International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Effect Of Group Cohesiveness On Performance Of Employees Of The National Narcotics Agency Of North Sulawesi Province

Patricia Sisilia Karouw[1], Jofie Hilda Mandang[2], Melkian Naharia[3]

[1,2,3]Manado State University

Email Corresponding Author: ciciliapatricia0@gmail.com, jofie_mandang@unima.ac.id, melkiannaharia@unima.ac.id

Abstract

This study aims to determine the effect of group cohesiveness on employee performance at the National Narcotics Agency of North Sulawesi Province. The study used a quantitative approach with a quantitative descriptive type. The population and sample of the study amounted to 66 employees determined through exhaustive sampling techniques. Data were collected using a five-level Likert scale to measure group cohesiveness and employee performance. The instrument was tested for validity and reliability, then the data were analyzed using simple linear regression with the help of SPSS. The results showed that group cohesiveness did not have a significant effect on employee performance with a t value = -0.678 and a significance of 0.500 > 0.05. The regression coefficient of -0.055 and R^2 of 0.007 indicated that cohesiveness only explained 0.7% of the variation in performance. Thus, employee performance was more influenced by other factors outside of group cohesiveness.

Keywords:Employment Relations, Public Sector Employees, Group Cohesiveness, Employee Performance, Organizational Behavior

INTRODUCTION

The National Narcotics Agency (BNN) is a Non-Ministerial Government Institution (LPNK) responsible for preventing and eradicating the abuse and illicit trafficking of narcotics, psychotropic substances, and other addictive substances. In carrying out these duties, commitment and cohesiveness among employees are necessary to support the achievement of the institution's goals. According to Robbin and Coulter (in Zulfiani et al., 2021), cohesiveness is the level of attachment and purpose shared by group members. Cohesiveness also encompasses feelings of togetherness and cooperation in carrying out work (Ria Irawan & Ardi Noegraha, 2024), as well as interpersonal relationships

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

characterized by positive communication and collaboration, mutual affection, and strong friendships (Alwi et al., 2025).

A phenomenon at the National Narcotics Agency of North Sulawesi Province (BNNP SULUT) indicates a decline in employee performance between 2022 and 2025. An interview with an employee in the Prevention and Community Empowerment (P2M) division revealed that this situation is partly related to staffing limitations. The Public Relations division, which previously had two members, now has only one, while the P2M division still needs additional personnel to achieve the Prevention and Eradication of Drug Abuse and Illicit Trafficking (P4GN) strategy. This situation increases the workload of each employee and can hinder efficient work completion.

Limited staffing forces employees to handle more tasks, making cooperation, communication, and a sense of community crucial for completing work. However, some employees fail to complete tasks due to work-related obstacles not communicated to management. This situation can negatively impact employee performance and the organization as a whole (Melkian Naharia et al., 2024). A lack of cohesiveness can also lead to weak cooperation and coordination among employees, potentially reducing performance.

These issues relate to the work demands of the North Sulawesi National Narcotics Agency (BNNP) in implementing P4GN (National Drug and Crime Prevention and Eradication). According to the Directorate of Statistics Analysis and Development (2024), drug abuse is a problem that affects individuals, families, and the community. The numerous tasks, such as P4GN activities, report preparation, outreach, and drug screening through urine tests for employees of the Sangihe BNNK and the Manado branch of Airnav, can impact work pressure and communication between employees. This situation demonstrates the importance of cohesiveness in supporting collaborative task implementation.

Group cohesiveness is an important aspect in dealing with these conditions. Albert V. Carron in (Ipaenin Tiara Firgishanda, 2025) mentions factors that strengthen cohesiveness, including group size, similarities between members, group success, external threats, physical proximity, group goals and tasks, leadership, communication patterns, and time spent together. This is in line with Alwi et al. (2025) who showed that cohesiveness is a close relationship between members to maintain the group and achieve common goals. The study found that "Cohesiveness is the level of closeness and attachment between members in a group, both emotionally and in working together to achieve goals." (Ansaqi, interview March 27, 2025).

