencies. The aim of team coaching is to be able to provide knowledge about some of the characteristics of DISC so that it has an impact on the attitude that each employee member has in the HCMS Division in paying attention to and establishing cooperative relationships between employees and fellow co-workers and providing skills about group collaboration so that each employee in the HCMS Division can apply the principle of complementarity, that is, cover the weaknesses of group members with the strengths they have.

Coaching is an informal process that can be adapted to each situation. However, as a general rule, the coaching process should involve six steps, as shown below:

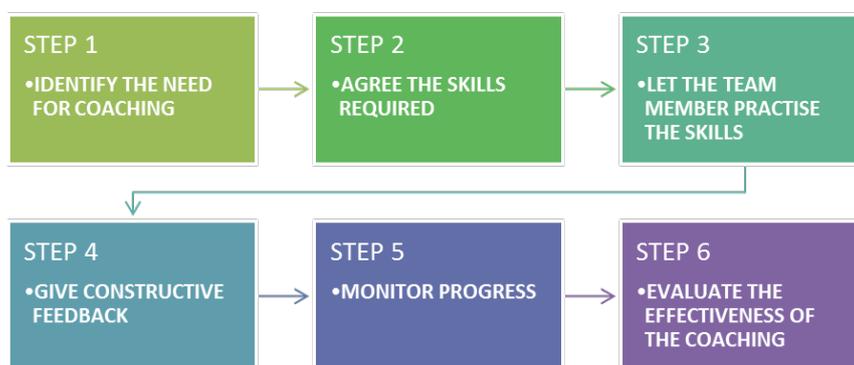


Fig. 2. Coaching process

3. Method

A Interview

Patton (in Poerwandari, 2005) distinguished three basic approaches to obtaining qualitative data through interviews: informal interviews, interviews with general guidelines, and interviews with open standard guidelines. The interviews conducted in this study were informal; namely, the interview process was entirely based on developing questions spontaneously in scientific interaction. Interviews were conducted on two subjects, namely the senior manager of the HCMS subdivision and the assistant analyst of the Industrial Relations subdivision.

B Observation

The observation method is a method in which the researcher pays close attention, records the phenomena that arise, and considers the relationships between aspects of the phenomenon (Poerwandari, 2005). Observation aims to describe the setting being studied, namely the activities that take place, the people involved in these activities, and the meaning of the ongoing events that are observed. Observation activities

were carried out during group assessments. Observations were made by observing employee behavior that appeared during group assessments.

C Questionnaire

The questionnaire is a number of written questions, and the answers are written directly by the participants (Kumar, 1996). In the questionnaire, the respondent reads the statement, interprets it, and then writes down the answer. The advantage of the questionnaire is that it is efficient; it can be given to participants in a short time, and it is anonymous, so that respondents can be open and do not feel pressured to give answers. Questionnaires are considered the best method for researching personal attitudes and opinions in certain situations because respondents are the ones who know themselves best. The questionnaire used in this study is the classic DISC Person Analysis Response.

D Research Instrument

DISC was adapted based on William Moulton Marston's model by using four key behavioral factors, namely Dominance, Influence, Steadiness and Compliance which became known as DISC. This measurement tool consists of 24 items. The response given was that each column contained four statements, so the subject was asked to choose the one statement that best describes himself (most) and the one statement that least describes him (least).

E Reliability and Validity

To find out the consistency of this measuring instrument, researchers conducted a reliability test using the Alpha Cronbach technique. According to Azwar (2012), reliability is considered satisfactory if the coefficient value is ≥ 0.700 . From the results of the reliability test on the DISC measuring instrument, it has a reliability coefficient of 0.950 and is considered reliable in the DISC measurement in this assessment.

Furthermore, according to Azwar (2012), validity comes from the word validity, which means the extent to which the accuracy of a measuring instrument (test) performs its measuring function. A test with high validity will not only carry out its measuring function precisely but also with high accuracy, namely accuracy in detecting small differences in the attributes it measures. Azwar (2012) states that the type of validity based on the method of estimation, which is adjusted to the nature and function of each test, can be classified into three broad categories, namely content validity, construct validity, and criterion-based validity.

