

The Mediating Effect of Commitment Team Goals and Team Solidarity Capital in the Team Cohesiveness toward Team Performance: At Book Publishing Company in Central Java and Special Region of Yogyakarta, Indonesia

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Abstract

The main purpose of this study was to test and analyze the impact of team cohesiveness toward team performance with mediated commitment team goals and team solidarity capital.

This research was conducted at book publishing company in Central Java and Special Region of Yogyakarta, Indonesia. Target population of research as many as 476 teams, and the number of samples taken as many as 161 teams with 483 respondents. Data was collected in 2015.

Hypothesis test is done by using structural equation model (SEM). The result of hypothesis testing shows that team cohesiveness positively influences commitment team goals and team solidarity capital, furthermore commitment team goals and team solidarity capital positively affects team performance.

Keywords: team cohesiveness; commitment to team goals; team solidarity capital; team performance.

1. Introduction

Many organizations develop employee cooperation by forming teams. The team is seen as an appropriate instrument for implementing strategy, influencing, shaping and changing employee attitudes (Luthans, 2011). In addition, the quality of teamwork is better at developing collective knowledge in a structured way (Peter Curseu et al., 2010).

Many antecedents affect the performance and dynamics of the team, but the most influential increase in team effectiveness is team cohesiveness (Campion et al., 1996). Cohesiveness as the totality of forces that push individuals to survive in a group (Kleinert et al., 2012). Individual work changes to work in teams or groups generally improve overall organizational performance (Becker, B. E., M. A. Huselid, et al. 2001). Team cohesiveness is positively correlated with organizational effectiveness and efficiency (Hoegla Martin, 2003). However, there is not only a positive relationship between the team's cohesiveness and team performance, the relationship between team cohesiveness and team performance can also occur in a negative relationship. Some researchers have found evidence that the relationship between team cohesiveness and team performance may also occur in negative relationships, such as Rovio et al. (2009) that high team cohesiveness does not always have an effect on high performance, because it is also influenced by the situation.

Researchers looked at differences in research results conducted by previous researchers associated with team cohesiveness relationships with team performance needs further research. This is intended to find answers to the differences in their research findings. Furthermore, the researchers propose in this study two constructs, namely the commitment team goal

and the team's solidarity capital as a new construct can mediate the relationship of team cohesiveness with team performance.

Organizations will find it difficult to achieve their goals when not supported by members of the organization. Therefore, the commitment of employees in achieving organizational goals becomes an important thing for the organization in maintaining its survival. A cohesive team will commit to team activities, attend meetings and be happy when teams succeed, while members of low cohesive teams tend to have less concern for other team members Shaw (2011). Other experts such as Robbin & Judge (2011) who claim that the more cohesive a group, the members will be stronger to achieve the goals and can further improve team performance.

On the other hand, groups or teams whose members are more cohesive will facilitate and develop the team's solidarity capital in the form of willingness to share resources, willingness to accept others' opinions, willingness to work together and willingness to take precedence to solve team problems. As Cartwright argued, 1968 that cohesive team members tend to motivate each other to work together in a better job. Beal et al. (2003) argue that cohesive team members tend to use more efficient team resources because they are intimate and motivated to accomplish tasks and solve problems in earnest. Kidwell et al. (1997) concluded his research results that group cohesiveness significantly predicts constructive co-operation behavior.

Starting from the description of previous research results, the researcher considers the need to conduct more in-depth study related to the cohesiveness and team performance relationships, with the role of commitment to the objectives and the solidarity of the team in mediating the relationship of team

cohesiveness to team performance. The purpose of this study, therefore, is to obtain a constructive commitment role answer to the objectives and capital of team solidarity in mediating the relationship of team cohesiveness to team performance.

This research proposes a team cohesiveness model in developing the commitment team goals and team solidarity capital, which in turn can improve team performance. An empirical study of book publishing companies in Central Java and Yogyakarta (DIY) Provinces in Indonesia.

2. Literature Review

A. Kohesvitas team, commitment goals and team solidarity capital

Group cohesiveness is the interest among the group members which causes members of the group to wish to remain in the group, as well as the attraction between individuals and their groups or organizations. Groups that have high cohesiveness are characterized by a commitment to set group goals and a desire to achieve their goals well (Beal et al., 2003)

Groups whose members are compact in performing the task will be more adaptive in behaving environment. (Weingarten and S.Chisholm 2009). While other researchers Sanchez & Yurrebaso (2009) stated that organizations that have cohesive members in general will foster commitment to its members to work together (Sánchez & Yurrebaso, 2009). Mulvey & Klein (1998) obtained evidence from his research that cohesiveness is positively related to commitment team goals.

