

## **Working Group Cohesiveness of Antecedent for Successful for Performance**

**Eliyta Pramesda Valent, Gita Sugiyarti\*, Hikmah**

Master of Management Study Program, Faculty of Economics and Business, University of 17 Agustus 1945 (UNTAG) Semarang, Indonesia

**\*Corresponding author**

*Gita Sugiyarti*

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**Abstract:** Employee performance is very important for the success of a company as a whole. The purpose of this study was to analyze and examine the effect of organizational commitment and work group cohesiveness on job satisfaction, as well as the influence of organizational commitment, work group cohesiveness, and job satisfaction on employee performance. This research was conducted by distributing questionnaires to 93 sewing operators in garment companies with a service life of 5 years or more. Data analysis is done by regression. Based on the results of the analysis there is a positive relationship between variables. There is a positive and significant influence between organizational commitment to job satisfaction with a significance value of 0.047. There is a positive and significant influence between work group cohesiveness on job satisfaction with a significance value of 0,000. Organizational commitment on employee performance with a significance value of 0.018. Cohesiveness of the work group on employee performance with a significance value of 0,000. Job satisfaction on employee performance with a significance value of 0.001 In this study it was proved that if organizational commitment and cohesiveness of work groups were high, job satisfaction was also high. Employee performance can be improved by increasing organizational commitment, job satisfaction, and cohesiveness of work groups.

**Keywords:** Employee Performance, Job Satisfaction, Work Group Cohesiveness, Organizational Commitment.

### **INTRODUCTION**

Employee performance is a description of the level task implementation achievements in an organization in realizing the goals, objectives, vision, and mission of an organization [1]. Employee performance is very important for the success of a company as a whole so that business owners need employees who are able to work effectively. If employees do not work effectively, then the company will suffer losses, for example, consumers will move to another company because they are not satisfied with the services of the company. When employees do not have good performance, this can negatively affect productivity. Poor performance does not always indicate that employees are incompetent. There may be several aspects that have not been fulfilled by the company, for example job satisfaction. Job satisfaction is an employee's emotional attitude that is fun and loves work [2].

Basically, job satisfaction is the goal of everyone in doing work. Job satisfaction is one of the important elements in the company. This is due to employees whose high job satisfaction will affect their behavior in work. Employees usually have a solid work schedule that is susceptible to stress, if the job satisfaction obtained is not in accordance with what is expected then there will be many problems, such as low employee performance, skipping, and resignation from the company. Job satisfaction is proven to have a correlation with employee performance [3, 4] or in other words there is a significant influence of job satisfaction on employee performance [5].

Work group cohesiveness can affect employee performance also. Cohesiveness of work groups in an industry or company is the basic reason for advancing the company and loyalty in employees in a company [6]. Based on research conducted [7], suggesting cohesiveness of work groups can directly affect employee performance, but also indirectly affect employee performance which is partly influenced by job satisfaction. Work group cohesiveness is a phenomenon that determines how well the group, when the group is cohesive, the group will be strong and stable [8].

From previous research, revealed that strong cohesiveness of working groups will improve employee performance [9-11]. The level of cohesiveness determines employee performance in the future [12]. Different from the others, based on research conducted by [13], revealed that cohesiveness of working groups works well in groups with

good or weak employee performance, or in other words the level of cohesiveness does not affect employee performance, which affects employees' performance a lot. years of service. Almost the same results were also presented by [14, 15], which stated that cohesiveness of work groups had a negative relationship with employee performance. This is due to a combination of work group cohesiveness and other factors such as norms, independence, and others. The cohesiveness of the working group will improve performance only if the group receives the goals of group performance.

In addition to job satisfaction and cohesiveness of work groups, organizational commitment also affects employee performance. From the research conducted by [16-18], it can be concluded that organizational commitment has a positive and significant influence on employee performance. Organizational commitment is the degree of employee trust in accepting organizational goals and will remain or not leave the organization [19, 18].