The validity that will be estimated in this assessment is predictive validity. Predictive validity is a type of criterion-based validity. Predictive validity indicates the extent to which a test can predict how a person performs a planned task or job prospect (in Sukardi, 2011). Prediction means forecasting, so a test is said to have predictive validity if it has the ability to predict what will happen in the future.

Knowing the level of validity of the forecast is done by looking for the correlation coefficient. Nurgiyantoro (in Nofiar, 2009) states that the correlation coefficient ranges from -1.0 to +1.0, which indicates a perfect correlation and a perfect alignment. In the DISC measuring instrument used in this assessment, the items for each DISC factor are in the correlation range between 0.550 to 0.730, which means that the correlation coefficient on the DISC measuring instrument is categorized as perfect.

Table 1. Correlation Coefficient Test Results

| DISC Factor | Coefficient Correlation (-1.0 s.d +1.0) | Explanation |
|-------------------|--|-------------|
| <i>Dominance</i> | 0,728 | Perfect |
| <i>Influence</i> | 0,645 | Perfect |
| <i>Steadiness</i> | 0,730 | Perfect |
| <i>Compliance</i> | 0,550 | Perfect |

F Analysis of Results and Interventions

Based on the background of this research, namely increasing group cooperation in an effort to achieve effective communication in groups, DISC provides an understanding and description of the personality and work behavior style of each group member, especially in the HCMS Division at PT. ABC. The results of the interpretation in the form of the DISC quadrant, which can be used as design material in conducting interventions, can be seen in Figure 3.

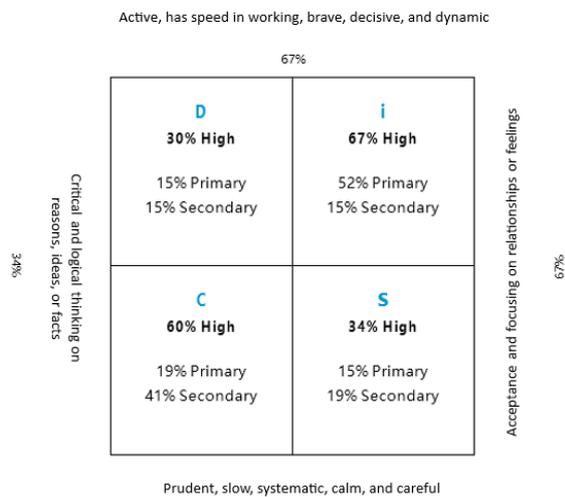


Fig. 3. HCMS Division DISC Quadrant

The DISC quadrant in Figure 3 shows the percentage of employees in the HCMS Division of PT. ABC in each of the DISC behavioral factors. Viewed from the top and bottom sides of the quadrant image, it shows that the percentage of employees on the top side is higher by 67%. This means that employees at the HCMS Division of PT. PLN (Persero) Head Office are active employees and work dynamically, which affects the fast work tempo. In addition, on the right and left sides of the quadrant image, the percentage of employees on the right side is higher by 67%, which illustrates the behavior of employees who focus on relationships with others, so they tend to accept and please others in establishing relationships. It should be noted that an individual may be classified as more than one DISC style.

Sub Division in the HCMS Division

Within the HCMS Division, there are seven sub-divisions consisting of the Budget Sub Division, Corporate Culture Sub Division, HCMS Sub Division, Industrial Relations Sub Division, Employee Performance Management Sub Division, Knowledge Management Sub Division, and Employee Performance System Development Sub Division. From the seven sub-divisions, the results of the interpretation of the measurement tool used by the researcher, DISC, will be explained. The resulting interpretation is in the form of a graph that contains the results of a comparison of the behavior style of the group with the sub-groups that can be used as material for designing interventions, so it is expected that human resource management will be right on target due to the use of sub-divisions as the main focus, which is a component of the HCMS Division.

