

THE INFLUENCE OF COHESIVENESS AND LEADERSHIP ON THE PERFORMANCE OF CIREBON EMPLOYEES

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Abstract: The purpose of this study is to find out and analyze the influence of cohesiveness and leadership both partially and simultaneously on the performance of Grage Mall Cirebon employees. The type of research used is descriptive quantitative using statistical tests using the SPSS *software* tool version 21.0. In this study, the population was all employees of Grage Mall Cirebon which amounted to 53 employees. As for the sampling technique, it uses saturated sampling. The data collection methods used are field studies, questionnaires, interviews and literature studies. The analysis used is multiple linear regression analysis. The results of this study concluded that the cohesiveness variable partially affects employee performance with a t_{value} calculated $> t_{table}$, namely $2.096 > 2.008$ and has a significant value smaller than 0.05 or $0.041 < 0.05$. Variabel leadership partially affects performance with a t value calculated $> t_{table}$ which is $12,825 > 2,008$ and has a significant value smaller than 0.05 or $0.000 < 0.05$. Variabel cohesiveness and leadership simultaneously affect performance with F_{values} calculated $> F_{table}$ which is $106,940 > 3.18$ and has a significant value smaller than the level of the value of 0.05 or $0.000 < 0.05$.

Keywords: *Cohesiveness, leadership, performance*

1. Introduction

Human resources are the most important asset in the company, because human resources have a role as a subject in carrying out operational activities in the company. In the absence of human resources with qualified performance, the company will not be able to run optimally. Therefore every legalperuvian requires a woman who has good performance.

One of the companies that is required to have human resources that have good and optimal performance is Grage Mall Cirebon. Grage Mall Cirebon is a company engaged in the business of *Shopping Malls (Shopping Mall)* as a provider of prestigious business places and has a high existence in the city of Cirebon. Therefore, Grage Mall Cirebon is required to have professional employees and be responsible for their work.

In the sustainability of the company Grage Mall has a target every year to be achieved by every employee. This will be a benchmark in employee performance appraisal.

The performance appraisal system of Grage Mall Cirebon is by giving a value of 0-4 to each indicator so as to get an average value from the summation of all indicators divided by 10. So as to get employee performance scores which are then adjusted to the categories in the Grage Mall Cirebon performance appraisal standards.

Grage Mall Cirebon performance assessment standards have four levels, namely the range of values (0-1.9) including a D grade with a Less predicate. The range of values (2-2.9) is included in the value of C with the predicate Sufficient, the range of values (3-3.9) is included in the value of B with the predicate of Good, and the value of 4 is included in the value of A with the predicate Very Good.

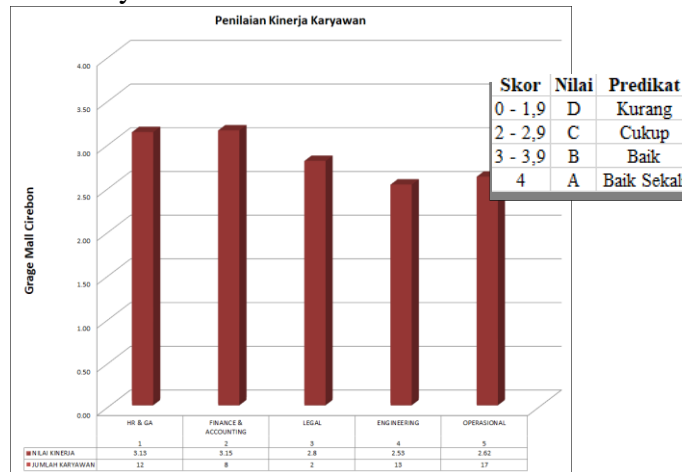


Figure 1. Grage Mall Cirebon Employee Performance Appraisal Chart

Based on Figure 1. Grage Mall Cirebon Employee Performance Assessment Chart states the average value of Employee Performance in the HRD Division is 3.13 with a B (Good) predicate with 12 employees, the average Employee Performance value in the Finance & Accounting Division is 3.15 with a B (Good) predicate with 8 employees, the average Employee Performance value in the Legal Division is 2.8 with a C (Enough) predicate with 2 employees, The average value of Employee Performance in the *Engineering* Division is 2.53 with a C (Enough) predicate with 13 employees, and the average employee performance score in the Operational Division is 2.62 with a C (Enough) predicate with 17 employees. So it can be concluded that the performance of employees at Grage Mall Cirebon has not been fully optimal.