Teams whose members are cohesive will commit to team activities, attend meetings and be happy when teams succeed. While members of the low cohesive team tend to have less concern for other team members Shaw (2011). Other experts such as Robbin & Judge (2011) who claim that the more cohesive a group, the members will be stronger to achieve the goal.

Gibson et al. (2003) states that cohesiveness will encourage members to stay together in their group and join the organization to make a person feel a sense of belonging and feeling together. In line with Gibson's thinking, Robbins and Judge (2011) argue that the more cohesively a group, the more committed members are to the organization's goals.

The statement supported by Robbins and Judge (2011) states that the more cohesive a group, the more members are toward the goal. It is also reinforced by Beal et al. (2003) which suggests that cohesiveness can enhance leadership behaviors such as commitment to individual goals and interests (Beal et al., 2003).

Hypothesis 1: Team cohesiveness positively affects Commitment team goals.

Team solidarity capital is an intangible assets asset, i.e. willingness to share more resources owned, willingness to receive thoughts and ideas from other members, actively participate in developing teamwork and seriously solve team problems so as to support to the interests of individual roles and responsibilities within the team. The team's solidarity capital construct is built from the synthesis of the concept of solidarity and network concept. The concept of solidarity is derived from OCB theory, in which the theory of OCB derived social exchange theory. The concept of network is derived from the concept of social capital which is the dimension of the theory Resource Based View (RBV).

Several previous studies support the relationship between team cohesiveness and solidarity team capital solidity indicator, Blau (1964) which states that the working group operates in a social exchange system. The theory of social exchange shows the existence of mutual interactions between individuals depending on social beliefs and ethics. Said by Kidwell, Moss-holder and Bennet (1997) states that in a cohesive group the

members will give each other and get more help when compared with the group that is not cohesive. Ostroff (1992) states that in a cohesive group they feel comfortable with their approaching colleagues and help to solve the problem. This suggests that a more cohesive team of members will help each other, in other words there is a positive relationship between cohesiveness and helpful behavior or sharing willingness. M. Chishol M and Nielsen (2009) stated that the quality of relations among members is significantly related positively to the mutual support behavior among team members. Openness and willingness to exchange information helps individuals access organizational resources and to develop their own knowledge and skills. The company's external social capital is related to the relationship between the company and the outside company, e.g. relationships with customers, suppliers, and external organizations such as universities, banks, venture capitalists and government agencies enabling achievement of goals that should not be attainable and achievements ending up at more low.

Barker et al., 2010 concludes his research findings that group cohesiveness is a strong predictor of the behavior of helping others and positively reinforcing the principle of team members. Another researcher Van Dyne et al., 2008, obtained evidence that his cohesiveness influenced OCB in particular of helping behaviors. Other researchers such as Organ and Ryan (2001) found evidence from their research that togetherness had a positive effect on OCB. According to Moorman and Blakely (1995) concluded his research results, that group values are significantly predictors of organizational citizenship behavior. Cloud, 2015 states that good relationships among team members have a tendency to foster a helpful behavior to other members.

On the other hand groups or teams whose members are more cohesive will make it easier and can develop better cooperation compared to less cohesive working groups. As Cartwright argued, 1968 that cohesive team members tend to motivate each other to work together in a better job. Beal et al. (2003) argue that cohesive team members tend to use more efficient team resources because they are intimate and motivated to accomplish tasks and solve problems in earnest. Kidwell et al. (1997) concluded his research results that group cohesiveness significantly predicts constructive co-operation behavior.

Hypothesis 2: Team cohesiveness positively affects the team's solidarity capital.

Several studies have shown that organizational commitment is positively related to Organizational Citizenship Behaviors (OCB). As described in the previous chapter, the team's solidarity capital is built on the synthesis of the concept of solidarity and networking concepts. The concept of solidarity is derived from OCB theory, in which OCB theory is derived from Social Exchange theory.

