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## **WORK GROUP DYNAMICS IN TECHNOLOGY START-UP COMPANIES**

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### **Abstract**

This research explores work group dynamics in technology startup companies, focusing on factors influencing team performance and innovation. Literature review reveals that tech startups are characterized by flat structures, role flexibility, collaborative culture, and pressure to innovate quickly. Analysis uncovers several key factors in group dynamics. Team composition, including skill and personality diversity, significantly impacts creativity and problem-solving. Clear communication, periodic feedback, and knowledge sharing enhance team learning. Supportive leadership that encourages autonomy and risk-taking is crucial in creating an innovation culture. However, startup teams face challenges such as role ambiguity, interpersonal conflicts, and over-reliance on key individuals. Time pressure and high workloads can cause stress and burnout. Through SWOT analysis, the research suggests proactive strategies to address these challenges. By understanding factors supporting effective teams, startups can position themselves for innovation and sustainable growth. The study highlights the complexity of work group dynamics in technology startups, emphasizing that understanding and managing team interactions is critical for organizational success. It calls for further research to develop strategies for maintaining positive group dynamics in the rapidly evolving startup environment.

***Keywords: work group dynamics; technology startups; innovation; leadership; SWOT analysis***

### **Abstrak**

Penelitian ini mengeksplorasi dinamika kelompok kerja dalam perusahaan rintisan teknologi, dengan fokus pada faktor-faktor yang memengaruhi kinerja

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tim dan inovasi. Tinjauan literatur menunjukkan bahwa startup teknologi dicirikan oleh struktur yang datar, fleksibilitas peran, budaya kolaboratif, serta tekanan untuk berinovasi secara cepat. Analisis mengungkap beberapa faktor kunci dalam dinamika kelompok. Komposisi tim, termasuk keberagaman keterampilan dan kepribadian, secara signifikan memengaruhi kreativitas dan pemecahan masalah. Komunikasi yang jelas, umpan balik berkala, serta berbagi pengetahuan meningkatkan pembelajaran tim. Kepemimpinan yang suportif, yang mendorong otonomi dan keberanian mengambil risiko, sangat penting dalam menciptakan budaya inovasi. Namun, tim startup menghadapi tantangan seperti ambiguitas peran, konflik interpersonal, dan ketergantungan berlebih pada individu kunci. Tekanan waktu dan beban kerja tinggi dapat menyebabkan stres dan kelelahan. Melalui analisis SWOT, penelitian ini mengusulkan strategi proaktif untuk mengatasi tantangan tersebut. Dengan memahami faktor-faktor yang mendukung tim yang efektif, startup dapat memposisikan diri untuk mencapai inovasi dan pertumbuhan berkelanjutan. Studi ini menyoroti kompleksitas dinamika kelompok kerja dalam startup teknologi, serta menekankan bahwa pemahaman dan pengelolaan interaksi tim sangat penting bagi keberhasilan organisasi. Penelitian ini juga mendorong studi lanjutan untuk mengembangkan strategi dalam menjaga dinamika kelompok yang positif di lingkungan startup yang terus berkembang pesat.

**Kata kunci:** dinamika kelompok kerja; startup teknologi; inovasi; kepemimpinan; analisis SWOT

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## Introduction

Technology startup businesses are now a significant component of the modern economy due to their quick expansion and ongoing innovation (Kitsios et al., 2021). Workgroup dynamics play a critical role in the success and expansion of tech businesses (Xiong et al., 2021). First, it's critical to realize that teams at tech startups typically (Bernhard Tewal, Adolfin, Merinda, Pandowo, 2020) include

individuals with a variety of backgrounds and skill levels (Deti et al., 2023). Developing group members' synergy might be a special task (Teruel-Sánchez et al., 2021). With effective management, these distinctions can be leveraged to boost creativity and innovation (Sjioen et al., 2023). Startups in the technology sector (Redd, 2021) frequently require assistance in leading teams in a world that is changing quickly (Safanta et al., 2019). The dynamics of the work group have a

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significant impact on the productivity (Listyorini, 2024) and general success of the business (Fatharani & Wirasari, 2024). The dynamics of the group under study were classified as low by prior research because the group's goals (Cudjor et al., 2024) and structure were not specifically developed, its functions and tasks were not operating at their best, its coaching and development remained (Ramsaroop & Petersen, 2020) and there was no positive group pressure (Inta P.N. Damanik, 2013). One of the primary issues that frequently emerges in the dynamics of work groups in technology startup organizations is a lack of effective communication (Sharma et al., 2021).

