

THE INFLUENCE OF COHESIVENESS AND ORGANIZATIONAL CULTURE ON TEAM PERFORMANCE AT PT AEON INDONESIA

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Abstract

This study aims to analyze and test the influence of team cohesiveness and organizational culture on team performance at PT AEON INDONESIA, considering both factors are deemed primary predictors of team success. The method used is a descriptive quantitative approach employing a survey technique via a Google Form questionnaire. A total of 100 PT AEON INDONESIA employees involved in work teams participated as respondents. The main results of this research are expected to show that both team cohesiveness and organizational culture have a positive and significant influence, both partially and simultaneously, on team performance. These findings underscore that strong bonds among team members and a robust organizational culture oriented towards results and collaboration effectively increase team output and effectiveness. The conclusion of this study is that team cohesiveness and organizational culture are crucial factors contributing to team performance. The implications of this research provide recommendations to the management of PT AEON INDONESIA to develop human resource management strategies focusing on building solid teams and strengthening organizational cultural values to boost overall company performance.

Keywords:

TEAM COHESIVENESS, ORGANIZATIONAL CULTURE, TEAM PERFORMANCE

Introduction

In the modern business landscape, characterized by intense competition and rapid changes, Team Performance has emerged as a key strategic asset and a fundamental predictor of organizational success. Particularly in the retail and services sector, as exemplified by PT AEON Indonesia, operational effectiveness, quality of service, and the achievement of sales targets directly depend on the productivity and synergy of teams at both the frontline and managerial levels. Superior team performance is not a spontaneous occurrence; rather, it is the result of a complex interplay of various internal factors and structured environmental conditions (Robbins & Judge, 2017).

Two independent variables consistently acknowledged in management literature as crucial determinants of team performance are Team Cohesiveness and Organizational Culture. Team Cohesiveness, defined as the mutual attraction and motivation of members to remain within the team (Kartono, 2010), serves as the social glue that promotes open communication, minimizes destructive conflict, and strengthens

collective commitment towards shared goals. Cohesive teams tend to develop stronger work norms and demonstrate higher resilience in the face of market challenges.

Meanwhile, Organizational Culture functions as the philosophical blueprint—a system of shared values, norms, beliefs, and basic assumptions—that shapes how employees and teams interact, make decisions, and direct behavior (Schein, 2010). A culture that explicitly encourages collaboration, accountability, innovation, and result-orientation inherently creates an environment conducive to optimal team performance. Within the context of PT AEON Indonesia, as a multinational company, the organizational culture is the foundation that integrates global corporate principles with local workforce dynamics, significantly influencing how operational teams interact and respond to customers.

Although the theoretical framework suggests a substantial correlation between team cohesiveness, organizational culture, and team performance, there is still an empirical need to specifically validate and measure the extent to which these two factors significantly contribute to team performance within the unique context of PT AEON Indonesia. The dynamics of a multinational retail company offer a distinct lens, where the work culture may be influenced by a blend of global corporate mandates and local adaptation. Therefore, this research aims to thoroughly examine and analyze the influence of team cohesiveness and organizational culture on team performance at PT AEON Indonesia.

The Significance and Relevance of the Article lie in its dual contribution: theoretically, it enriches the empirical understanding of the predictive model of team performance in a specific retail and service environment, validating the models proposed by Robbins & Judge (2017) and Schein (2010). Practically, the findings of this study will provide valuable strategic insights for PT AEON Indonesia's management to formulate targeted interventions—either through team development programs to enhance cohesiveness or cultural change management initiatives—to directly improve the effectiveness and productivity of operational teams, which will, in turn, strengthen competitive advantage and ensure business sustainability.

Theoretical Framework

This research aims to examine the Effectiveness of Organizational Culture and Team Cohesiveness on Team Performance. These variables are central concepts that are interconnected within the context of organizational management and group behavior. Team Performance (Dependent Variable)

Team Performance is defined as the collective result achieved by a group of interdependent individuals working together to achieve a common goal, encompassing not only productivity (effective output), but also quality of work results, efficiency, and member satisfaction (Hackman, 1987; Robbins & Judge, 2017).