Ambrose & Kulik, 1999; Locke & Laitham, 1990 found evidence from his research that commitment team goals would motivate group members to improve team effectiveness through teamwork and networking with external partners. Morrison, 1994; Munene, 1995; and O'Reilly & Chatman, 1986 suggest a positive relationship between commitment team goals and OCB. Baig et al. (2012), Allameh et al., (2011), Pitaloka and Paramita (2014) obtained evidence of research that commitment to objectives positively affects the OCB. Since solidarity capital is built on OCB theory, it indicates that commitment team goals is positively related to the team's solidarity capital.

Hypothesis 3: Commitment team goals positively affects the team's solidarity capital.

B. Commitment team goals, team solidarity and team performance

Commitment is a strong belief in the acceptance of orga-

nizational goals and values, willingness to exert sufficient effort on behalf of the organization, and a definite desire to maintain organizational goals (Mowday, Steers, & Porter, 1979). Employee commitment has the ability to encourage increased work productivity (Baig et al., 2012). Schlechty and Vance (1983); Rosenhaltz (1987) states that there is a positive relationship between participation in decision-making and team performance.

Scholl (1981) said the commitment of the organization as a force that maintains the direction of one's behavior remains on the path that supports the achievement of organizational goals, when expectations or conditions of expected justice do not occur and not fit its normal function. This illustrates that commitment team goals will help team members to perform activities in accordance with predetermined objectives. Achieving goals describes the strength of the team's confidence to achieve its goals. Achieving team goals draws team success, teams with low commitment team goals have a low impact (Dutra et al., 2016).

Locke & Latham, 1991 (in Nahrgang et al., 2013), concludes his research findings that more difficult and specific team goals generally lead to better task performance, since the types of goals manage individual enterprises to complete their work and motivate individuals to achieve high performance standards. When team goals are established, the team members will attempt to accomplish the task constructively in accordance with the objectives to be achieved. Commitment to goals will motivate group members to improve team effectiveness through teamwork and networking with external partners (Steers & Mowday, 2004). Klein et al. (1999) obtained evidence of his research that employees who are committed to achieving better outcomes than low-committed employees. In line with Ambrose & Kulik, Locke & Laitham, Aube and Rousseau (2005) found evidence from his research that commitment to goals positively affects team performance. Dutra et al., (2016); (Baig et al., 2012) find evidence from their research that commitment to goals positively affects team performance, where high-goal teams will achieve high results (Dutra et al., 2016).

Hypothesis 4: Commitment team goals positively affects team performance.

The concept of team solidarity capital is a synthesis of two theories, namely resource-based view theory and social exchange theory). Team solidarity capital is a novelty concept in this research, which the novelty of this concept is intended as an effort to bridge the differences of research results by some previous researchers who have been described in the research gap. In the research gap it was suggested that some researchers concluded that there was a positive correlation between team cohesiveness and team performance, while some others concluded that there was a negative relationship between team cohesiveness and team performance.

Marks et al. (2001) obtained evidence from his research that pro social behavior as an important variable in the development of team performance. There are several reasons that pro social behavior will have a positive impact on team performance. First, pro social behavior will increase the effectiveness of team members (Podsakoff & MacKenzie, 1997). Bachrach (2000) presented his findings that altruism was positively and significantly correlated with the effectiveness of the working group / team. Zaccaro et al., (2002) concluded the results of his research, a strong positive correlation between the quantity and quality of pro social behavior (helping behavior) with team performance. Sabine Sonnentag et al. (2008) explains that OCB can improve organizational performance. To be able to share insights people must build social networking relationships with others. The ability to build social networks is what is called social capital. The more widespread a person's interaction and the wider the social net working network the higher the value of a person (Coleman, J. 1990).

Hypothesis 5: Team solidarity capital positively affects team performance.

3. Research Model

Based on the description of introduction and literature review and some of the proposed hypotheses that have been described above, it can be presented image empirical research model as follows:

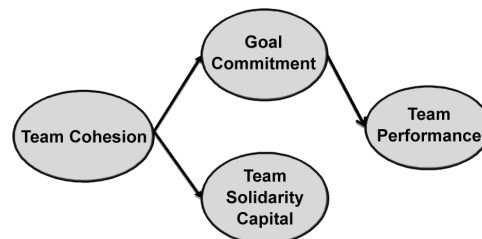


Figure 1. Empirical Research Model

4. Research Design

a. Population, Sample and data collection

The population in this study are managers and two creative team members in book publishing company in Central Java with 134 companies and 98 publishing companies in Daerah Istimewa Yogyakarta (2015).