• **Budget Sub-Division**

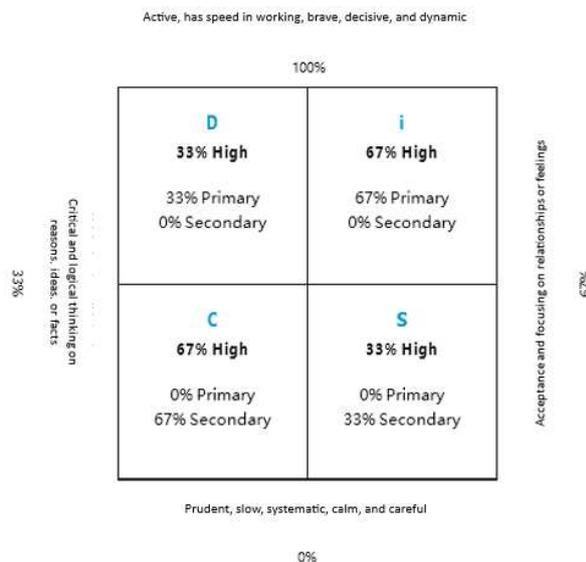


Fig. 4. Budget Sub-Division Quadrant

The DISC quadrant in Figure 4 shows the percentage of employees in the Budget Sub Division of PT. ABC in each of the DISC behavioral factors. Viewed from the top and bottom sides of the quadrant image, it shows that the percentage of employees on the top side is 67% higher. This can be interpreted as meaning that the employees in the subdivision of Budget PT. ABC are active employees and work dynamically, which influences the fast work tempo. In addition, on the right and left sides of the quadrant image, the percentage of employees on the right side is higher by 67%, which illustrates the behavior of employees who focus on relationships with others, so they tend to accept and please others in establishing relationships. It should be noted that an individual may be classified as more than one DISC style.

• **Sub Division of Corporate Culture**

The DISC quadrant in Figure 5 shows the percentage of employees in the Corporate Culture Sub Division of PT. PLN (Persero) Head Office in each of the DISC behavior factors. Viewed from the top and bottom sides of the quadrant image, it shows that the percentage of employees on the top side is 67% higher. This can be interpreted as meaning that employees in the ABC Corporate Culture Sub Division are active employees and work dynamically, which affects the fast work tempo. In addition, on the right and left sides of the

quadrant image, the percentage of employees on the right side is 100% higher, which illustrates the behavior of employees who focus on relationships with others, so they tend to accept and please other people in establishing relationships. It should be noted that an individual may be classified as more than one DISC style.