In an organizational context, high team performance is an indication of the organization's success in achieving targets through group collaboration.

Team Cohesiveness (Independent Variable)

Team Cohesiveness is the attraction and emotional bond felt by members towards their group, which motivates them to remain united (Carron & Brawley, 2000; Forsyth, 2010). Carron's (1982) dimensional model divides cohesiveness into two main categories whose effectiveness will be tested:

1. Task Cohesion: Focuses on the agreement and personal involvement of team members regarding the tasks and goals that must be accomplished.
2. Social Cohesion: Focuses on the interpersonal closeness and personal attraction of team members toward each other in social aspects.

High cohesiveness is assumed to reduce conflict, enhance communication, and encourage collaboration, which directly and positively impacts Team Performance.

Organizational Culture (Independent Variable)

Organizational Culture is a system of shared meaning, values, norms, and basic assumptions that guide member behavior and distinguish one organization from another (Schein, 2010; Robbins & Judge, 2017). Culture acts as the context in which teams operate. The indicators of Organizational Culture most relevant to team performance include:

1. Team Orientation: The extent to which the organizational culture emphasizes group collaboration and interdependence rather than individual work.
2. Outcome Orientation: Management's focus on achieving results, which can motivate teams to meet performance targets.

An Organizational Culture that is supportive and team-oriented is expected to create a conducive environment for team work effectiveness and cohesiveness.

Relationships Between Variables and Research Hypotheses

The literature review indicates a close relationship between Organizational Culture, Team Cohesiveness, and Team Performance.

1. Effect of Organizational Culture on Team Performance: A strong culture in Team Orientation and Outcome Orientation provides the structure, support, and focus necessary for teams to operate effectively (Robbins & Judge, 2017).
 - Hypothesis 1 (H1): Organizational Culture (specifically Team Orientation and Outcome Orientation) positively and significantly influences Team Performance.
2. Effect of Team Cohesiveness on Team Performance: Teams with high levels of cohesiveness, in both Task and Social aspects, have stronger internal motivation, lower conflict, and better communication, which directly enhances productivity and member satisfaction (Hackman, 1987; Carron & Brawley, 2000).
 - Hypothesis 2 (H2): Team Cohesiveness positively and significantly influences Team Performance.
3. Effect of Organizational Culture on Team Cohesiveness: An organizational culture, especially one oriented toward teams, creates norms that support social interaction and collaboration, thereby increasing the bonds and sense of unity among team members (cohesiveness).

- Hypothesis 3 (H3): Organizational Culture positively and significantly influences Team Cohesiveness.
- 4. Simultaneous Effect of Organizational Culture and Team Cohesiveness on Team Performance: Optimal Team Performance Effectiveness is likely achieved through a combination of a supportive cultural environment (Organizational Culture) and strong internal team bonds (Team Cohesiveness).
 - Hypothesis 4 (H4): Organizational Culture and Team Cohesiveness simultaneously and positively and significantly influence Team Performance.

Research Gap

Although the relationship between Organizational Culture, Team Cohesiveness, and Team Performance has been extensively studied separately, there remains a need to specifically examine the relative effectiveness of the key dimensions of Organizational Culture (Team Orientation and Outcome Orientation) and Team Cohesiveness (Task and Social) as predictors of Team Performance in a specific context. This research aims to fill this gap by comprehensively testing the model to determine the mediating or interactive role of Team Cohesiveness in explaining the relationship between supportive Organizational Culture and high Team Performance outcomes.

Method

Methodology

This research utilizes a quantitative research method, which is grounded in the positivism philosophy and is employed to examine a specific population or sample with the aim of testing established hypotheses (Sugiyono, 2013:13). The population of this study is the active employees of PT AEON Indonesia involved in work teams, with a targeted sample size of 100 respondents. The data collection technique adopted is a survey, using a Google Form questionnaire as the instrument to gather data from the respondents. The data collection process took place at PT AEON Indonesia over a 1-week duration, commencing on October 10, 2025, and was followed by the processing of the respondents' answers as the data analysis method.