One important aspect of work group dynamics is communication (Wahyu Utomo et al., 2024). Effective communication between group members can increase collaboration, encourage the exchange of ideas, and increase shared understanding (Ujunwa, 2024). Startup companies, which are often founded by individuals or groups with innovative ideas (Sabri, 2019), have an important role in stimulating innovation (Sjioen et al., 2023), creating jobs, as well as encouraging overall economic growth (Sudaryono et al., 2020). At the time of founding, the founder's idealism will be more

prominent than other roles, so other organizational members will try to follow the founder's work pattern. In addition to communication, workgroup dynamics are significantly influenced by leadership (Ardiyani Zahra Alya, 2024). Strong and inspiring leadership may motivate team members, advance common objectives, and foster a cooperative work atmosphere (Prayogo, 2020). Adaptive and innovative leadership is needed in the context of technology startups to face the ever-changing challenges in a dynamic industry (Adiansah et al., 2019). An open and inclusive work culture can also influence work group dynamics in technology startup companies. According to research by Edmondson (2019) In the workplace, a culture that values openness and diversity can boost innovation and creativity. According to Lopus (2019), technology startups can boost overall performance and productivity by fostering an atmosphere where each group member feels appreciated and recognized (Lopus et al., 2019).

Group dynamics is the study of group behavior, including the nature of groups, patterns of interaction, relationships between members, and how groups develop over time. Several important points regarding group dynamics: (1) Member interactions - how group

members communicate with each other, cooperate, and resolve conflict, (2) Group structure - the group's roles, norms, status, and leadership, (3) Decision-making process - how the group reaches consensus or makes choices, (4) Group cohesion - the degree to which members feel bonded to each other and are motivated to remain in the group, (5) Group development - the stages a group goes through from its initial formation to its dissolution, (6) Group influence - how membership in a group influences an individual's behavior and attitudes, (7) Group effectiveness - how well the group achieves its goals and meets the needs of its members.

Kurt Lewin in Sjoen (2023) emphasizes the importance of group dynamics, referring to the level of connection and unity between group members and how these changes can affect group interactions and performance (Sjoen et al., 2023). Meanwhile, Irvin Yalom identified factors influencing group dynamics in group therapy, such as trust, psychological safety, identification, and confrontation, as important aspects of understanding how groups operate and develop. The problems in startups that are the object of research based on interviews with employees are (1) role ambiguity,

(2) interpersonal conflict, (3) burnout or long working hours and high work demands, and (4) ineffective and frequent communication. Different meanings, (5) lack of structure and process, (6) dependence on one key individual in the office, (7) pressure to keep innovating, (8) cultural clashes, (9) lack of diversity, (10) scalability challenges, ten problems occur in group dynamics in the object of this research. Based on previous research and problems found in startup companies, the author is interested in researching Work Group Dynamics In Technology Startup Companies.

### **Literature Review Work Group Dynamics**

Work group dynamics refers to the patterns of interaction within work groups that shape members' behaviors, relationships, and collective effectiveness in achieving shared objectives (Hinterhuber, 2024). Drawing on Lewin's group dynamics theory, individual behavior in organizational settings is understood as a function of the interaction between individuals and their social environment. Within work groups, these interactions manifest through the development of roles, norms, communication structures, and interpersonal relationships, all of

which evolve over time and influence group functioning. The processual nature of work group dynamics is further explained by Tuckman's model of group development, which outlines the stages of forming, storming, norming, performing, and adjourning (Amornpinyo, 2018). Each stage represents distinct interaction patterns and levels of conflict and cooperation, highlighting the importance of effective conflict management and trust-building for sustained group performance. Role clarity, effective communication, and group cohesiveness are central mechanisms through which work group dynamics enhance coordination, commitment, and overall performance.

Leadership plays a pivotal role in shaping these dynamics by influencing how group members interact and engage with one another (Gliddon, 2010). Participative and supportive leadership styles have been shown to foster psychological safety, strengthen cohesion, and facilitate collaborative behaviors (Puspita & Claudia, 2024). Accordingly, work group dynamics can be conceptualized as an integrative construct encompassing social interaction, role structure, communication processes, and leadership influence, collectively determining the effectiveness and

performance of work groups in organizational contexts (Venkateswarlu et al., 2020).

