

Group Cohesiveness Among Employees: A Literature Review

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ABSTRACT

Modern organizations require employees who are able to collaborate effectively in teams, making group cohesiveness an essential aspect of human resource management. This study examines the factors that form group cohesiveness, its impact on performance, and strategies for improvement through a Systematic Literature Review (SLR) using the PRISMA procedure. The search was conducted on the Google Scholar database and yielded 1,400 initial articles, which were then selected through the identification stage, title and abstract screening, and full-text eligibility assessment, resulting in 30 articles published between 2021 and 2026 as the final units of analysis, with the 2026 cutoff referring to articles that were already available and accessible at the time of data collection. Each article that passed the eligibility stage was critically appraised based on the clarity of the method, the appropriateness of the sample, and the relevance of the results to the topic of group cohesiveness among employees, to ensure that only studies of adequate quality were included in the synthesis. The content analysis shows that group cohesiveness is positively correlated with work morale, job satisfaction, productivity, and Organizational Citizenship Behavior (OCB), and plays a role in reducing turnover intention and social loafing. The main factors influencing it include interpersonal communication, leadership, trust, and the work environment. Theoretically, this study enriches the understanding of work group dynamics within an organizational context. Practically, these findings can serve as a basis for designing managerial interventions to improve team effectiveness.

Keywords : Group Cohesiveness, Employee Performance, Organizational Behavior.

INTRODUCTION

The development of increasingly competitive modern industry and organizations encourages companies to not only rely on individual capabilities, but also to build effective collaborative team working abilities in order to achieve organizational goals. In this context, organizational success is not determined solely by individual quality, but also by the quality of interactions and cooperation among work group members. Various studies have shown that work group dynamics play an important role in determining organizational success, because good relationships among team members contribute directly to improving overall organizational performance and productivity (Listyarini, 2024; Simarmata et al., 2023).

One important aspect of group dynamics is group cohesiveness. Group cohesiveness describes the degree of closeness, attraction, and commitment of members to remain and cooperate within a group. Theoretically, this idea refers to Festinger's perspective, which considers group cohesiveness as the result of all forces that drive group members to stay

(Simanullang et al., 2024). Building group cohesiveness is a process that requires time and supportive conditions. Effective interpersonal communication and a conducive work environment are prerequisites for the formation of strong cohesiveness so that conflict can be minimized (Supraptiningsih, 2025; Tanelaaph et al., 2025). When the bonds within a group weaken, the consequences can be seen concretely, one of which is through the increasing desire of employees to leave the organization. Kalam & Wibowo (2022) state that group cohesiveness is significantly negatively related to turnover intention, meaning that the less group cohesiveness there is, the greater the likelihood that employees will leave the company. Various studies have discussed group cohesiveness among employees, however the existing findings are still scattered and show variation in explaining its forming factors and its impact on employee behavior. This variation can be seen, for example, in the research of Annisa et al. (2022) on employees of PT Perkebunan Nusantara III, which found that group cohesiveness had a significant effect on job satisfaction, while two other variables in the same study, namely role conflict and work relationships, did not show a significant influence on job satisfaction. These findings indicate that among the variables often studied alongside group cohesiveness, its contribution to employee work behavior can vary greatly even within similar constructs.

Furthermore, the direction of the relationship between group cohesiveness and employee behavior has also been inconsistent across studies. Among employees of an insurance company, group cohesiveness was found to contribute positively to employee performance with a contribution of 42 percent (Irawan et al., 2024). In contrast, in another context, group cohesiveness was found to be significantly negatively related to turnover intention, meaning that the higher the group cohesiveness, the lower the desire of employees to change jobs (Kalam & Wibowo, 2022). These differences in the direction and strength of the relationship indicate that the role of group cohesiveness among employees is highly dependent on the organizational context and the type of outcome variable studied, so that to date there is no uniform conclusion regarding the antecedent variables of group cohesiveness such as leadership, interpersonal communication, and work environment that can be integrated in a single systematic study. In addition, the impact of group cohesiveness on positive work behaviors such as Organizational Citizenship Behavior (OCB) and employee performance has also not been comprehensively synthesized in the context of employees across various organizational sectors (Amalia, 2024; Khairunisa & Oktarisa, 2023). Therefore, an integrative study is needed to summarize the various research findings in order to provide a more comprehensive picture of the role of group cohesiveness among employees.