The sample taken as the respondent is the manager and two of the team members. the number distributed to the respondents was 483 sets of questionnaires and returned as many as 439 sets of questionnaires. The questionnaires received by the researchers were examined for feasibility and there were 25 sets of broken cassette. With the AMOS analysis, the outlier data were identified as 99 or 23, 91%. The number of samples used as many as 315 has met the requirements of using SEM analysis tools with AMOS (Hair Jr, et al, 1998).

b. Measures

Team cohesion is measured by adopting the indicators used by Forsyth (2010) that have been modified. Team cohesiveness constructs are measured by four indicators, namely (1) cohesiveness in performing team duties, (2) team members' social attractiveness, (3) freedom of expressing personal feelings, and (4) a sense of unity and teamwork.

Decision making participation is measured by adopting the indicators used by Stephen Condrey (2005) that have been modified. Participation in decision-making will be measured by four indicators, namely (1) decision-making initiatives, (2) decision-making capabilities, (3) availability of time for decision-making, and (4) decision-making relevance.

Commitment team goals is measured by adopting the indicators used by Meyer and Allen (2006) that have been modified. The commitment constructs on team goals are measured by 6 indicators of the Allen and Meyer concept specifically on affective commitment, namely (1) care (Loyal) on team goals, (2) willingness to integrate individual goals with team goals, (3) proud team goals achieved, (4) willingness to perform tasks to achieve goals, (5) maintain team goals, and (6) willingness to sacrifice to achieve goals.

Team performance is measured by adopting the indicators used by Olori & Mark (1996) that have been modified. The team performance constructs are measured by 4 indicators, namely (1) the quantity of program achievement, (2) the quality of program achievement, (3) the timeliness of the program's achievement, (4) the use of resources, and (5) the team's reliability.

c. Data Analysis

The research data were analyzed by means of Structural Equation Modeling (SEM) model analysis using AMOS tool (Hair

et al., 1998). Hair et al., (1988) divides the steps of (a) modeling estimation stage and (b) estimation of the model.

d. Data Quality Test

The quality of research data can be seen from the validity and reliability of data. Based on result of data analysis by value of factor loading from all indicator of exogenous and endogenous variable above 0.5, and in reliability test all variable have value of cronbach alpha above 0.7 mean research data have fulfilled validity test criterion and reliability test so feasible use in this research process.

In addition to meeting the evaluation of the level of validity and reliability, research data has met the criteria as data that normally distributed, it is seen that the value of c.r. is below between the values -2.58 and 2.58.

e. Goodness-of-fit model

Evaluation of goodness of fit criteria; Chi Square, goodness of fit index (GFI), adjusted goodness of fit index (AGFI), root mean square error of approximation (RMSEA) and comparative fit index (CFI). The results of the analysis can be seen in Table 1.

| No. | Goodness of fit model | Value | Cut Of Value | Statement |
|-----|-----------------------|---------|--------------|-----------|
| 1 | Chi Square | 130,332 | 225,059 | Fit |
| 2 | Probabilities | 0,156 | > 0.05 | Fit |
| 3 | GFI | 0,954 | > 0.90 | Fit |
| 4 | AGFI | 0,938 | > 0.90 | Fit |
| 5 | TLI | 0,99 | > 0.90 | Fit |
| 6 | CFI | 0,992 | > 0.90 | Fit |
| 7 | Cmin/df | 1,132 | <2 | Fit |
| 8 | RMSEA | 0.021 | RMSEA< 0,08 | Fit |

Table 1. Goodness of Fit Model
Source: Primary data is processed

From table 1 it is known that the model has fit, meaning the model can be used in this research process.

5. Discussion

Results of data processing with AMOS 21 obtained standardized regression weight CFA Full Model as shown in table 2 below.

| Variable | | β | CR | P | Statement |
|-------------------------|------------------------------|---------|-------|-----|-----------|
| Goal Commitment | <--- Team Cohesion | 0,297 | 4,146 | *** | Received |
| Team Solidarity Capital | <--- Team Cohesion | 0,277 | 3,795 | *** | Received |
| Team Performance | <--- Goal Commitment | 0,280 | 4,207 | *** | Received |
| Team Performance | <--- Team Solidarity Capital | 0,331 | 4,736 | *** | Received |

Table 2.