Based on these conditions, this study aims to determine the effect of group cohesiveness on employee performance at the North Sulawesi National Narcotics Agency (BNNP). This research is important to determine the extent to which group

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

cohesiveness is related to employee performance amidst the limited number of employees and job demands in the implementation of P4GN. The novelty of this study lies in the assessment of group cohesiveness and employee performance in the context of the North Sulawesi BNNP, which has job demands related to the prevention and eradication of drug abuse and illicit trafficking.

METHOD

This study uses a quantitative approach with a quantitative descriptive research type. A quantitative approach is used to analyze the relationship between variables through numerical data that is analyzed statistically (Creswell & David Creswell, 2018), while quantitative descriptive research is used to obtain information about a particular phenomenon without manipulating the variables (Waruwu et al., 2025a). This study examines the effect of group cohesiveness as an independent variable on employee performance as a dependent variable at the National Narcotics Agency of North Sulawesi Province.

Data collection used a Likert scale with five answer choices, namely Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree (Hair et al., 2003 in Simamora, 2022). The group cohesiveness scale was adapted from Ipaenin Tiara Firgishanda (2025) based on four aspects of Albert V. Carron et al. (2002), namely ATG-T, ATG-S, GI-T, and GI-S, while the employee performance scale refers to Prabu Mangkunegara (2010) and adapted from Tjia Junieta et al. (2024). The validity test used a comparison of calculated r with r table 0.2423, with all 20 cohesiveness items declared valid and 19 of 22 performance items declared valid. The reliability test used Cronbach's Alpha with results of 0.929 for cohesiveness and 0.841 for performance, so both instruments were declared reliable based on the criteria of >0.70 (Sugiyono, 2019 in Waruwu et al., 2025). The data were then analyzed using simple regression with the help of SPSS to determine the effect of group cohesiveness on employee performance.

The study population consisted of all 66 employees of the National Narcotics Agency of North Sulawesi Province, based on data obtained on December 8, 2025, from the Head of the General Section of the North Sulawesi BNNP (Sena Wahyu Purwanza et al., 2022). Since the population was less than 100 people, the entire population was used as a sample according to the guidelines of Leedy and Ormrod (2005) in A. Supratiknya (2015). The technique used was Exhaustive Sampling or saturated sampling, which uses all members of the population as samples (Machali Imam, 2021), so the number of research samples was 66 employees of the North Sulawesi BNNP.

The research was conducted at the National Narcotics Agency of North Sulawesi Province, Jl. 17 Agustus, Bumi Beringin, Wenang District, Manado City, North Sulawesi, for approximately three months after the research decree was issued. The research

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

procedure was carried out by determining the population and sample, preparing instruments for group cohesiveness and employee performance, then distributing the instruments to 66 respondents using a Likert scale. The collected data were then tested for validity and reliability, then analyzed using simple regression with the help of SPSS to determine the effect of group cohesiveness on the performance of North Sulawesi BNNP employees.

Results and Discussion

Descriptive Analysis

Table 1 Descriptive Test Results

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Standard Deviation
Cohesiveness	66	38	92	72.86	12,819
Performance	66	41	91	74.71	8,324
Valid N (listwise)	66				

Based on the descriptive test results table, the description of the data distribution obtained is as follows.

a) The cohesiveness variable (X), from the data, can be described that the minimum value is 38 while the maximum value is 92, the average mean is 72.86, and the standard deviation is 12.819.
b) Performance variable (Y), from the data it can be described that the minimum value of the performance variable is 41, while the maximum value is 91, with an average mean of 74.72, and a standard deviation of 8.324.