Based on this background, this study aims to answer the following questions: (1) What factors are most powerful in forming group cohesiveness among employees? (2) How does group cohesiveness impact employee work productivity? and (3) What strategies are most effective in improving group cohesiveness in the work environment?

This study refers to the PRISMA guidelines and uses the systematic literature review method (Page et al., 2021) in the process of searching, selecting, and synthesizing relevant scientific articles. Through this approach, the study synthesizes findings related to group cohesiveness among employees from various organizational sectors.

Theoretically, this study contributes to the development of understanding regarding group cohesiveness by integrating Festinger's perspective on cohesiveness as the motivation that keeps group members remaining in the group, together with various antecedent factors that play a role in forming it, such as leadership, interpersonal communication, and work environment (Simanullang et al., 2024). Practically, the results of this study are expected to serve as a guideline for organizations in developing human resource development strategies, particularly in developing effective team building programs to improve group cohesiveness, reduce employee turnover, and encourage the emergence of positive work behaviors such as Organizational Citizenship Behavior (Amalia, 2024; Khairunisa & Oktarisa, 2023).

This article is structured as follows: the methods section explains the literature search and selection strategy, the results section presents a synthesis of findings from various relevant studies, and the discussion section addresses the theoretical and practical implications of the study on group cohesiveness among employees.

LITERATURE REVIEW

Group cohesiveness is an important concept in the study of organizational behavior because it is directly related to the quality of interactions among team members and the effectiveness of group work. Classically, cohesiveness is defined as the drive that keeps individuals remaining within a group and maintaining collaboration, so that group success is influenced not only by individual abilities, but also by emotional bonds, trust, and commitment among members (Hasan et al., 2025; Simanullang et al., 2024). Several studies indicate that group cohesiveness acts as a moderator between work culture, cross-cultural communication, and organizational performance, thus becoming a key factor in maintaining team stability and enhancing the organization's ability to face increasingly complex work demands (Amalia, 2024; Hasan et al., 2025; Simanullang et al., 2024). Various studies reveal that group cohesiveness is closely related to employee performance and productivity. Empirical results show that cohesiveness plays a significant role in improving work morale and employee performance (Listyarini, 2024; Rifedi et al., 2021; Sasmito et al., 2025). In addition, cohesiveness also acts as a social mechanism that strengthens the effectiveness of achieving organizational goals and encourages the emergence of positive behaviors such as Organizational Citizenship Behavior (OCB) and employee loyalty (Khairunisa & Oktarisa, 2023; Khasanah & Sadiqin, 2022).

However, group cohesiveness does not form automatically, but is influenced by various factors, both interpersonal and organizational. Open and effective interpersonal communication is the main factor in building cohesiveness because it helps members understand shared roles and goals as well as minimize conflict (Nababan & Suharti, 2022; Supraptiningsih, 2025). In addition, the quality of work relationships, trust, commitment, and a conducive work environment also play an important role in strengthening cohesiveness (Annisa et al., 2022; Tanelaaph et al., 2025). From the organizational side, fair and supportive leadership also contributes to the formation of member attachment to the group (Septiani & Herminingsih, 2025).

On the other hand, group cohesiveness also has implications for workforce stability, particularly in reducing turnover intention. Several studies indicate that low cohesiveness is

associated with a lack of emotional attachment of employees to the organization, thereby increasing the desire to leave, while high cohesiveness acts as a protective factor in retaining employees (Amelia & Sulistyowati, 2025; Kalam & Wibowo, 2022). Although there are variations in context and measurement, most findings show a consistent direction of relationship, where group cohesiveness is directly proportional to employee retention when combined with job satisfaction and organizational commitment (Amelia & Sulistyowati, 2025; Kalam & Wibowo, 2022; Septiani & Herminingsih, 2025). Therefore, more comprehensive research is needed to integrate these various findings in order to understand more deeply the forming factors and the impact of group cohesiveness in organizations.