Job satisfaction, cohesiveness of work groups, and organizational commitment will equally affect employee performance. Based on research conducted by [20, 21], there is a positive and significant influence between organizational commitment to job satisfaction and employee performance, and organizational commitment has a direct influence on employee performance through job satisfaction. In addition, based on research conducted by [12, 7] shows that there is a positive and significant influence of cohesiveness of work groups with job satisfaction and performance and cohesiveness also has an indirect influence on employee performance which is partially mediated by employee job satisfaction.

Every company must pay attention to the performance of its employees, as well as the garment company. As one of the industries that play an important role in the national economy, it can be ascertained that this industry must set performance in its top priority so that the production index always rises. The garment company production index had experienced a decline in 2014 to 2016, but it had improved in 2017 [5]. To minimize production failure internally to achieve the optimal performance expected, the garment company must ensure that every employee must follow the applicable SOP. A violation of the SOP (Standard Operating Procedure) will cause the stitching to be bad, the size or spec of the garment problem, and the garment performance to be bad [22]. If the garment output is bad, then the employee's performance is also considered bad.

Based on the background above, the purpose of this study was to analyze and examine the effect of organizational commitment and work group cohesiveness on job satisfaction, as well as organizational commitment, work group cohesiveness, and job satisfaction on employee performance. The problem raised in this study is about the influence of organizational commitment and work group cohesiveness on job satisfaction, as well as organizational commitment, work group cohesiveness, and job satisfaction on performance.

## **LITERATUR REVIEW**

### **Employee Job Performance**

Employee performance does not only discuss the level of achievement or work results within a certain time limit but also see how to achieve these results must be in accordance with applicable regulations. Employee performance is the work that is achieved by a person or group of people in a company must also be in accordance with the authority and responsibility of each in an effort to achieve the company's goals legally, not violating the law, and not against moral and ethical [23, 24]. Study [25, 19] also stated that employee performance is the work that can be achieved by individuals or groups of people in an organization both quantitatively and qualitatively, in accordance with their respective authorities and responsibilities, in an effort to achieve organizational goals legally and not against the law. From several previous exposures it can be concluded that employee performance is the level of achievement of employee duties both qualitatively and quantitatively within a certain period of time to achieve the company's goals legally and not against moral and ethical. The process of achieving employee duties will be different in each individual because it is influenced by internal factors and external factors (situational). This process can be explained through several theories below

#### **1. Path Goal Theory**

This theory argues that many human behaviors are based on the desire to achieve a goal [26]. The Path Goal Theory states that employee performance is a function of the facilitating process and inhibiting process

#### **2. Attribution Theory**

According to [27], attribution theory is a theory that explains a person's behavior. In observing a person's behavior, it is seen from whether it is generated internally (eg ability, knowledge or effort) or external (eg luck, opportunity, and environment).

### **3. Expectancy Theory**

This theory is stated by [28] which states that the power that motivates a person to work hard in doing their work depends on the reciprocal relationship between what is Job needs.

Employee performance measurement relates to results that can be quantified and seek data after the event, meanwhile, employee performance indicators are used for activities that can be determined more qualitatively on the basis of observed behavior [29]. According to [19] employee performance indicators are divided into four, namely:

- Quality of work.
- Quantity of work.
- Working time.
- Cooperate with colleagues.

### **Job Satisfaction**

Job satisfaction is a general attitude towards someone's work that shows the difference between the number of awards received by workers and the amount they believe they should receive and can also be defined as a match between one's expectations arising from the rewards provided by work [30, 31]. Job satisfaction is discussed in various theories, including those

#### **1. Maslow's theory**

This theory proposed by [25] states that human needs are tiered or multilevel, starting from the lowest level to the highest. This level is (1) physiological needs, namely basic human needs in order to survive, such as food, clothing and housing. (2) Safety needs, including security in work, (3) Social needs, needs for sense of belonging, social and love said, (4) Self actualization, self potential.

#### **2. Alderfer's Existence-Relatedness-Growth ERG**

Alderfer, C. P. [32] divides the hierarchy of human needs into three levels as follows: (1) Existence, human needs for food, air, salary, water, working conditions. (2) Linkages of needs for good social and interpersonal relationships. (3) Growth; individual needs to contribute to other people or organizations by empowering their creativity, potential and abilities.