Regression Weights: (Group number 1 - Default model)
Source: Primary data is processed

Based on table 2, the results of statistical tests on hypothesis 1 show that the estimation parameters testing the influence of team cohesiveness variables to team solidarity capital (β_1) showed significant results with the value of standardized estimate (β_1) = 0.297; critical ratio (CR) = 4.146 is greater than 1.96 at the 0.05 significance level and p-value = *** is less than 0.005. The magnitude of these values has met the requirements of acceptance of the hypothesis, i.e. CR > 1.96 at the signi-

ficance level of p-value <0.05. Thus there is no reason to reject hypothesis 1 (H1), meaning that Team Cohesion variable has a positive effect on commitment to the goal has been proven significantly. Hypothesis 1 is consistent with the results of Hackman (1987), Allen and Meyer (1990), Gibson et al. (2003), Robbins and Judge (2011), Donald et al., (2007).

The result of statistical test on hypothesis 2 shows that the parameter of estimation of test of the influence of team cohesiveness variable to team solidarity capital (β_2) shows significant result with standardized estimate value (β_2) = 0.277; critical ratio (CR) = 3.795 is greater than 1.96 at the 0.05 significance level and p-value = *** is less than 0.005. The magnitude of these values has met the requirements of acceptance of the hypothesis, ie CR > 1.96 at the significance level of p-value <0.05. Thus there is no reason to reject hypothesis 2 (H2), meaning that the team's cohesiveness variable has a positive effect on the team's solidarity capital has been proven significantly. This study supports the findings of previous researchers' research on individual interactions, cohesiveness and pro social behavior by Blau (1964), Kidwell, Mossholder and Bennet (1997), Cartwright (1968); Weaver et al. (1997), Granovetter (1973), Fararo & Doreian (1998), E. Durkheim (1954), Guildford JP (1966), Coelho et al., (2011).

The result of the statistical test on the third hypothesis shows that the test estimation parameter of the influence of Commitment variable on team goals on the team performance (β_3) shows significant result with standardized estimate value (β_3) = 0.280 and critical ratio (CR) = 4.207, and p-value = ***. The magnitude of these values has met the requirements of acceptance of the hypothesis, ie CR > 1.96 at the 0.05 significance level and p-value <0.05. Thus there is no reason to reject hypothesis 3 (H3), meaning that the commitment variable on team goals has a positive effect on team performance. It has been proven significantly. This study supports the findings of previous research findings on the attitudes of employee commitment, employee job satisfaction and individual achievement and team performance performed by A. Locke and P. Latham (2009), Rousseau, & Savoie, in Locke & Latham (1990) O'Leary-Kelly, Martocchio, & Frink (1994), Weldon & Weingart (1993), Weldon & Weingart (1993), Manogran (1997), Aube ' & Rousseau (2005).

The result of the statistical test on the fourth hypothesis shows that the test estimation parameter of the influence of the team's solidarity capital variable on the team performance (β_4) shows significant result with standardized estimate value (β_4) = 0.323 and critical ratio (CR) = 4,576, and p-value = ***. The magnitude of these values has met the requirements of acceptance of the hypothesis, ie CR > 1.96 at the 0.05 significance level and p-value <0.05. Thus there is no reason to reject hypothesis 4 (H4), meaning that the team's solidarity capital variable has a positive effect on team performance has been proven significantly. This study supports the findings of previous researcher's research on employee solidarity attitude to help each other, cooperation, solute behavior and performance and individual achievement and team performance performed by Emile Durkheim (1954), Carsten K.W. De Dreu and Bianca Beersma (2005), Ryan (1995), Organ (1997), Marks, Mathieu, & Zaccaro, (2001), Dickinson & McIntyre (1997) and Marks et al. (2001), Podsakoff & MacKenzie (1997), Bachrach (2000), Marks, Sabella, Burke, & Zaccaro (2002), Brehm and Rahn (1987), Cohen and Prusak (2001).