According to(Ghozali, 2018), the average value can be considered as a good representation of the entire sample of BNNP North Sulawesi employee data because the standard deviation value is smaller than the mean value indicating that the data distribution is homogeneous and there is no significant deviation.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

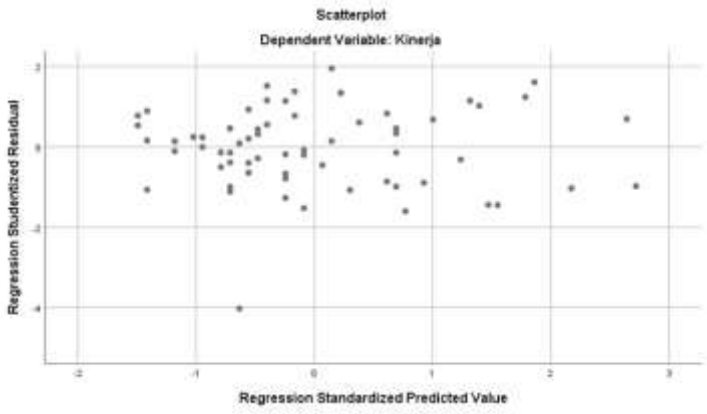
Classical Assumption Test

Table 2 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		66
Normal Parametersa,b	Mean	,0000000
	Standard Deviation	8.29404543
Most Extreme Differences	Absolute	,058
	Positive	,044
	Negative	-,058
Test Statistics		,058
Asymp. Sig. (2-tailed)		,200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on the results of the Kolmogorov-Smirnov Test in Table 2, the Asymp. Sig (2-tailed) value was 0.200. Referring to the decision-making criteria in(Ghozali, 2018), because the significance value is 0.200 > 0.05, it can be concluded that the residuals of the regression model in this study are normally distributed and meet the classical assumptions.

Table 3 Heteroscedasticity Test Results



Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The results of the heteroscedasticity test shown by the scatterplot graph indicate that the data points are randomly distributed and do not form a specific geometric pattern, such as a wave or narrowing. This is in line with the statement(Ghozali, 2018)that a good regression model is one that is free from heteroscedasticity, which is indicated by the random distribution of residual points above and below the number 0 on the Y axis.

Table 4 Autocorrection Test Results

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	,084a	,007	-,008	8,359	1,730
a. Predictors: (Constant), Cohesiveness					
b. Dependent Variable: Performance					

Referring to the book(Ghozali, 2018), the regression model is declared free from autocorrelation if it meets the criteria. Because , this simple linear regression model is declared free from the problem of autocorrelation or it can be said that the null hypothesis is accepted.$dU < d < 4 - dU1{,}6190 < 1{,}730 < 2{,}3810$

Table 5 Linearity Test Results

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Performance * Cohesiveness	Between Groups	(Combined)	2837,330	33	85,980	1,651	,080
		Linearity	32,103	1	32,103	,617	,438
		Deviation from Linearity	2805,227	32	87,663	1,684	,073
	Within Groups		1666,200	32	52,069		
	Total		4503,530	65			

Based on the table above, it is known that the significance value of Deviation from Linearity is 0.073, where this value is greater than 0.05 (0.073 > 0.05), according to the guidelines.(Ghozali, 2018)It can be concluded that there is no deviation from linearity.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Thus, the relationship between the group cohesiveness variable and employee performance can be said to be linear.

Meanwhile, the significance value for Linearity is 0.438 (0.438 > 0.05), indicating that the linear relationship between the two variables is insignificant. Thus, although the relationship between group cohesiveness and employee performance is linear, it is not significant.