#### **3. Two-Factor Theory from Herzberg**

The two-factor theory was developed by using Abraham Maslow's theory as a reference point. Herzberg's theory consists of intrinsic factors or motivators that promote job satisfaction and extrinsic factors or hygiene factors that cause job dissatisfaction.

#### **4. Value Theory**

According to this theory job satisfaction occurs at the level where the work is received by the individual as expected. The more people receive results, the more satisfied and vice versa. The key to satisfaction with this theory is the difference between the aspects of the work that is owned by what one wants, the greater the difference, the lower the satisfaction of people.

Measures of job satisfaction are absolutely difficult to determine because each individual employee has different standards of satisfaction. According to [31], job satisfaction has five dimensions, namely:

- The work itself with indicators: assignments, learning opportunities, and responsibilities
- Current salary, with indicators: payroll system and payroll justice.
- Promotional opportunities, with indicators: promotional opportunities.
- Leadership, with indicators: lead style.
- Work partners, with indicators: support among colleagues.

### **Work Group Cohesiveness**

Cohesiveness is formed because of the interest of members to enter into groups, interpersonal interests, group morals, group effectiveness, methods of solving problems, and feedback from leaders to achieve goals [33]. Cohesiveness is a dynamic process that reflects the tendency of team members together to remain united in working together to achieve goals [5]. From this definition it can be concluded that cohesiveness is formed because of the interest to enter into a group and the existence of intensive interaction and together perform certain tasks to achieve goals.

From the above definition, it can be seen that cohesiveness sounds two aspects, namely social cohesion and task cohesion. Social cohesiveness refers to the preference between team members and the pleasure between team members

towards the team they have. This dimension is more of an interpersonal interest while task cohesiveness represents teamwork to carry out a specific and specific task [33]. Suggests that there are four indicators that influence group cohesiveness, namely:

- Social strength.
- Unity in groups.
- Attraction.
- Group cooperation

### **Organizational Commitment**

Organizational commitment is the identification and involvement of someone who is relatively strong towards the organization. According to [34], organizational commitment is a psychological bonding of employees to an organization that is characterized by strong trust and acceptance of the goals and values of the organization, willingness to strive to achieve organizational interests, and a strong desire to maintain a member organization. The commitment process will discuss how a commitment from an employee working in an organization arises. The commitment process model that is often used in analysis is the model of Mowday, Steers, and Porter which presents a commitment process model that is conceptually differentiated into three stages as follows:

- Organizational entry, relating to the selection of employees for the organization to be entered.
- Organizational commitment, is the stage where employees determine the depth of this organization in the depth of employee identification with organizational goals and the desire to work hard in maintaining the organization's mission
- Propensity, is how the tendency for employees with low organizational commitment will have a large tendency to leave the organization.

Allen, N. J *et al.*, [34] propose three components of the organizational commitment model, namely:

- Affective commitment, is an emotional bond, identification and involvement in an organization.
- Continuance commitment, member commitment based on consideration of what must be sacrificed if they leave the organization.
- Normative commitment, individual beliefs about moral responsibility towards the organization. Individuals remain in an organization because they feel obliged to be loyal to the organization. Something that encourages members.

## **INFLUENCE BETWEEN VARIABLES**

### **The Effect of Organizational Commitment to Job Satisfaction**

Organizational commitment with job satisfaction has a close relationship and there is a significant influence on organizational commitment to job satisfaction [35], because increasing organizational commitment will also increase job satisfaction [36]. Organizational commitment has a positive effect on job satisfaction [37, 36, 38]. Organizational commitment is an encouragement in the individual to do something in order to support the success of the organization with goals and prioritize the interests of the organization. Employees who are loyal to their organization will always work hard for the interests of the organization so that the company's ultimate goal of increasing productivity will be achieved.