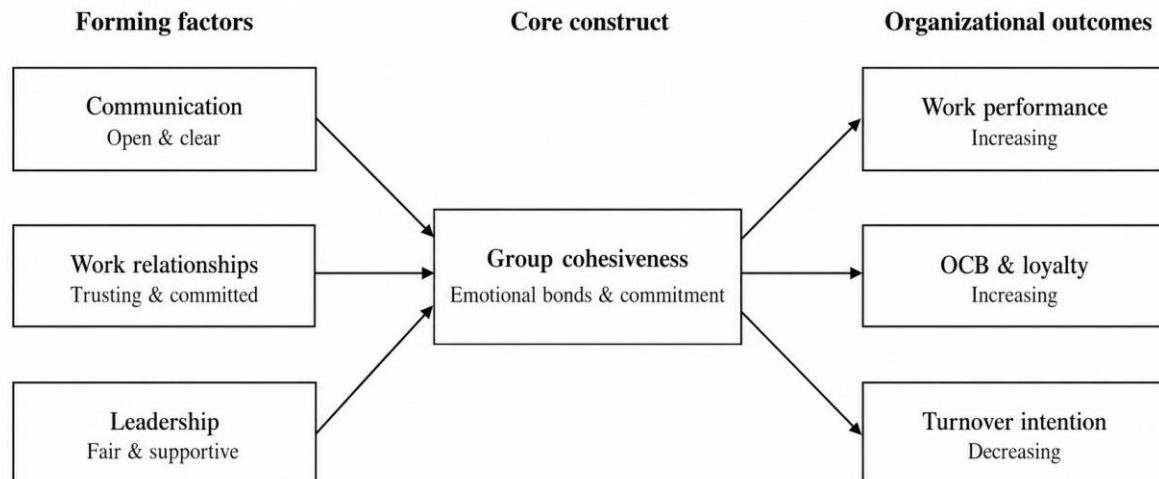


Figure 1. Conceptual model

Based on the synthesis of these findings, a conceptual model can be constructed that describes the position of group cohesiveness in employee work dynamics, as presented in Figure 1. This model consists of three main interrelated components. The first component is the forming factors or antecedents of group cohesiveness, which include interpersonal communication (Nababan & Suharti, 2022; Supraptiningsih, 2025), quality of work relationships, trust, and a conducive work environment (Annisa et al., 2022; Tanelaaph et al., 2025), as well as fair and supportive leadership (Septiani & Herminingsih, 2025). These three groups of factors together form the second component, namely group cohesiveness itself, which is understood as the emotional bonds, trust, and commitment among members that keep individuals remaining and collaborating within the group (Hasan et al., 2025; Simanullang et al., 2024). Subsequently, the group cohesiveness that forms will impact the third component, namely organizational outcomes, which in this study include improvements in performance and productivity (Irawan et al., 2024; Listyarini, 2024; Rifedi et al., 2021; Sasmito et al., 2025), the emergence of positive work behaviors such as OCB and loyalty (Khairunisa & Oktarisa, 2023; Khasanah & Sadiqin, 2022), as well as a reduction in turnover intention (Amelia & Sulistyowati, 2025; Kalam & Wibowo, 2022; Septiani & Herminingsih, 2025). This model shows that group cohesiveness serves as a central construct that bridges the forming factors at the interpersonal and organizational levels with the various outcomes expected by the organization, so that the existence of this model is expected to serve as a

reference framework for future research in testing the relationships between variables more systematically.

Overall, the literature review indicates that group cohesiveness is a key construct in organizational behavior that is consistently related to performance, work morale, OCB, loyalty, and workforce stability. Most studies show a consistent direction of relationship, where high cohesiveness is associated with increased productivity and reduced turnover intention, especially when combined with effective interpersonal communication, strong work relationships, trust, commitment, and fair and supportive leadership. On the other hand, group cohesiveness appears as a multidimensional phenomenon shaped by the interaction of interpersonal factors, working conditions, and organizational context, thus necessitating an integrative approach to understand the dynamics of the formation and impact of group cohesiveness in modern organizations.

METHODS

This study applies the Systematic Literature Review (SLR) method to examine various previous studies in a structured manner with the aim of identifying, reviewing, and integrating research findings related to group cohesiveness among employees (Haddaway et al., 2022). This method was chosen because it allows the literature review to be conducted in a structured way so as to provide a more comprehensive and transparent understanding of the research topic. The methods section describes the stages carried out systematically in the implementation of this study, including search procedures, selection criteria, and data analysis techniques, so that readers can evaluate the appropriateness of the method as well as the reliability and validity of the findings in accordance with current scientific reporting standards (Page et al., 2021).