The value of achieving company goals can be realized by the cooperation that occurs by all employees. Therefore, a cohesiveness is needed in a company. Eys et al., (2009) define cohesiveness as a dynamic process reflected in the tendency to remain united in pursuit of goals or for the satisfaction of the affective needs of members. Ifeel a sense of belonging to each other due to interaction during work in the work unit. In some cases the higher the level of cohesiveness, the higher the motivation of members to pursue common goals. Each member certainly has a different dynamic in trying to achieve goals. Cohesiveness itself refers to the relationship of an individual with another to work together in one group or company. One of the problems that is often encountered in companies in Indonesia is the lack of cohesiveness between employees in achieving company goals that make performance decrease. Based on research from the schachter team in Wajono et al., (2020) in 2020 stated that ba h wa groups with high ecosivity ko h had better performance than groups with low cohesiveness. By looking at the performance at Grage Mall Cirebon which is not fully optimal, it can be said that Grage Mall Cirebon does not yet have high coetivity. In addition, effectivenessrefers to feeling part of a company and interested in each other within the company.

The following is the data on the recapitulation and evaluation of attendance of Grage Mall Cirebon employees from January 2020 to March 2021:

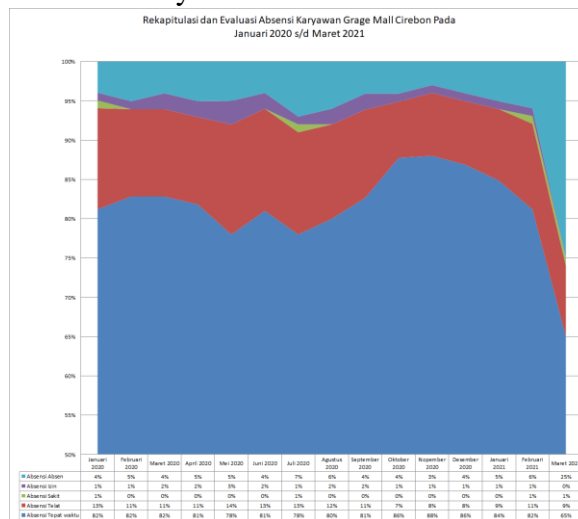


Figure1 Recapitulation and Evaluation of Grage Mall Cirebon Employees from January 2020 to March 2021

From Figure 2, it can be seen that in March 2021 there was a decrease in Grage Mall Cirebon employees, meaning that there was a decrease in attendance. Absenteeism is a norm contained in the company and also as an indicator or barometer in employee performance appraisal. So it can be said that Grage Mall Cirebon employees do not comply with applicable norms and have low cohesiveness.

Performance is not only influenced by cohesiveness, but also influenced by the leadership carried out in a company. Leadership is described as an action that influences others or subordinates to work together to achieve certain goals (Edison, 2017). Meanwhile, according to Busro (2018) leadership is as a process between relationships or interactions between leaders, subordinates, in certain situations. Leaders are expected to be able to influence their employees in making changes in the organization. The results of the observation found a phenomenon where the leader did not give assertiveness to employees. Things related to this are indecisiveness made by the leadership or superiors towards employees who violate norms or regulations related to absenteeism.

To improve employee performance, cohesiveness and leadership are very influential in the work on the implementation of employee performance for the better. But in fact, there are still many shortcomings in the company so that everything does not run smoothly, so that what has been realized before, is not realized because it is still not on target and there are still many failures or errors in its manufacture.

Previous research from Larasati et al., (2018) and Purba & Primayoga (2017) suggests that there is a significant influence of cohesiveness on performance. Meanwhile, according to Hamdan's research (2012) explained that the variable of cohesiveness with performance has an insignificant relationship. As for the leadership variable, research from Hamdan (2012) explains that there is a positive influence between leadership and performance.