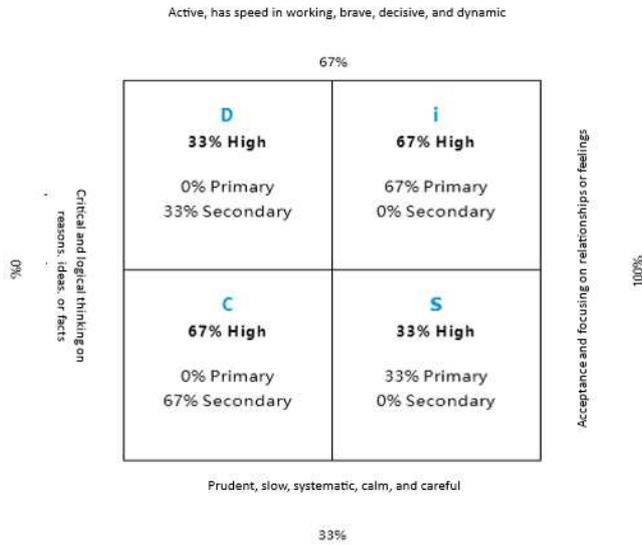


Fig. 5. Sub Division of Corporate Culture DISC Quadrant

• **HCMS Sub Division**

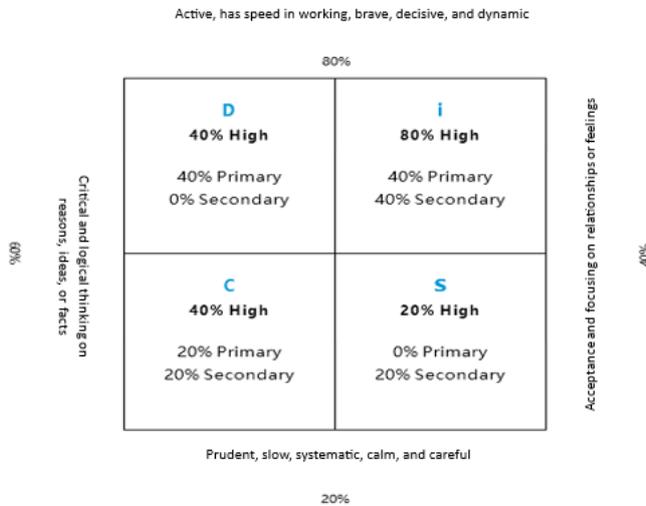


Fig. 6. HCMS Sub Division DISC Quadrant

The DISC quadrant in Figure 6 shows the percentage of employees in the HCMS sub-division of PT. ABC in each of the DISC behavioral factors. Viewed from the top and bottom sides of the quadrant image, it

shows that the percentage of employees on the top side is 80% higher. This can be interpreted to mean that employees in the HCMS PT. ABC Sub Division are active and work dynamically, which influences the fast work tempo. Meanwhile, on the right and left sides of the quadrant image, the percentage of employees on the left side is higher by 60%, which illustrates that employees in the HCMS Sub Division have a critical and logical way of thinking so that accepting and creating new ideas will depend on facts and data. If it is related to the results of the quadrants for all employees of the HCMS Division (Figure 3), this can mean that employees in the HCMS Sub Division will need adjustments in their way of thinking with groups that are useful for increasing the effectiveness of group communication. It should be noted that an individual may be classified as more than one DISC style.

• **Industrial Relations Sub Division**

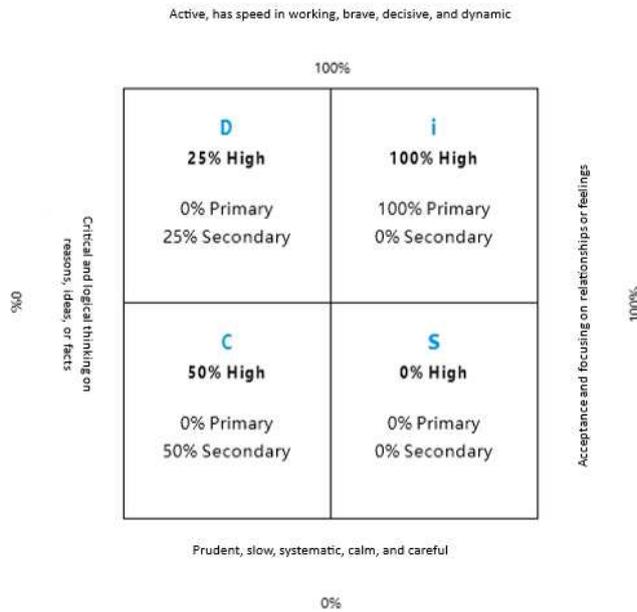


Fig. 7. Industrial Relations Sub Division DISC Quadrant

The DISC quadrant in Figure 7 shows the percentage of employees in the Industrial Relations Sub Division of PT. ABC in each of the DISC behavioral factors. Viewed from the top and bottom sides of the quadrant image, it shows that the percentage of employees on the top side is 100% higher. This can be interpreted as meaning that all employees in the Industrial Relations Sub Division of PT. ABC are active employees and work dynamically, which influences the fast work tempo. In addition, on the right and left sides of the quadrant image, the percentage of employees on the right side is 100% higher, which illustrates the behavior of employees who focus on relationships with others, so they tend to accept and please other people in establishing relationships. It should be noted that an individual may be classified as more than one DISC style.