### **Start Up**

A startup is commonly defined as a newly established organization designed to search for a scalable, repeatable, and sustainable business model under conditions of high uncertainty (Blank & Dorf, 2012; Ries, 2011). Unlike traditional firms, startups operate in dynamic and rapidly changing environments, requiring continuous experimentation, rapid learning, and adaptive decision-making. This high level of uncertainty makes flexibility, innovation, and speed critical determinants of startup survival and growth.

From a theoretical perspective, the Lean Startup Theory emphasizes iterative development through build-measure-learn cycles, allowing startups to test assumptions, minimize waste, and respond quickly to market feedback (Ries, 2011). Complementing this view, Dynamic Capabilities Theory suggests that startups must develop the ability to sense opportunities, seize them, and reconfigure resources to remain competitive in volatile markets (Teece, 2007). These capabilities enable startups to adjust strategies, innovate products, and realign internal

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processes in response to environmental changes. Organizational theories further highlight the importance of human capital and team dynamics in startup contexts. Due to limited resources and flat organizational structures, startups rely heavily on small work groups where collaboration, shared vision, and effective leadership play a crucial role. Strong work group dynamics facilitate knowledge sharing, creativity, and collective problem-solving, thereby enhancing innovation performance and organizational effectiveness. Consequently, startups can be conceptualized as agile organizations in which strategic adaptability, innovation-oriented culture, and effective team dynamics jointly shape performance and long-term sustainability.

**Methods**

In this writing, qualitative research explores and provides a deeper view of the original problems that occurred (Sugiyono, 2022). Qualitative research aims to understand social phenomena from a deeper perspective, explore meaning, and explain the complexity of the social context. Researchers use this method to describe the dynamics of technology startup company groups filled with various internal

conflicts. This research was also carried out descriptively, which aims to describe a phenomenon or situation without manipulating variables. The main goal is to provide a detailed description of the characteristics or properties of an object, event, or population (Sugiyono, 2022). The steps in this research are as follows:

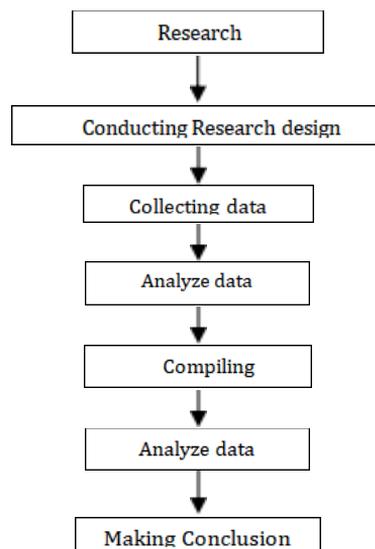


Figure 1: Research steps  
Source: Author ( 2025)

In this research, two types of data will be used in the research, namely: (1) Primary Data, collected by the researchers themselves for research needs through interviews, observations, and questionnaires, and (2) Secondary Data, which comes from scientific journals, textbooks, BPS website, internet, and other

sources related to this research. The research object is a startup company operating in application development technology with 23 employees. All employees were the sample in this research because the numbers were small and were categorized as a saturated sample.

In this research, to achieve the group dynamics results expected in a technology startup company, the analysis steps are as follows (1) Conduct a SWOT

analysis, (2) Implement a SWOT strategy and (3) Link the SWOT analysis results to the group dynamics expected from the technology startup company itself.

## **RESULTS AND DISCUSSION**

### **SWOT Analysis**

The first step in this research is to determine the SWOT analysis of the technology startup company.