Hypothesis Testing

Table 6 Simple Regression Analysis Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32,103	1	32,103	,459	,500b
	Residual	4471,427	64	69,866		
	Total	4503,530	65			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Cohesiveness						

From the table above, it can be analyzed that there is no influence between group cohesiveness and performance with a calculated F value of 0.459 with a significance level of 0.500 > 0.05. According to the testing criteria in(Ghozali, 2018), if the significance value > 0.05 (0.500 > 0.05) and t-count < t-table (-0.678 < 1.998), then the null hypothesis () is accepted. This empirically proves that group cohesiveness does not have a significant effect on the performance of North Sulawesi BNNP employees.H_0

Table 7 Regression Coefficient Test Results

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	78,707	5,982		13,157	,000

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

	Cohesiveness	-,055	,081	-,084	-,678	,500
a. Dependent Variable: Performance						

Based on the results of simple linear regression, the equation Y = 78.707 – 0.055X is obtained. The calculated t value of -0.678 is smaller than the t table of 1.998 with a significance of 0.500 > 0.05, so H0 is accepted and Ha is rejected. The X coefficient of -0.055 indicates that increasing group cohesiveness has the potential to reduce performance by 0.055 units, but this effect is not statistically significant. Thus, group cohesiveness does not have a significant effect on employee performance.

Table 8 Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,084a	,007	-,008	8,359
a. Predictors: (Constant), Cohesiveness				
b. Dependent Variable: Performance				

Based on the table above, the R value (correlation) obtained is 0.084, which indicates that the relationship between group cohesiveness and employee performance is in the very low category. In line with the mediation(Ghozali, 2018)The R Square (coefficient of determination) value of 0.007 indicates that the group cohesiveness variable is only able to explain 0.7% of the employee performance variable, while the remaining 99.3% is influenced by other variables not examined in this study. In addition, the Adjusted R Square value of -0.008 indicates that the regression model used does not have a good ability to explain the dependent variable.

Table 9 Guidelines for Providing Interpretation of Correlation Coefficients

Nilai Korelasi	Tingkat Korelasi/Hubungan
< 0,200	Sangat Rendah/Sangat Lemah
0,200 – 0,399	Rendah/Lemah
0,400 – 0,599	Cukup/Sedang
0,600 – 0,799	Tinggi/Kuat
0,800 – 1,000	Sangat Tinggi/Sangat Kuat

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Based on the table value above, the R value is 0.073 and is in the very low category.

DISCUSSION

This study was conducted to determine whether there is an influence of group cohesiveness on the performance of employees of the National Narcotics Agency of North Sulawesi Province. Based on the results of the linear regression data analysis obtained, there is no significant influence of the Group Cohesiveness variable on the Performance of Employees of the National Narcotics Agency of North Sulawesi Province. It can be seen from the results of the linear regression analysis where the calculated F is 0.227 with a sig. value of 0.635 > 0.05. It can be concluded that the Group Cohesiveness variable has a very small influence on the Performance of Employees of the National Narcotics Agency of North Sulawesi Province.

Research conducted by(Azzah Jauza Nabila et al., 2025)This explains that increases or decreases in employee cohesion are not directly related to changes in employee performance. The weak correlation between group cohesion and employee performance suggests that the work dynamics of employees at the National Narcotics Agency of North Sulawesi Province tend to be complex and are not solely determined by closeness and attachment between coworkers.

In the context of the National Narcotics Agency of North Sulawesi Province, cohesiveness is expected to increase the effectiveness of field operations, supervision, counseling, and rehabilitation. Emotional bonds between employees facilitate more open communication and more effective collaboration. This, in turn, can foster a work climate conducive to optimal performance. This situation aligns with research findings by(Azzah Jauza Nabila et al., 2025)Members who perceived greater cohesiveness tended to perform slightly better on team work, although this difference was not significant. The results suggest that cohesiveness still has value.

These results indicate that the Hypothesis (Ho) in this study is accepted. Because the results of the research that have been obtained indicate that the Group Cohesiveness variable (X) does not have a significant influence on the Performance variable (Y) on employees of the National Narcotics Agency of North Sulawesi Province. The results of this study found that the influence of Group Cohesiveness only plays a role of 0.7% and the rest is influenced by other variables not included in this study.