2. Research Methods

The type of research used is descriptive quantitative using statistical tests using the SPSS software tool version 21.0. In this study, the population was all employees of Grage Mall

Cirebon which amounted to 53 employees. As for the sampling technique, it uses saturated sampling. The data collection methods used are field studies, questionnaires, interviews and literature studies. The analysis used is multiple linear regression analysis.

3. Results and Discussion

3.1. Result

a) Multiple linear regression analysis

Table 3 Multiple linear regression analysis

Coefficient ^a						
Pattern		Non-Standard Coefficient		Standard Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.453	3.487		.990	.327
	Cohesiveness	.155	.074	.138	2.096	.041
	Leadership	.820	.064	.843	12.825	.000

a. Dependent Variables: Performance

Based on the table above, it can be compiled the Multiple Linear equation as follows:

$$Y' = a + b_1 X_1 + b_2 X_2$$

$$Y' = 3.453 + 0.155 X_1 + 0.820 X_2$$

The above linear regression equation shows the direction of each independent variable to the dependent variable and can be deciphered as follows:

1. The value of the constant is 3.453. This means that if cohesiveness and leadership are 0, then performance will increase by 3,453.
2. The regression coefficient of the cohesive variable is 0.155 which means that it shows the direction of a positive (unidirectional) relationship between cohesiveness and employee performance. This states that every increase in the cohesiveness variable by 1 will increase employee performance by 0.155.
3. The correlation coefficient of the leadership variable is 0.820 which means that it indicates the direction of a positive (unidirectional) relationship between leadership and employee performance. This states that every increase in the leadership variable by 1 will increase employee performance by 0.820.

b) Coefficient of determination

Table 4. Coefficient of determination

Summary of Model ^b				
Pattern	R	R Square	Customized R Square	Std. Estimation Error
1	.900 ^a	.811	.803	2.875

a. Predictor: (Constant), Leadership, Cohesiveness
 b. Dependent Variables: Performance

Based on the table above, it can be seen that the value of the coefficient of determination R^2 (*Adjusted R Square*) of 0.803 means that 80% of cohesiveness and leadership as independent variables together affect employee performance and the remaining 20% is influenced by factors or variables others beyond research.

c) Test the Hypothesis

1. Partial t Test

- (1) Test the effect of cohesiveness (x_1) on employee performance (y)

Table 5 Test of the Effect of Cohesiveness (X_1) On Employee Performance (Y)

Pattern		Coefficient ^a			t	Sig.
		Non-Standard Coefficient B	Std. Error	Standard Coefficient Beta		
1	(Constant)	3.453	3.487		.990	.327
	Cohesiveness	.155	.074	.138	2.096	.041

a. Dependent Variables: Performance

Based on Table 4. 24 The results of the T (Partial) Test X1 above can be concluded that the cohesiveness variable has an influence on employee performance. This is evidenced by the *p-value* (Sig) < 0.05 which is 0.041 < 0.05

- (2) Test the effect of cohesiveness (x_1) on employee performance (y).

Based on Table 4. 25 The results of the T (Partial) Test X2 above can be concluded that leadership variables have an influence on employee performance. This is evidenced by the *p-value* (Sig) < 0.05 which is 0.000 < 0.05 and the calculated t value of the $t_{table} > t$ which is 12.825 > 2.008 then H_0 is rejected and H_a is accepted. So it can be concluded that there is a significant influence on leadership variables on performance.

- (3) Simultaneous Test

Table 6. Simultaneous test of cohesiveness and leadership variables

ANOVA ^a						
Pattern		Number of Boxes	Df	Mean Squared	F	Sig.
1	Regression	1767.515	2	883.758	106.940	.000 ^p
	Remnant	413.202	50	8.264		
	Entire	2180.717	52			

a. Dependent Variables: Performance

b. Predictor: (Constant), Leadership, Cohesiveness

3.2. Discussion

a) The effect of cohesiveness (X1) on Employee Performance (Y)

Based on the hypothesis results of the T Test (Partial) X1, which is about the cohesiveness variable on employee performance with a calculated t value of $> t_{table}$, which is 2,096 > 2,008 and has a significant value smaller than the significant level of 0.05 or 0.041 < 0.05 which means H_a is accepted which indicates that t can have a significant influence on the variable cohesiveness on employee performance at Grage Mall Cirebon. This is because cohesiveness is very important for employees who work in order to encourage and support them at work. With the cohesiveness of the company, employees will feel that they have a sense of bondage in their work so that work will be more effective and efficient and improve the performance of Grage Mall Cirebon employees.