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Tabel 1 : SWOT Analysis

Strength	Opportunity
<ol style="list-style-type: none"> <li>1. Talented and experienced founding team with a track record of innovation.</li> <li>2. Innovative products or services that solve real problems or fulfil unmet market needs.</li> <li>3. Proprietary technology or unique approach that provides a competitive advantage.</li> <li>4. A startup culture that is agile, flexible, and growth-oriented.</li> <li>5. An enthusiastic and loyal initial customer base.</li> </ol>	<ol style="list-style-type: none"> <li>1. Rapid market growth and increasing demand for innovative technology solutions.</li> <li>2. Technological advances that enable product development or new market expansion.</li> <li>3. Industry trends or regulatory changes that create new opportunities.</li> <li>4. Strategic partnerships or alliances with established companies to increase credibility and reach.</li> <li>5. International expansion into new markets with unmet demand.</li> </ol>
Weakness	Threat
<ol style="list-style-type: none"> <li>1. Limited financial resources compared to established companies.</li> <li>2. Lack of brand recognition and credibility in the market.</li> <li>3. Untested infrastructure or operational capacity to support rapid growth.</li> <li>4. Reliance on a small number of key individuals for critical expertise or leadership.</li> <li>5. Difficulty in attracting and retaining top talent competing with more established companies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Tough competition from other startups as well as established technology companies.</li> <li>2. The threat of new entrants with disruptive business models or substitute technologies.</li> <li>3. Rapid changes in consumer tastes or needs that require rapid adaptation.</li> <li>4. Challenges in securing continued funding to sustain operations and growth.</li> <li>5. Cybersecurity risks, data breaches, or reputation-damaging privacy issues</li> </ol>

Source: processed by the author (2025)

The next step is to formulate the strategy obtained from the SWOT in Table 1:

### **Strength-Opportunity (SO) Strategy:**

The SO strategy looks at the strengths and opportunities obtained by technology startup companies; the first thing that needs to be done is to capitalize on the team's expertise and proprietary technology to develop new products or features that meet unmet market demand. Then, leverage its agile startup culture to quickly enter new markets or

customer segments and pursue strategic partnerships with established companies to increase credibility, reach, and scale.

### **Weakness-Opportunity (WO) Strategy**

The WO strategy uses the weaknesses and opportunities found in this technology startup company. To overcome limited financial resources, it secures additional funding through investment rounds or grants. Then, it invests in marketing and branding efforts to increase brand recognition and credibility in the

market. Finally, it gradually expands infrastructure and operational capacity to support anticipated growth.

### **Strength-Threat (ST) Strategy**

ST strategy uses existing strengths and threats, exploits technological advantages to differentiate itself from competitors, and reduces threats from new entrants. It then capitalizes on its dedicated customer base to foster brand loyalty and advocacy in the face of competition. Finally, it continues to innovate and develop new offerings to stay one step ahead of changing customer needs.

### **Weakness-Threat (WT) Strategy**

Strategy WT implements talent retention programs and incentives to attract and retain key employees. It develops contingency plans to secure alternative funding if necessary to maintain operations. It prioritizes cybersecurity and data privacy initiatives to protect against potential breaches and reputational damage.

To better understand the need for group dynamics in technology startups, the necessary survival strategies are: (1) Focus on a specific market niche or customer segment where the startup has a unique competitive advantage. Align all resources and

efforts to provide the best value and solution for this target audience. (2) Differentiation strategy: developing a unique value proposition and premium customer experience that differentiates the startup from competitors and leveraging proprietary technology and expertise to create products and services that are difficult to imitate, and (3) Collaboration strategy: proactively seeking collaboration opportunities with other startups, research institutions, or industry partners and utilizing combined strengths and resources to develop innovative offerings and increase competitiveness.

In implementing this strategy, technology startup companies must remain agile, adaptive, and responsive to market changes. They must continually monitor and reevaluate their SWOT position, adjusting their strategy. Moreover, effective execution is as important as strategy formulation. Startups must develop a clear roadmap, align their teams, and strategically allocate resources to translate their vision into action and real results. By adopting a thoughtful and proactive approach to strategic planning, technology startup companies can position themselves for success in a dynamic and competitive ecosystem. By

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leveraging their strengths, overcoming weaknesses, exploiting opportunities, and mitigating threats, they can navigate challenges and achieve sustainable growth.