• **Employee Performance Management Sub Division**

The DISC quadrant in Figure 8 shows the percentage of employees in the Employee Performance Management Sub Division of PT. ABC in each of the DISC behavioral factors. Viewed from the top and

bottom sides of the quadrant image, it shows that the percentage of employees on the lower side is 60% higher. This can be interpreted as the employees at the Employee Performance Management Sub Division of PT. PLN (Persero) Head Office working systematically to minimize the possibility of errors. However, caution in doing the work will affect the working tempo, which is quite slow. If it is associated with the results of the HCMS Division's DISC quadrant, a relatively slow work tempo will hinder the effectiveness of group work results, so adjustments are needed by employees of the Employee Performance Management Sub Division to achieve group effectiveness.

In addition, on the right and left sides of the quadrant image, the percentage of employees on the left side is higher by 60%, which illustrates that employees in the Group Performance Management Sub Division have a critical and logical way of thinking so that accepting and creating new ideas will depend on facts and data. If it is related to the results of the quadrants for all HCMS Division employees (Figure 3), this can mean that employees in the Employee Performance Management Sub Division will need adjustments in their way of thinking with groups that are useful for increasing the effectiveness of group communication. It should be noted that an individual may be classified as more than one DISC style.

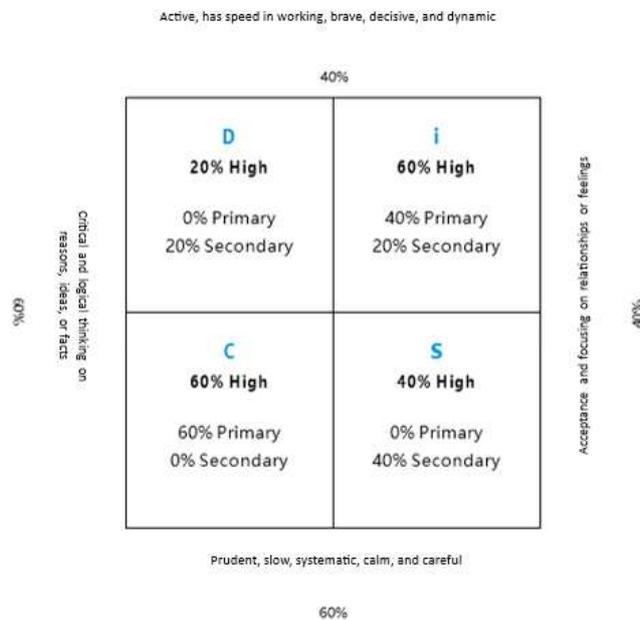


Fig. 8. Employee Performance Management Sub Division DISC Quadrant

• **Knowledge Management Sub Division**

The DISC quadrant in Figure 9 shows the percentage of employees in the Knowledge Management Sub Division of PT. ABC in each of the DISC behavioral factors. Viewed from the top and bottom of the quadrant image, it shows a balanced percentage of employees. On the upper side of 50% and the lower side of 50%. This can be interpreted as meaning that employees in the Knowledge Management Sub Division have a combined way of working. At certain times and tasks, the way of working that can be raised is active and dynamic, so that the work tempo tends to be fast. However, sometimes the way of working that is raised will be inversely proportional to being careful, so that it affects the slow working tempo. In addition, on the right and left sides of the quadrant image, the percentage of employees on the right side is higher by 75%, which

illustrates the behavior of employees who have a focus on relationships with other people so that it is related to acceptance in the aspect of feelings. It should be noted that an individual may be classified as more than one DISC style.