### **The Effect of Work Group Cohesiveness to Job Satisfaction**

Work group cohesiveness plays a role in overall job satisfaction. The size of group cohesiveness has a significant relationship with overall job satisfaction [39]. The high and low level of agreement among members towards group goals and the degree of mutual acceptance of other group members shows the degree of cohesiveness of the group. The more members are attracted to each other and the more they agree on members towards the goals and objectives of the group, the more cohesive the group is [40]

### **The Effect of Organizational Commitment to Employee Job Performance**

Organizational commitment is seen as a value orientation towards an organization that shows individuals are very concerned about and prioritize their work and organization. The existence of this commitment has a positive impact on the company, one of which is good employee performance from employees, or it can be said also that there is a positive relationship between organizational commitment and employee performance [16-18]. This is because employees who have a commitment will feel that they own the organization by not leaving behind their personal values.

### **The Effect of Work Group Cohesiveness to Employee Job Performance**

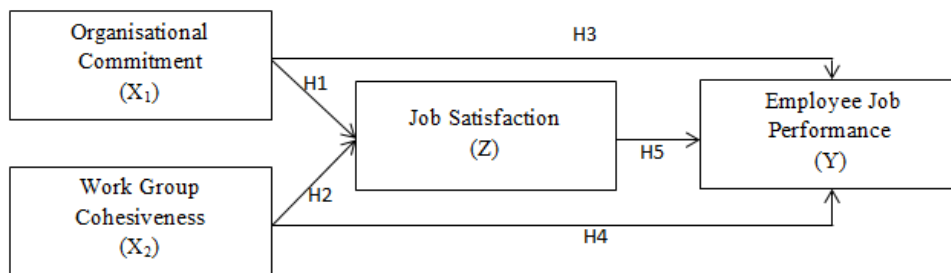
Group cohesiveness has a positive influence on employee performance. The higher the cohesiveness of the employee, the higher the employee's performance will be [10, 11]. Previous research that has been carried out shows that

companies are advised to improve group cohesiveness by giving awards and increasing time together with all employees. This can be done by holding events that require togetherness and cohesiveness [12].

**The Effect of Job Satisfaction to Employee Job Performance**

Job satisfaction has an important role in employee performance, when an employee feels satisfaction in working, an employee will make every effort possible with all the capabilities they have to complete their tasks, which will ultimately result in employee performance and good achievement for the company in other words influential job satisfaction directly to employee performance in a positive and significant manner [41]. Job satisfaction will be obtained if there is a match between workers' expectations and the reality obtained at work. Workers' perceptions of matters relating to their work and job satisfaction involve a sense of security, a sense of fairness, a sense of enjoyment, a sense of passion, status and pride. This positive perception has a significant relationship to productivity in work [42].

From the description above, the model of thinking framework is as follows:



**Fig-1: Thinking Framework Model**

**Table-1: Variable Measurement Research**

Variable	Definition	Indicator
Employee Job Performance	The level of achievement of employee duties both qualitatively and quantitatively within a certain period of time to achieve the company's objectives legally and not against moral and ethical [19].	Work quality
		Work quantity
		Work periode
		Collaboration with colleague
Job Satisfaction	Emotional response to all aspects of work in the form of conformity of expectations and reality regarding the results obtained [31]	Work (assignments, learning opportunities, and responsibilities)
		Current salary (payroll system and payroll justice)
		Promotional opportunities (promotional opportunities)
		Leader (lead style)
		Co-workers (support between co-workers)
Work Group Cohesiveness	interest in entering a group and having intensive and shared interactions do a certain task to achieve the goal [33].	Social strength
		Unity in groups
		Attractiveness
		Group collaboration
Organisational Commitment	a sense of loyalty or to be loyal to the work or organization where the employee works [34]	Affective commitment
		Continuance commitment
		Normative commitment

Source: processed from various journals, 2018

**RESEARCH METHODS**

This research is a quantitative research conducted by distributing questionnaires as an instrument to collect data. The measurement of the variables used is the Likert scale 1 to 5. The population of this research is sewing operator in one of garment factory in Ungaran, Semarang Regency, Indonesia, which is amounting to 1300. The criteria of this population are sewing operators who have worked for 5 years or more. Samples taken as many as 93 were obtained from the Slovin formula as follows by sampling techniques by systematic random sampling.

$$n = \frac{1300}{1300 \cdot (10\%)^2 + 1}$$

$$n = \frac{1300}{1300 \cdot (10\%)^2 + 1} = 92,8$$

After the sample has been determined it is determined how to measure the research variable. The independent variables used in this study are Organizational Commitment (X1) and Working Group Cohesion (X2). Intervening variables are variables that theoretically influence the relationship between independent and dependent variables, but cannot be observed or measured. The intervening variable in this study is Job Satisfaction (Z). Dependent variables (dependent variables) are variables that are affected or that result from independent variables. The dependent variable used in this study is Employee Performance (Y). The operationalization of variables for this study can be seen in the table 1.