6. Conclusion, limitation and future research

6.1. Conclusion

After the empirical analysis is proved all hypotheses are accepted. The first hypothesis, there is a positive relationship between team cohesiveness with commitment to team goals, the results of this study in accordance with views Mulvey and Klein (1998), Friedkin, NE (2004), Matthew S. Prewet (2006),

Barker et al., (2010). The second hypothesis is that there is a positive relationship between team cohesiveness and team solidarity capital, the results of this study are in accordance with the views of Kidwell et al. (1997), Podsakoff et al. (1997), Yee K. NG (2005), Heuze et al. (2006), Barker et al., (2010). The third hypothesis, there is a positive relationship between commitment to team goals and team solidarity capital, the results of this study in accordance with views Ronit Bogler & Anit Somech (2004), Allameh et al., (2011), Jasmin-Olga Sarafidou and Georgios Chatziioannidis (2012) , Baig et al., (2012), Azizi et al., (2014), Amin et al. (2016). Fourth hypothesis, there is a positive relationship between commitment to team goals and team performance, the results of this study in accordance with views Mowday et al., (1979), Aube C. and V. Rousseau. (2005), Chen et al. (2009), Mazayed et al. (2014). The fifth hypothesis, there is a positive relationship between team solidarity capital and team performance, the results of this study in accordance with views Dickinson & McIntyre (1997), Barnes, Hollenbeck, Wagner, et al. (2007), Chen, Tang and Wang, (2009), J. Burtscher (2011), Güven Özdem, (2012), Salajegheh Sanjar (2013).

6.2. Limitation

Limitations of a research activity need to be submitted in each study result, this is because there are still many that can not be captured in the research model (Chad Perry, 1988, 2002). Limitations in this study include: Statistically the antecedent variables have not acted as perfect predictors. The calculation result shows that the value of R square (R^2) of the commitment variable on the goal is 0.110, meaning that the team cohesiveness and decision-making variables are only able to explain against the commitment variable at the goal of 11%. And the value of R square (R^2) of 11% gives an idea of the contribution of antecedent variable from the commitment variable on the stated objective is weak ($R^2 < 20\%$).

Furthermore, the R square (R^2) value of solidarity team's commitment to the goal is 0.088, meaning that team cohesiveness and commitment variables are only able to explain to the team solidarity capital variable of 8.8%. And R square value (R^2) equal to 8,8% gives picture of contribution of antecedent variable from team solidarities capital variable expressed weak ($R^2 < 20\%$). In this model the variables that together give the effect to the team performance value (KT) is 0.219, meaning the contribution of 2 variables that explain the team performance variable that is team solidarity capital and commitment to the goal of 21.9%. The magnitude of the antecedent contribution of the team performance variable in this study was stated moderate ($21\% < R^2 < 40\%$).

The value of R square (R^2) is the greater the contribution of the antecedent variable explained to a variable is stronger, and contribute perfect when the value of R square (R^2) = 1. To achieve the value of R square (R^2) = 1 required many antecedent variables, variables which many are very relative and difficult boundaries. Thus, the built model has not reached R square (R^2) = 1, then the model can be declared imperfect.

6.3. Future Research

Departing from the research results and limitations of research can be taken wisdom improvement and refinement for future research activities on the same theme, namely:

First, future research should broaden the characteristics of the research object, ie the samples not only come from the publishing company alone, but can be derived from other types of creative endeavors.

Second, future research needs to review the solidarity capital team proposition as a mediating construct. This can be seen from the low R square (R^2). The value of R square (R^2) will be greater when more exogenous variables occur.

7. Implication

Team performance can be increased indirectly through team cohesiveness strengthening. Team cohesiveness affects team performance through team solidarity capital and commitment to goals. The cohesiveness of the team is essentially the strength of team members to stay on the team and maintain team integrity. By shifting the team's cohesiveness, it will strengthen the team's solidarity capital and commitment to the goal, further increasing the team's solidarity capital and commitment to goals will impact the team's performance even indirectly. Strategies that can be done improve the cohesiveness of the team, including:

- Understand as much as possible about the team's goals, by understanding the team's goals, then the team members know what to do.
- Integrating individual goals with teams, this will make the team members' action agenda aligned with the program and team goals.
- Building a useful job description and job requirements, giving clear and non-confusing reference to action.
- Establish a communication network that will facilitate interaction among team members.
- Develop inter-team competition as a strategy to develop conflict management to enhance the team's sense of unity and cohesiveness.

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