This is in line with the findings of research conducted by(Hidayat et al., 2019)where cohesiveness does not significantly influence employee performance. Because there are other influencing factors, both those originating from the individual, such as task visibility, task interdependence, procedural and distributive justice in carrying out group tasks, as well as those originating from the group, such as group size and individual perceptions of group member laziness (Liden, et al. 2004) in(Lahopang et al., 2025).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The research findings can be explained by describing the types of work performed at the National Narcotics Agency of North Sulawesi Province. Work execution in government institutions with a clear bureaucratic structure is largely based on standard operating procedures (SOPs), individual responsibilities, and organizational targets. In such situations, successful work execution depends more on adherence to procedures, individual abilities, formal coordination, and leadership oversight than on emotional relationships between group members. Therefore, while group cohesion is important for creating a harmonious work environment, its presence does not necessarily have a direct impact on improved performance.

However, the findings of this study do not indicate that group cohesiveness is an unimportant factor. Nevertheless, cohesiveness is beneficial for effective communication, increasing mutual trust, strengthening coordination, and helping team members cope with work pressure. It is likely that cohesiveness contributes more to increased work efficiency in organizations where everyone works together. However, because other, more dominant factors inhibit this influence, this contribution has not been statistically proven at the National Narcotics Agency of North Sulawesi Province.

Based on the overall research results, it can be concluded that group cohesiveness is not a primary factor determining the performance of employees at the National Narcotics Agency of North Sulawesi Province. Although not proven to be a significant factor, cohesiveness still contributes to forming a solid organizational foundation for achieving long-term work goals. This indicates that the level of group cohesiveness does not directly determine employee performance.

CONCLUSION

Based on the research results, group cohesiveness does not significantly influence the performance of employees of the National Narcotics Agency of North Sulawesi Province. The regression results show a t-value of -0.678 with a significance of 0.500 > 0.05, and a regression coefficient of -0.055. The R Square value of 0.007 indicates that group cohesiveness only explains 0.7% of performance variation, while 99.3% is influenced by other factors outside the research model. This finding indicates that the performance of employees of the National Narcotics Agency of North Sulawesi is not directly determined by the level of group cohesiveness, although cohesiveness can still support communication, coordination, and work relationships between employees.

This study has limitations because it only involved one independent variable, namely group cohesiveness, with the research object limited to employees of the North Sulawesi National Narcotics Agency (BNNP) and the number of respondents was 66 people. Therefore, further research is recommended to consider other variables that have the potential to be stronger in explaining employee performance and involve a wider

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

object and number of respondents. Practically, the results of this study can be a consideration for the North Sulawesi BNNP to not only pay attention to group cohesiveness, but also strengthen other factors related to performance, such as task execution, formal coordination, individual responsibility, and achievement of organizational targets. Cohesiveness still needs to be maintained as a basis for creating good working relationships and cooperation in supporting the achievement of organizational goals.

REFERENCES

A. Supratiknya. (2015). *Metodologi penelitian kuantitatif & kualitatif dalam psikologi*. Universitas Sanata Dharma.

Alwi, F., Tiara, A., Digdoyo, E., Muhammadiyah, U., & Hamka, J. (2025). Komunikasi kelompok pada komunitas Pemalang Selatan Honda Klasik dalam mempertahankan kohesivitas antar lintas generasi anggota. *Journal of Science and Social Research*, (2). http://jurnal.goretanpena.com/index.php/JSSR

Andi Irfan, Aminah, A., & Armelia, C. (2023). Pengaruh motivasi kerja terhadap kinerja karyawan pada PT. Liny Jaya Informatika Makassar. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen dan Bisnis, 2*(1), 107–121. https://doi.org/10.61132/manuhara.v2i1.439

Azzah Jauza Nabila, Valentiono Tegar, Rahmawati Alvina, Eramawati Merlina, & Hikmah Siti. (2025). Pengaruh kohesivitas terhadap kinerja tim pada anggota organisasi Himpunan Mahasiswa Jurusan Psikologi UIN Walisongo Semarang. *Jurnal Sosial Humaniora dan Pendidikan*, 97–106. https://scriptaintelektual.com/scripta-humanika/index

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.