This study follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol, with the study population consisting of scientific articles that examine the dynamics of group cohesiveness among employees across various organizational sectors. The inclusion criteria used include articles published within the period of 2021–2026 to ensure relevance to the latest research developments, articles written in either Indonesian or English, and articles originating from scientific journals available online. As exclusion criteria, articles were excluded if they discussed group cohesiveness outside the context of employees or organizations, for example school groups, university students, or general communities, and those that are non-empirical in nature such as opinions, editorials, or non-research articles, or that do not explicitly mention the concept of group cohesiveness and do not present data that can be analyzed. Data sources were obtained through the Google Scholar database because this platform provides broad search coverage of scientific journals and open access to many Indonesian articles. The search process used Boolean OR and AND operators with a combination of keywords ("kohesivitas kelompok" OR "group cohesiveness" OR "group cohesion") AND ("kinerja karyawan" OR "employee performance" OR "organizational behavior") to broaden the scope of the search.

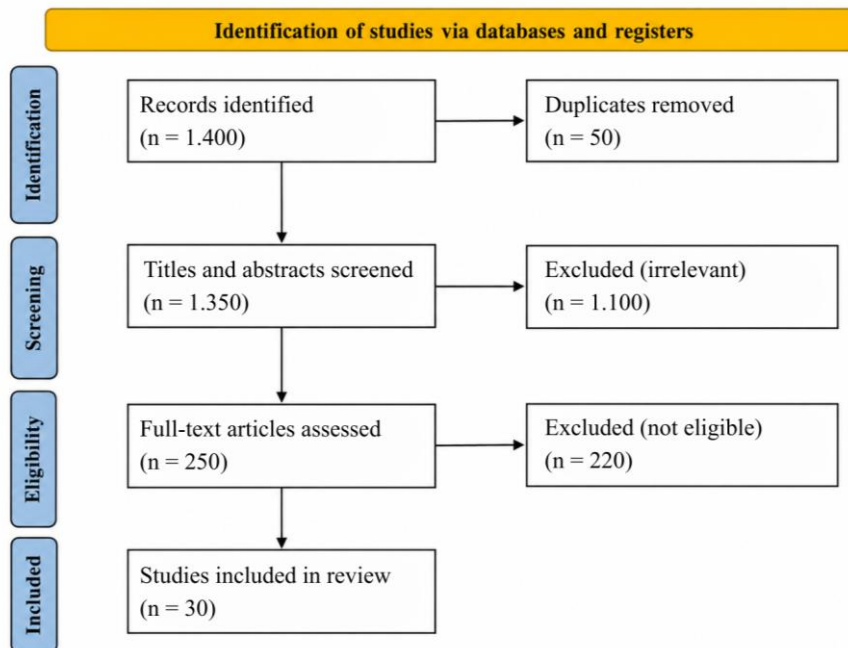


Figure 2. PRISMA diagram

Literature selection in this study follows the PRISMA flow covering four systematic stages, as presented in Figure 2. At the identification stage, the search process using the keyword combination yielded 1,400 articles. From this number, a duplication check was carried out resulting in 1,350 articles that proceeded to the screening stage. At the screening stage, each article was reviewed through its title and abstract to assess its level of relevance to the topic of group cohesiveness among employees, so that 1,100 articles were excluded due to being irrelevant to the research topic, either because they discussed cohesiveness outside the employee context or because they did not discuss group cohesiveness at all, leaving 250 articles that proceeded to the eligibility stage. The eligibility stage was then carried out by reviewing the content of each article more comprehensively to verify its conformity with the established inclusion criteria, and at this stage 220 articles were excluded for not meeting the inclusion criteria, such as not presenting empirical data that could be analyzed, discussing cohesiveness in non-employee populations, or not being available in full text. The remaining articles were then critically appraised based on three aspects, namely the clarity of the research method, the appropriateness and adequacy of the sample used, and the clarity and relevance of the research findings to the topic of group cohesiveness among employees. Through this entire selection and quality assessment process, 30 journal articles were ultimately obtained that met the requirements and were used as the unit of analysis in this study.

The data obtained from the 30 selected articles were then analyzed using content analysis techniques with a thematic analysis approach. The coding process was carried out deductively based on three predetermined thematic categories, namely: (1) factors forming group cohesiveness; (2) the impact of cohesiveness on employee behavior and performance; and (3) organizational strategies for improving group cohesiveness. Coding was carried out independently by three reviewers to ensure that each article was examined from several

different perspectives. The coding results from the three reviewers were then compared collectively (cross-check) to assess the level of agreement in thematic categorization. If differences in interpretation were found, the determination of the final thematic category was made based on majority agreement among the three reviewers, by referring back to the original text of the article that was the source of the difference to ensure that the selected category best matched the content of the article. This procedure was carried out to improve the consistency of the interpretation of the analysis results.