As described in the introduction, the group dynamics that occur in technology startup companies explain that several problems become obstacles for employees to develop. There are ten problems faced by employees, namely (1) role ambiguity, (2) interpersonal conflict, (3) burnout or long working hours and high work demands, (4) ineffective

communication and often different meanings, (5) lack of structure and processes, (6) dependence on one key individual in the office (7) pressure to keep innovating, (8) cultural clashes, (9) lack of diversity, (10) scalability challenges. These ten problems are sorted based on a priority scale that must be addressed immediately; this is done to avoid further protracted group dynamics, thereby disrupting the company's performance. Based on the results of the questionnaire distributed, the following data was obtained:

**Tabel 2** Table 2: Priority Percentage of Problems

	<b>Problems</b>	<b>Priority percentage</b>
1.	Role ambiguity	25%
2.	Interpersonal conflict	70%
3.	Burnout	90%
4.	Communication is ineffective	89%
5.	Lack of structure and process	79%
6.	Dependence on the individual	92%
7.	Pressure to keep innovating	90%
8.	Cultural clash	67%
9.	Lack of diversity	59%
10.	Scalability challenges	58%

Source: processed by the author, 2025

The questionnaire results found that Dependence on individuals (92%) is the highest thing that disrupts group dynamics. It needs to be a major concern because it causes unequal teamwork if this individual cannot attend and makes other individuals unable to develop. The next priority is burnout and pressure to continue to innovate, each of which received a score of 90%; this shows that this interferes with the

workgroup's performance. Effective communication (89%), lack of structure and process (79%), interpersonal conflict (70%), and diversity disputes (67%) are the things that disrupt group dynamics. Moreover, next, lack of diversity (59%), scalability challenges (58%), and role ambiguity (25%) received the lowest priority scale in this problem. To deal with this problem, the SWOT analysis that

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has been discussed regarding startup companies can be used. SWOT analysis provides a framework for assessing a startup's strategic position, while group dynamics influence a startup's ability to execute that strategy. Referring to this, SWOT analysis is then used to solve group dynamics problems.

Team strength are the strength of a startup often lies in its talented and dedicated founding team and employees. Positive group dynamics, such as collaboration, communication, and trust, allow startups to take full advantage of the collective power of their teams. For overcoming weaknesses a SWOT analysis can reveal weaknesses in a startup team, such as skill gaps or interpersonal conflicts. Overcoming these weaknesses requires healthy group dynamics, such as collaborative problem-solving, constructive feedback, and a willingness to learn and adapt.

Pursue opportunities in the SWOT table above is identifying and pursuing market opportunities often requires innovative thinking, risk-taking, and agile execution from startup teams and group dynamics that encourage creativity, experimentation, and sharing ideas can help startups exploit new opportunities more effectively. Threat navigation to

avoid conflicts within the organization is through startups face a variety of external threats, from competition to market uncertainty and teams with strong group dynamics, characterized by resilience, adaptability, and mutual support, can better navigate these challenges together.

After it was formulated using a SWOT analysis combined with the problems that occurred, several views regarding group dynamics were obtained (1) Healthy group dynamics, with open dialogue, constructive debate, and consideration of diverse perspectives, can lead to better, more inclusive decision-making (2) Group dynamics characterized by shared purpose, accountability, and mutual support are critical to effective execution and (3) Group dynamics that promote learning, reflection, and continuous improvement can help startups remain agile and responsive to change.

These three points can change the dynamics of technology startup work groups, requiring common perceptions and the exchange of experiences to improve the group's sustainability. Companies that can get their employees to contribute voluntarily can comfort these employees.

**CONCLUSION**

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Work group dynamics play an important role in the success of technology startup companies. Effective, collaborative, and innovative teams are critical to navigating a dynamic environment and achieving growth. Team composition, communication, supportive leadership, and cohesion contribute to positive group performance. However, startups also face unique challenges, such as role ambiguity, interpersonal conflict, and high-stress levels, which can disrupt team dynamics. Understanding and proactively managing these factors is critical to cultivating a high-performing and resilient work group in a competitive tech startup ecosystem. Using SWOT Analysis, strategies are obtained to maintain group dynamics so the company can continue its business sustainably. Open dialogue to consider diverse perspectives, mutual support, and shared learning can make group dynamics more solid. For startup companies, technology is recommended foster a culture of collaboration and trust, clarify roles and responsibilities, invest in leadership development, prioritize team member well-being, monitor and adjust group dynamics regularly and align group dynamics with overall strategy: By implementing these suggestions, technology startups can foster positive work group

dynamics that encourage innovation, adaptability, and growth. Building high-performing, resilient teams that can grow together over time positions startups for success in complex and rapidly changing environments. The SWOT analysis creates a strategy that takes advantage of strengths and overcomes weaknesses, opportunities, and threats.

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