Direktorat Analisis dan Pengembangan Statistik. (2024). *Indikator kesejahteraan rakyat 2024* (Vol. 53). Badan Pusat Statistik.

Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25* (9th ed.).

Hidayat, D., Iskandar, Y., & Faruk, D. M. (2019). Pengaruh keterlibatan kerja dan kohesivitas dalam kelompok kerja terhadap kinerja karyawan: Suatu studi pada Lembaga Pemasyarakatan Kelas II-B Ciamis. *Business Management and Entrepreneurship Journal, 1*.

Ipaenin Tiara Firgishanda. (2025). *Pengaruh budaya organisasi dan kohesivitas kelompok terhadap kepuasan kerja karyawan Toko Kopi Jaya di Kota Malang*.

Lahopang, D. V., Mandang, J. H., & Sengkey, S. B. (2025). Hubungan kohesivitas kelompok dengan social loafing dalam pengerjaan tugas kelompok mahasiswa psikologi di Universitas Negeri Manado. *Future Academia: The Journal of*

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Multidisciplinary Research on Scientific and Advanced, 3(2), 824–833. https://doi.org/10.61579/future.v3i2.502

Machali, I. (2021). *Metode penelitian kuantitatif: Panduan praktis merencanakan, melaksanakan dan analisis dalam penelitian kuantitatif*.

Ria Irawan, P., & Ardi Noegraha, R. (2024). Pengaruh kohesivitas kelompok terhadap kinerja karyawan pada perusahaan asuransi. *Jurnal Minfo Polgan, 12*(2). https://doi.org/10.33395/jmp.v12i1.13357

Sena Wahyu Purwanza, S. K., Wardhana, A., Mufidah, A., Renggo, Y. R., Hudang, A. K., Setiawan, J., Darwin, Atik Badi'ah, Siskha Putri Sayekti, Maya Fadlilah, Rambu Luba Kata Respati Nugrohowardhani, Amruddin, Gazi Saloom, Tati Hardiyani, Santalia Banne Tondok, Retno Dewi Prisusanti, & Rasinus. (2022). *Metodologi penelitian kuantitatif kualitatif dan kombinasi*. Penerbit Media Sains Indonesia.

Simamora, B. (2022). Skala Likert, bias penggunaan dan jalan keluarnya. *Jurnal Manajemen, 12*(1), 84–93. https://doi.org/10.46806/jman.v12i1.978

Tjia Junieta, Mandang, J. H., & Kumaat, T. (2024). Pengaruh work engagement terhadap kinerja karyawan RRI Manado. *Jurnal Baku Beking Pande (B2P)*.

Ulva Putri Ramadani, Raudhotul Muthmainnah, Nisa Ulhilma, Azzah Wazabirah, Rully Hidayatullah, & Harmonedi, H. (2025). Strategi penentuan populasi dan sampel dalam penelitian pendidikan: Antara validitas dan representativitas. *Jurnal QOSIM Jurnal Pendidikan Sosial & Humaniora, 3*(2), 574–585. https://doi.org/10.61104/jq.v3i2.1021

Waruwu, M., Pu'at, S. N., Utami, P. R., Yanti, E., & Rusydiana, M. (2025). Metode penelitian kuantitatif: Konsep, jenis, tahapan dan kelebihan. *Jurnal Ilmiah Profesi Pendidikan, 10*(1), 917–932. https://doi.org/10.29303/jipp.v10i1.3057

Zulfiani, H., Risqi, M., & Ramadhan, J. M. (2021). Kohesivitas kelompok ditinjau dari komunikasi interpersonal dan komitmen organisasi pada organisasi mahasiswa. *Psyche 165 Journal, 14*(1).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.