RESULTS

Based on the analysis of 30 selected articles, it is evident that cooperation within a group is an important factor that continuously provides positive benefits for various aspects of employee performance and psychological conditions. Thematically, these findings indicate that high levels of cohesiveness are directly related to increased work motivation, job satisfaction, productivity, and the emergence of Organizational Citizenship Behavior (OCB). In addition to helping improve performance, cohesiveness also serves as a protective mechanism within organizations that can reduce negative behaviors, such as employees' desire to leave the organization (turnover intention) and the habit of not actively participating in group work (social loafing). Although most studies show that cohesiveness has a positive influence, some findings indicate that its influence depends on certain conditions. Therefore, organizations must design strategic interventions such as well-planned team building programs in order to build and maintain team cohesion, thereby achieving effective team performance and optimal employee stability. In accordance with the three coding categories established in the methods section, each piece of literature is classified into the following three tables, namely Table 1 which contains findings related to the factors forming group cohesiveness, Table 2 which contains findings related to the impact of group cohesiveness on employee behavior and performance, and Table 3 which contains findings related to organizational strategies for improving group cohesiveness.

Table 1. Forming factors

No	Author(s)	Year	Forming Factors	Sample	Findings
1.	Ratu et al.	2025	Organizational communication	Employees of Tomoro Coffee, UNPAM Viktor branch	Organizational communication plays an important role in improving group cohesiveness
2.	Nababan & Suharti	2022	Trust, commitment, communication	50 lecturers at a university in Semarang	Trust, commitment, and communication are related to virtual team cohesiveness
3.	Mayada et al.	2025	Perception of group function	53 employees of Swalayan X Gresik	77.6% of cohesiveness is influenced by

					perception of group function, the remainder by other factors
4.	Pham	2026	Ethical leadership and openness to experience	532 Vietnamese government employees	Ethical leadership is related to group cohesiveness, which acts as a mediator toward innovative behavior
5.	Nasution et al.	2021	Organizational culture, leadership style, organizational commitment	87 employees of PT Siringo Ringo	Organizational culture, leadership style, and organizational commitment have a significant positive effect on group cohesiveness
6.	Saifuddiin et al.	2021	Organizational culture	80 millennial generation workers in Sleman Regency	Group cohesiveness was not proven to be significantly influenced in this research model
7.	Annida & Haryanto	2024	Social interaction in the school environment	School principals, teachers, and school staff	Group cohesiveness plays an important role in interactions among teachers at school

Table 2. Impact of group cohesiveness

No	Author(s)	Year	Outcome Variable	Sample	Findings
1.	Rifedi et al.	2021	Work motivation	75 employees of Puskesmas Nanggola Padang	The higher the cohesiveness, the higher the work motivation
2.	Liviansyah & Ratnawili	2026	Employee performance	64 respondents	Group cohesiveness is significant and has a positive effect on employee performance

3.	Irawan et al.	2023	Employee performance	50 employees of PT. Asuransi Sinar Mas	Group cohesiveness has a strong positive effect on employee performance
4.	Supraptiningsih	2025	Employee performance	30 employees of the sales division of a consumer goods company	Group cohesiveness has an influence on employee performance
5.	Annisa et al.,	2022	Job satisfaction	75 employees of PTPN III	Group cohesiveness has a significant effect on job satisfaction
6.	Listyarini	2024	Employee performance	39 officials and employees	Cohesiveness in work groups has a positive influence on the improvement of employee performance
7.	Tanelaaph et al.,	2025	Relationships among employees	–	Group cohesiveness has an influence on relationships among employees
8.	Kalam & Wibowo	2022	Turnover intention	40 employees with 3 years of work experience	Group cohesiveness is negatively related to turnover intention among employees
9.	Simarmata et al.	2023	Work productivity	75 employees of PT. Purnama	Group cohesiveness, job satisfaction, and turnover intention significantly influence productivity
10.	Hasan et al.	2025	Level cohesiveness	of 63 employees from a population of 172	Employee cohesiveness is classified as high and very good
11.	Sualang et al.	2024	Organizational commitment	50 employees of PT Pos Indonesia Manado	Cohesiveness, emotional intelligence, and locus of control have a significant