The results of this study are in line with the research of Larasati et al., (2018) with the title "The Effect of Cohesiveness and Job Satisfaction on the Performance of Educational Personnel at the Bogor Agricultural University". This research is also

supported by the research of Purba & Primayoga, (2017) with the title "The influence of motivation and group cohesiveness on the performance of the family hope program (PKH) in Bekasi City" where the results state that there is a significant positive influence of cohesiveness on performance. In addition, Sulistyorini's research (2017) entitled "The influence of the work environment, work engagement, and cohesiveness in work groups on employee performance with job satisfaction as a mediating variable" states Group cohesiveness has a direct effect on employee performance. But cohesiveness has an indirect influence on performance that is partially mediated by employee job satisfaction.

b) The effect of leadership (X₂) on Employee Performance (Y)

Based on the hypothesis results of the T (Partial) X 2 Test Results, namely regarding the leadership variable on performance with a calculated t value of $> t_{table}$, which is $12,825 > 2,008$ and has a significant value smaller than a significant t araf of 0.05 or $0.000 < 0.05$ which means H_a is accepted, this states that t there is a significant influence on variabel leadership on employee performance at Grage Mall Cirebon. This is because leadership plays an important role in the company, with good leadership, employee performance will increase and with good leadership will minimize the occurrence of violations when working. With this, it will affect the continuity of the Grage Mall Cirebon company.

The results of this study are in line with Agustini's research (2018) with the title "The Influence of Work Motivation, Leadership and Organizational Culture on Employee Job Satisfaction and Company Employee Performance of Pt. Erha Clinic Indonesia" which shows that there is a positive influence between leadership and employee performance. This research is also supported by research conducted by Permatasari & Hermani (2020) with the title "The Influence of Leadership and Employee Competence on Employee Performance Cv. Indonesia Live Garment for the Production Section of Sewing, Sragen Regency" which states that there is an influence of 35% of leadership variables in influencing employee performance. In addition, this research is in line with research conducted by Salain & Wardana (2014) entitled "The Influence of Leadership on Organizational Culture of Innovation and Employee Performance (Case Study at the Regional Office of PT. PEGADAIAN (PERSERO) DENPASAR)" with results stating that leadership has a positive effect on employee performance. In line with research from Widodo (2017) entitled "The Influence of Organizational Culture, Leadership and Compensation through Work Motivation on Employee Performance.

c) Effect of cohesiveness (X₁) and leadership (X₂) on Employee Performance (Y)

Based on the table data of the F test coefficient Regarding the variables of cohesiveness and leadership on performance has a calculated F value $> F_{table}$ which is $106.940 > 3.18$ and has a significant value smaller than the significant level of 0.05 or $0.000 < 0.05$ which means that there is a significant influence between the variables of cohesiveness and leadership simultaneously towards employee performance. Based on *AdjustR Square* (R^2) of 0.803 or 80 % which means that the variables of cohesiveness and leadership towards employee performance are able to explain the performance variables by 80% and the remaining 20% are influenced by other factors.

This is in accordance with Nasution's research (2020) which concluded that simultaneously communication, cohesiveness, and leadership had a positive and significant effect of 0.056% on the performance of the MGMP MAN 2 Medan Model.

4. Conclusion

Based on the results of the study that has been presented, the author concludes that the cohesiveness variable partially affects employee performance with a calculated t value $> t_{table}$, namely $2,096 > 2,008$ and has a significant value smaller than 0.05 or $0.041 < 0.05$. Variabel leadership partially affects performance with a t value of $> t_{table}$ which is $12.825 > 2.008$ and has a significant value smaller than 0.05 or $0.000 < 0.05$. Variabel cohesiveness and leadership simultaneously affect performance with the F value of the $F_{count} > F_{table}$ which is $106.940 > 3.18$ and has a significant value smaller than the level of thegnifikan 0.05 or $0.000 < 0.05$.

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