Management and analysis of information and data in this study were collected and processed quantitatively, using the Likert scale format using 5 research figures, namely from strongly disagree (1) to agree (5). The main analysis in this study is regression, which begins with a test of validity and reliability for a questionnaire that will be distributed to respondents as well as a classic assumption test. The results of the validity and reliabilias test on the questionnaire are all validity and religiosity questions, so that they are suitable to be used as research instruments.

**RESULTS AND DISCUSSION**

**Data Analysis**

Hypothesis testing for structure 1 is as shown by table 2. As a result of the regression structure equation 1 is as follows  $Z = 16.845 + 0,220X1 + 0,571X2 + \epsilon$ .

**Table-2: Multiple Linear Regression Analysis Stage 1**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	16.845	3.344		5.037	.000
	X1=Organisational Commitment	.244	.121	.220	2.011	.047
	X2=Work Group Cohesiveness	.581	.111	.571	5.230	.000

Value of F =59,326     $R^2=0,569$     Adjusted  $R^2=0,559$   
 a. Dependent Variable: Z=Job Satisfacton  
 Source: Primary data (processed), 2018

Hypothesis testing for structure 2is as shown by table 3. As a result of the regression structure equation 2 is as follows  $Y = 12,548 + 0.202X_1 + 0,454X_2 + 0,326Z + \epsilon$

**Tabel-3: Analisis Regresi Linear Berganda Tahap II**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	12.548	3.781		3.319	.001
	X1=Organisational Commitment	.161	.067	.202	2.413	.018
	X2=Work Group Cohesiveness	.409	.085	.454	4.822	.000
	Z=Job Satisfacton	.193	.055	.326	3.522	.001

Value of F = 18,510     $R^2=0,422$     Adjusted  $R^2=0,402$   
 a. Dependent Variable: Y=Performance  
 Source: Data primer (diolah), 2018

**Hypothesis Testing**

The test results for each variable are as follows can be explained as follows:

**H1 = there is the influence of organizational commitment (X1) on job satisfaction (Z)**

Based on the output in table 2 obtained a significance value of 0.047 smaller than the probability of 0.05, so it can be concluded that H0 is rejected and H1 is published, meaning that there is an influence of organizational commitment (X1) on job satisfaction (Z) ".

Based on above result, the results obtained stated that the hypothesis of this study proved that there is an influence between organizational commitment to job satisfaction. This is supported by previous research which states that organizational commitment with job satisfaction has a close relationship and there is a significant influence on

organizational commitment to job satisfaction [37, 36, 35, 38]. Organizational commitment plays an important role in job satisfaction because organizational commitment makes employees survive in the organization, and the longer the work period of the employee will increasingly provide job satisfaction to him [43].

**H2 = there is an effect of work group cohesiveness (X2) on job satisfaction (Z)**

Based on the output in table 2, the significance value of 0,000 is less than the probability of 0.05, so it can be concluded that H0 is rejected and H2 can be said to be proven, meaning that there is the influence of group work cohesion (X2) on job satisfaction (Z)".

Based on above result, it can be concluded that the hypothesis of this study regarding cohesiveness of work groups with proven job satisfaction, namely there is an influence between cohesiveness of work groups on job satisfaction. This hypothesis can also be proven in previous studies which stated that cohesiveness of working groups played a role in overall job satisfaction, the size of group cohesiveness had a significant relationship with overall job satisfaction [39, 44]. Thus the more the members are attracted to each other and the more the members agree on the goals and objectives of the group, the more cohesive the group is so that job satisfaction will form [40].