					influence on organizational commitment
12.	Sasmito et al.	2025	Work performance and effectiveness	Several teams of PJLP employees	Group cohesiveness has an influence on the improvement of employee work performance and effectiveness
13.	Amelia Sulistyowati &	2025	Performance and work relationships	Employees of PT Nissin Biscuit Ungaran	Group cohesiveness improves employee work performance and effectiveness
14.	Septiani Herminingsih &	2025	Turnover intention and employee retention	181 employees of PT Puyo Indonesia Kreasi	Group cohesiveness has a significant positive correlation with employee retention and a negative correlation with turnover intention
15.	Labiba et al.	2025	Team performance	175 respondents from culinary SMEs in Cirebon	Team cohesiveness has a positive and significant effect on team performance
16.	Pham	2026	Innovative behavior	532 Vietnamese government employees	Cohesiveness mediates the relationship between ethical leadership and innovative behavior
17.	Khairunisa Oktarisa &	2026	Organizational Citizenship Behavior (OCB)	156 employees of 4-star hotels in Padang	There is a relationship between cohesiveness and OCB among hotel employees
18.	Indrawanto et al.	2024	Organizational Citizenship Behavior (OCB)	141 employees of the Sidoarjo Regency Health Office	The higher the cohesiveness, the higher the OCB of employees
19.	Akram Dahlan &	2025	Employee productivity	Employees of CV. Kodoc Collection	The better the team relationships and

					work-life balance, the higher the work productivity
20.	Gurning et al.	2021	Nurse performance	Nurses at RSU Bina Kasih Medan	Cohesiveness and emotional intelligence have a significant positive effect on nurse performance
21.	Abas et al.	2024	Job satisfaction	Nurses at RSUD Toto Kabila, Bone Bolango Regency	There is a relationship between group cohesiveness and nurse job satisfaction
22.	Putri & Rahayuningsih	2024	Work motivation	43 employees of PT. X in Gresik	Need for recognition and group cohesiveness have a significant effect on work motivation
23.	Nasution et al.	2021	Job satisfaction	87 employees of PT Siringo Ringo	Cohesiveness has a significant positive effect on job satisfaction
24.	Saifuddiin et al.	2021	Job satisfaction and work engagement	80 millennial generation workers in Sleman	Cohesiveness was not proven to have an effect on either job satisfaction or work engagement

Table 3. Organizational strategies

No	Author(s)	Year	Strategy / Intervention	Sample	Findings
1.	Sidiq & Abdullah	2022	Team building training	21 production operator employees	Team building training can improve group cohesiveness
2.	Muis et al.	2023	Outbound training	13 employees of a Technical Implementation Unit	There is a significant difference in the level of group cohesiveness before and after training

The findings from the systematic literature review indicate that group cohesiveness is one of the important factors that plays a role in influencing employee behavior and performance through three main themes found in the research, in accordance with the coding categories used in the methods section. First, in terms of forming factors, group cohesiveness is formed through effective organizational communication, trust and commitment among members, ethical leadership, as well as strong organizational culture and organizational commitment, although in certain contexts such as millennial generation workers the influence of organizational culture on cohesiveness has not been fully and consistently tested. Second, in terms of impact on performance and work outcomes, most studies show a positive relationship between cohesiveness and performance, productivity, job satisfaction, and quality of work life, although there are also findings indicating that cohesiveness does not always significantly influence job satisfaction or work engagement in certain groups of workers. Third, in terms of organizational strategies, structured interventions such as team building training and outbound training have been proven to significantly improve the level of group cohesiveness. In general, the data in the three tables above indicate that cohesiveness is not merely about social bonds, but is also a strategic means of achieving sustainable organizational effectiveness, although the strength of its influence may vary depending on the characteristics of the work group and the organizational context under study.

DISCUSSION

This study aims to identify the factors that form group cohesiveness, analyze its impact on employee work productivity, and explore effective strategies for improving group cohesiveness in organizational settings. The synthesis results from 30 articles indicate that group cohesiveness is not merely a social aspect of team dynamics, but rather a strategic element that concretely contributes to organizational effectiveness. This study suggests that management approaches that neglect the dimension of cohesiveness have the potential to weaken the collaborative foundation that serves as the primary basis of group performance.