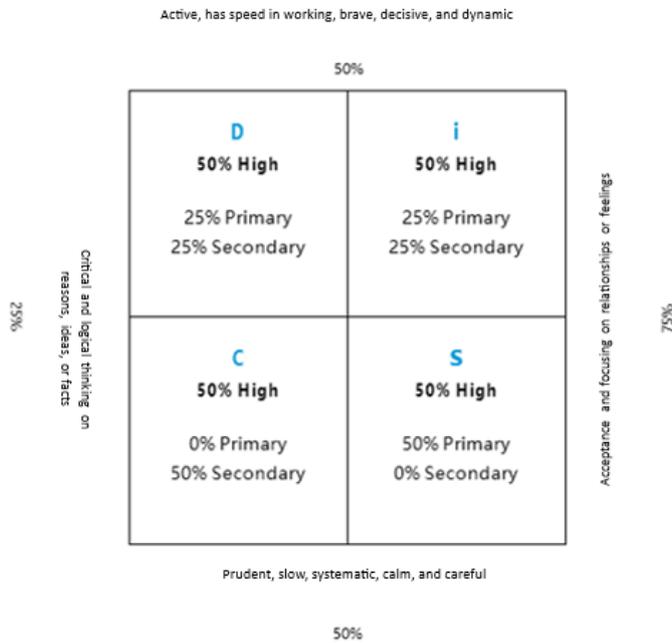


Fig. 9. Knowledge Management Sub Division DISC Quadrant

• **Employee Performance System Development Sub Division**

The DISC quadrant in Figure 10 shows the percentage of employees who are in the Employee Performance System Sub Division of PT. ABC Head Office for each of the DISC behavior factors. Viewed from the top and bottom sides of the quadrant image, it shows that the percentage of employees on the lower side is 66% higher. This can be interpreted as an employee in the Employee Performance System Sub Division of PT. ABC Head Office who works systematically to minimize the possibility of errors. However, caution in doing the work will affect the working tempo, which is quite slow. If related to the results of the HCMS Division's DISC quadrant, a relatively slow work tempo will hinder the effectiveness of group work results, so adjustments are needed by employees of the Employee Performance Management Sub Division to achieve group effectiveness.

In addition, on the right and left sides of the quadrant image, the percentage of employees on the right side is higher by 66%, which illustrates the behavior of employees who have a focus on relationships with others, so they tend to accept and please others in establishing relationships. It should be noted that an individual may be classified as more than one DISC style.

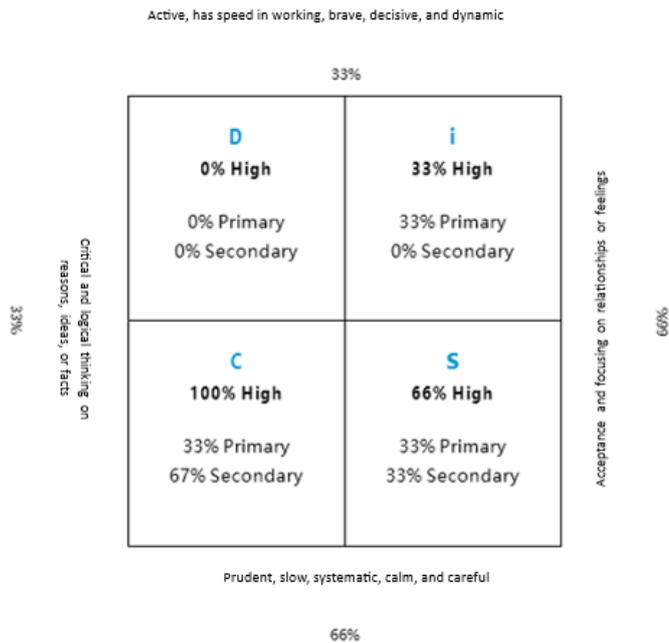


Fig. 10. Employee Performance System Development Sub Division Quadrant

4. Conclusion

From the results of the interpretation above, the researcher concludes that some other employees of PT. ABC HCMS Division who are not included in the influence on work behavior will need adjustments with the group. Therefore, researchers designed an intervention program in the form of team coaching that is expected to provide changes in the knowledge, skills, and attitudes of each group member. So, the goal of improving the effectiveness of group communication can be achieved.

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