

QCC (Quality Control Circle) sebagai program intervensi untuk meningkatkan team innovation pada kasus PT. UT = QCC (Quality Control Circle) as the intervention program to increase team innovation in the case of PT. UT

Ertrina Wulaningtyas, author

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Abstrak

[ABSTRAK

Penelitian ini bertujuan untuk mengembangkan suatu intervensi yang bertujuan mengatasi permasalahan mengenai Team Innovation yang kurang berjalan dengan baik pada PT UT dalam menjalankan program continuous improvement sebagai bagian dari usaha pencapaian visi PT UT menjadi perusahaan berbasis solusi. Penelitian ini dilakukan dengan pendekatan kuantitatif dengan teknik pengambilan data menggunakan kuesioner yang terisi oleh 72 karyawan pada level kepala departemen cabang dan jobsite. Kuesioner dikembangkan berdasarkan alat ukur Team Innovation (Jackson, 1995), Multifactor Leadership Questionnaire (Avolio & Bass, 2004), dan Team Climate (Anderson & West, 1998). Kuesioner telah melalui modifikasi oleh peneliti yang kemudian diuji coba dan dianalisis itemnya hingga didapat bahwa keseluruhan itemnya valid. Dari hasil penelitian didapat bahwa Transformational Leadership memiliki pengaruh yang lebih besar terhadap Team Innovation dibandingkan Team Climate dengan nilai Beta dan Sig sebesar 0,673 dan 0,000 untuk variabel Transformational Leadership serta 0,207 dan 0,067 untuk variabel Team Climate. Melalui peninjauan lebih dalam, diketahui bahwa dimensi dari variabel Transformational Leadership yang paling rendah adalah Inspirational motivation dan Intellectual Stimulation. Hasil tersebut menunjukkan bahwa karyawan PT UT khususnya cabang dan jobsite belum merasa pimpinannya dapat membangkitkan motivasi mereka untuk bekerja lebih baik, belum menemukan tantangan dalam pekerjaan mereka sehari-hari untuk mencapai target bersama, serta kurangnya bimbingan dari pimpinan dalam hal stimulasi pola pikir kreatif dalam menyelesaikan masalah. Untuk itu, dirancang program intervensi untuk meningkatkan kemampuan pimpinan cabang dan jobsite untuk membangkitkan motivasi bawahan serta memberikan arahan dalam proses berpikir kreatif untuk penyelesaian masalah. Desain intervensi yang direkomendasikan adalah berupa pemberian tugas fasilitasi kelompok QCC untuk membuat sebuah improvement project di level cabang maupun jobsite yang sebelumnya diberikan pelatihan sebagai pembekalan untuk proses fasilitasi selama enam bulan ini.

ABSTRACT

This study aims to develop an intervention to overcome the problems of the poorly executed Team Innovation In PT UT, as part of a continuous improvement efforts in achieving the company's vision-to be a 'solution driven company'. This study was conducted with a quantitative approach with data collection techniques using questionnaires filled by 72 employees at the level of department heads of UT branches& jobsites. The

questionnaire was developed based on Team Innovation (Jackson, 1995), Multifactor Leadership Questionnaire (Avolio & Bass, 2004), and Team Climate (Anderson & West, 1998). The questionnaire has been through a modification process then tested and analyzed to the result that the items are entirely valid. As shown from the results that transformational leadership had greater influence on Team Innovation than Team Climate with the value of Sig and Beta of 0.673 & 0.000 for the Transformational Leadership and 0.207 & 0.067 for Team Climate. Through a deeper review, it was known that from the dimensions of Transformational Leadership, Intellectual Stimulation and Inspirational Motivation had the least score. These results indicate that most of employees of PT UT located in branches and jobsites were not well motivated by their leaders as well as having a lack of guidance in terms of stimulating the creative mindset in solving problems.

Therefore, intervention programs were designed and recommended to improve the ability of the Branch and Jobsites Managers to rise the motivation of their subordinates and to provide guidance in the process of creative thinking for problem solving. The intervention that was recommended to PT UT was an act of facilitating QCC teams in making an improvement project at branch and jobsite level, by previously giving a series of training to Branch & Jobsite Managers as a debriefing training for facilitation process.; This study aims to develop an intervention to overcome the problems of the poorly executed Team Innovation In PT UT, as part of a continuous improvement efforts in achieving the company's vision-to be a 'solution driven company'. This study was conducted with a quantitative approach with data collection techniques using questionnaires filled by 72 employees at the level of department heads of UT branches& jobsites. The questionnaire was developed based on Team Innovation (Jackson, 1995), Multifactor Leadership Questionnaire (Avolio & Bass, 2004), and Team Climate (Anderson & West, 1998). The questionnaire has been through a modification process then tested and analyzed to the result that the items are entirely valid. As shown from the results that transformational leadership had greater influence on Team Innovation than Team Climate with the value of Sig and Beta of 0.673 & 0.000 for the Transformational Leadership and 0.207 & 0.067 for Team Climate. Through a deeper review, it was known that from the dimensions of Transformational Leadership, Intellectual Stimulation and Inspirational Motivation had the least score. These results indicate that most of employees of PT UT located in branches and jobsites were not well motivated by their leaders as well as having a lack of guidance in terms of stimulating the creative mindset in solving problems.

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