Overall, the findings of this study confirm a consistent pattern that group cohesiveness has a significant positive relationship with various performance indicators, such as work motivation, job satisfaction, productivity, and Organizational Citizenship Behavior (OCB) (Labiba et al., 2025; Listyarini, 2024; Rifedi et al., 2021; Sasmito et al., 2025). More important than simply noting the direction of this relationship is understanding why this pattern can occur consistently across various organizational contexts. The most logical interpretation is that cohesive groups create psychologically safe conditions for their members, so that individuals feel more motivated to contribute, experience less role ambiguity, and are more driven to exceed the formal demands of their work. In addition, group cohesiveness has been proven to suppress counterproductive behaviors such as turnover intention and social loafing (Kalam & Wibowo, 2022; Rifedi et al., 2021), which affirms that the sense of attachment within a group not only improves performance, but also maintains the stability of human resources in the long term.

When connected to the theoretical foundation, this study can be understood more deeply through Festinger's perspective, namely that group cohesiveness can be understood as a

combination of various forces that keep individuals remaining and feeling bound to their group (Simanullang et al., 2024). In an organizational context, these forces do not operate abstractly, but rather manifest in concrete forms such as mutual trust among colleagues, group norms that support productivity, and a collective identity that causes individuals to internalize organizational goals as their personal goals. It is this mechanism that explains why cohesiveness does not merely affect the work atmosphere, but directly drives results-oriented work behavior. In other words, cohesiveness works as a social adhesive that transforms a collection of individuals with different interests into a single collective entity moving toward shared goals. The findings of this study also reinforce Festinger's theoretical position that the stronger the group's attraction toward its members, the greater the compliance with the norms that apply within it (Nababan & Suharti, 2022; Tanelaph et al., 2025).

Furthermore, this study reveals that group cohesiveness is a multidimensional phenomenon that does not form spontaneously, but is built through the interaction of various factors that can be grouped into three main domains. First, the communication and trust factor, which encompasses the quality of interpersonal interactions among members, openness in sharing information, and mutual trust built through repeated collaborative experiences. Nababan & Suharti (2022) found that trust and communication are the most consistent predictors in forming cohesiveness, especially in teams that work virtually where face-to-face interaction is limited. Supraptiningsih (2025) also affirms that in addition to facilitating coordination in work, good interpersonal communication also plays a role in building emotional closeness among group members. Second, the leadership factor, which plays a role in setting direction, providing emotional support, and modeling collaborative behavior that serves as a reference for group members. Septiani & Herminingsih (2025) show that values-based transformational leadership centered on environmental awareness is able to encourage member involvement more holistically, thereby strengthening the sense of belonging to the group. Third, the environmental and organizational intervention factor, which includes conducive workplace conditions, organizational justice, and team building programs designed to strengthen relationships among members. Sidiq & Abdullah (2022) empirically prove that structured team building training effectively improves work group cohesiveness. These three domains do not stand alone, but rather mutually reinforce one another: good communication opens opportunities for leaders to exert positive influence, while a supportive work environment creates conditions for communication and leadership to operate optimally.

Although most findings show a positive relationship, this study also acknowledges that group cohesiveness does not always correlate directly with optimal work outcomes. Under certain conditions, excessive cohesiveness can trigger the phenomenon of groupthink, namely the tendency of group members to follow the majority view even when that view is not based on rational considerations. This phenomenon arises when group members prioritize group harmony over the quality of decisions produced, so that differences of opinion tend to be suppressed and alternative considerations are not adequately explored. Two conditions that reinforce the emergence of groupthink in cohesive groups are dominant leadership that limits member participation, and high levels of mutual trust that actually make members reluctant to voice disagreement. The interaction between high cohesiveness and bounded rationality significantly influences the quality of group decision-making, where pressure to maintain

group unity often sacrifices thoroughness in evaluating available options (Priyanto & Wening, 2024). The implication is that organizations need to manage cohesiveness carefully, not only by increasing it, but also by ensuring that group solidarity does not sacrifice diversity of perspective and the critical thinking capacity of members.