**H3 = there is an influence of organizational commitment (X1) on employee performance (Y)**

Based on the output in table-3 obtained a significance value of 0.018 smaller than the probability of 0.05, so it can be concluded that H0 is rejected and H3 is proven to be accepted, meaning that there is an influence of organizational commitment (X1) on employee performance (Y) ".

Based on above result, it can be proved that there is a significant influence between organizational commitment and employee performance. This is corroborated by several previous studies which state that organizational commitment has a positive impact on the company, one of which is employee performance and it can also be said that there is a positive relationship between organizational commitment and employee performance [16-18]. Due to the influence of organizational commitment on employee performance is very high [18] so it can be ascertained when the commitment of employee organizations is high, then they will show the behavior of supporting organizational goals so that good employee performance is created.

**H4 = there is an effect of work group cohesiveness (X2) on employee performance (Y)**

Based on the output in table 3, the significance value of 0,000 is smaller than the probability of 0.05, so it can be concluded that H0 is rejected and H4 is stated to be accepted, meaning that there is an influence of work group cohesiveness (X2) on employee performance (Y)".

Based on the results of multiple regression analysis, it is evident that there is a significant influence between cohesiveness of work groups on employee performance. The higher the cohesiveness of the employee, the higher the employee's performance will be [10, 12, 11]. So that the cohesiveness of the working group is very important to be maintained, maybe it can be done by holding an event that fosters togetherness and grouping [12]. Cohesiveness depends on the level of individual attachment that each group member has. Interpersonal attractiveness is a positive principal force. Companies that want to compete and accelerate business growth must pay attention to human resources for employees such as group cohesiveness and employee performance.

**H5 = there is influence of job satisfaction (Y) on employee performance (Y)**

Based on the output in table-3 obtained a significance value of 0.01 smaller than the probability of 0.05, so it can be concluded that H0 is rejected and H5 can be accepted, meaning that there is an influence of job satisfaction (Y) on employee performance (Y) ".

Based on the results of the analysis it can be concluded that the hypothesis of this study is proven, namely there is an influence between job satisfaction on employee performance. This is also supported by previous research which states that there is a positive correlation between job satisfaction and employee performance [3, 42, 41]. Every company must have an interest in maintaining employees who are competent in their fields. One way a company can maintain its employees is by creating job satisfaction that can affect employee performance [4]. Satisfaction can be formulated as a general response of workers in the form of behavior displayed by employees as a result of perceptions about matters relating to their work. Job satisfaction has an important role in employee performance, because when an employee feels satisfaction in working, an employee will make every effort possible with all the capabilities they have to complete their tasks, which will ultimately result in employee performance and good achievement for the company [7]. A worker who enters and joins an organization has a set of desires, needs, desires and past experiences that unite and form an expectation that is expected to be fulfilled in the place of work. This perception involves a sense of security, a sense of

fairness, a sense of enjoyment, a sense of passion, and a sense of pride so that in the end good employee performance arises [42].

### **Implication**

#### **Theoretical Implication**

- Employee performance can be improved if aspects of job satisfaction, cohesiveness of work groups, and organizational commitment are good and high.
- Job satisfaction can be increased by increasing the cohesiveness of work groups and organizational commitment

#### **Managerial Implication**

- The results of this study can be used as consideration and evaluation regarding employee performance, job satisfaction, work group cohesiveness, and organizational commitment.
- Identification of various indicators for each variable can be used as a reference for improving and improving employee performance in the future.
- Factors of collaboration with coworkers are important factors in increasing each variable, therefore the company must optimize cooperation in order to create good performance.
- The company must always strive to create a pleasant work atmosphere, so that the work environment is more conducive and employees do not feel burdened with the workload.
- Creating a good working atmosphere so that every employee feels happy when helping colleagues in dealing with problems faced and always focuses on achieving production targets.
- Employees consider the company to have contributed a lot to their lives, so the company's job is to foster that emotional bond by always giving their rights on time, so that organizational commitment is maintained properly.
- Companies need to provide awards that can be done to improve employee satisfaction in working.

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