From the perspective of practical implications, the findings of this study provide a more concrete direction for organizations in designing human resource management interventions. In the communication domain, organizations can implement periodic cross-team discussion forums or utilize digital collaboration platforms that enable real-time information openness, as suggested by Simanullang et al. (2024) in the context of cross-cultural communication. In the leadership context, an inclusive leadership style that actively involves all members in the decision-making process is considered more capable of improving group cohesiveness compared to leadership approaches that tend to be directive (Septiani & Herminingsih, 2025). In the structural intervention domain, effective team building programs should not be ceremonial or incidental in nature, but rather designed in a structured manner with clear objectives, measurable evaluation, and program continuity (Amalia, 2024; Sidiq & Abdullah, 2022). As a concrete example, cross-departmental mentoring programs, team-based problem-solving simulations, or group reflection sessions facilitated by industrial psychology consultants are forms of intervention that have been proven to strengthen cohesiveness while maintaining critical thinking dynamics.

There are several limitations in this study that need to be openly acknowledged because they directly impact the validity and generalizability of the findings. First, all of the literature analyzed was sourced from the Google Scholar database, so articles indexed only in other databases such as Scopus, PubMed, or PsycINFO potentially were not accommodated. This limitation increases the risk of publication bias, where studies with positive findings are more easily identified compared to studies that report weak or non-significant relationships between cohesiveness and performance. Second, the considerable heterogeneity in sample characteristics across the analyzed studies, ranging from industry type, organizational size, to cultural background, limits the researchers' ability to draw universally applicable patterns. These contextual differences are very likely to serve as moderating factors that influence the magnitude and direction of the cohesiveness-performance relationship, yet cannot be adequately explored within the systematic literature review approach. Third, as a methodological approach, systematic literature review is not designed to directly test causal relationships, so all interpretations in this study rely entirely on the findings of the primary studies analyzed, including all the research design limitations present within them.

Based on these limitations, future research is recommended to use a meta-analysis approach to quantify the strength of the relationship between cohesiveness and performance more precisely by accounting for variation across studies. In addition, exploration of mediating and moderating variables such as organizational culture, leadership style, and individual member characteristics is greatly needed to understand the specific conditions that strengthen or weaken the effects of cohesiveness. Longitudinal research will also provide valuable contributions in understanding how cohesiveness develops and changes over time. To provide a more focused direction, further research is recommended to explore cohesiveness dynamics in sectors with particularly distinctive team work characteristics, such as educational

organizations where cohesiveness among teachers influences the quality of teaching collectively (Annida & Haryanto, 2024), or the healthcare sector where team cohesiveness has a direct impact on patient safety (Indrawanto et al., 2024).

Overall, this study demonstrates that group cohesiveness plays an important and strategic role in supporting the improvement of organizational effectiveness. Building cohesiveness is not only the responsibility of individual team members, but is a systemic investment that requires commitment from all levels of management. Therefore, the integration of cohesiveness-strengthening strategies into human resource management policies needs to become a genuine priority, not merely a supplement, in the practice of modern organizational management.

CONCLUSION

This systematic review of 30 articles affirms that group cohesiveness is a determining factor in shaping the work effectiveness of employees across various organizational contexts. In summary, group cohesiveness has been proven to produce two groups of opposing effects, namely positive effects in the form of increased productivity, work motivation, job satisfaction, and the emergence of Organizational Citizenship Behavior (OCB), as well as negative behaviors that are successfully suppressed, namely turnover intention and social loafing (Kalam & Wibowo, 2022; Khairunisa & Oktarisa, 2023; Simarmata et al., 2023). This study reinforces the argument that organizational investment in group cohesiveness is not merely a matter of social climate, but has a direct influence on the stability and overall performance of the organization.

Group cohesiveness does not form automatically, but is influenced by interpersonal communication, supportive leadership, trust among members, and a conducive work environment (Nababan & Suharti, 2022; Supraptiningsih, 2025; Tanelaaph et al., 2025). In practical terms, organizations are advised to design structured and measurable interventions, such as evidence-based team building programs, in order to build and sustain group cohesiveness on an ongoing basis (Amalia, 2024; Sidiq & Abdullah, 2022).

This study has several limitations that need to be acknowledged. The literature search limited to a single database, namely Google Scholar, has the potential to miss relevant studies from other databases. In addition, the diversity of methods, samples, and organizational contexts across studies limits the generalizability of the findings. As a synthesis approach, systematic literature review also does not allow for the direct testing of causal relationships between variables (Page et al., 2021).

Based on these limitations, future research is recommended to expand the scope of databases, apply meta-analysis to quantitatively measure the strength of relationships between variables, and use longitudinal designs to understand the dynamics of group cohesiveness over the long term.

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