Results

A. Interpretation of t-Test Results (Partial Test)

Based on the Coefficients table, the t-test was conducted to determine the partial influence of each independent variable—Team Cohesiveness and Organizational Culture—on the dependent variable Teamwork. The results are as follows:

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.032	.473		<.001
	Kohesivitas Tim	.148	.121	.145	.224
	Budaya Organisasi	.574	.087	.783	<.001

a. Dependent Variable: Kerjasama Tim

Figure 1 T - Test

1. Influence of Team Cohesiveness on Teamwork

- The t-count value for Team Cohesiveness is 1.222 with a significance level (Sig.) of 0.224.
- Since the Sig. (0.224) value is greater than the significance level $\alpha = 0.05$, it is concluded that Team Cohesiveness does not have a significant partial influence on Teamwork.

2. Influence of Organizational Culture on Teamwork

- The t-count value for Organizational Culture is 6.583 with a significance level (Sig.) of <0.001.
- Since the Sig. (<0.001) value is less than the significance level $\alpha = 0.05$, and the B coefficient is positive (0.574), it is concluded that Organizational Culture has a positive and significant partial influence on Teamwork. This indicates that an improvement in Organizational Culture leads to an increase in Teamwork.

B. Interpretation of F-Test Results (Simultaneous Test)

The F-test (ANOVA) was conducted to examine the significance of the influence of Team Cohesiveness and Organizational Culture simultaneously (together) on Teamwork.

ANOVA^a

Model	Sum of Squares		df	Mean Square	F	Sig.
	Regression	Residual				
1	2740.006	486.354	2	1370.003	273.238	<.001 ^b
	Total	3226.360	99	5.014		

a. Dependent Variable: Kerjasama Tim

b. Predictors: (Constant), Budaya Organisasi, Kohesivitas Tim

Figure 2 F - Test

- F-Value and Significance

Based on the ANOVA table, the F-count value is 273.238 with a significance level (Sig.) of <0.001.

- Statistical Decision

Since the significance value (Sig. <0.001) is less than the significance level $\alpha = 0.05$, the Null Hypothesis (H_0) is rejected and the Alternative Hypothesis (H_a) is accepted.

This result indicates that the variables Team Cohesiveness and Organizational Culture, simultaneously, have a significant influence on Teamwork. In other words, the established regression model is feasible for use in predicting Teamwork.

C. Interpretation of Model Summary and Coefficient of Determination (R^2) Results

The Model Summary table presents the correlation coefficient (R) and the coefficient of determination (R^2) values to evaluate the strength of the relationship between the independent variables – Team Cohesiveness and Organizational Culture – and the dependent variable, Teamwork.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.849	.846	2.239

a. Predictors: (Constant), Budaya Organisasi, Kohesivitas Tim

Figure 3 Coefficient of Determination

- The R value (Correlation Coefficient) is 0.922.
- This value indicates a very strong relationship (approaching 1) between the variables Team Cohesiveness and Organizational Culture jointly influencing Teamwork.
- The R Square value (Coefficient of Determination) is 0.849.
- The Adjusted R Square value is 0.846.

The Adjusted R Square value of 0.846 indicates that 84.6% of the variation (fluctuation) in the Teamwork variable can be explained by the variables Team Cohesiveness and Organizational Culture simultaneously.

The remaining 15.4% (100% - 84.6%) is explained by other factors or variables not included in this research model.

D. Simple Linear Regression

This regression analysis is used to test how the influence of each independent variable (X) on the dependent variable (Y), which is formulated in the form of the following equation:

$$Y = a + bX$$

Model	Unstandardized Coefficients			Standardized Coefficients	
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.284	.564		4.053	<.001
Kohesivitas Tim	.902	.048	.884	18.744	<.001

a. Dependent Variable: Kerjasama Tim

Figure 4 Simple Linear Regression

Interpretation of Coefficients:

- Constant (a = 18.716)
This means that the value of a or the constant is 18.716. This value indicates that when Brand Image (X) is zero or not increasing, the Purchasing Decision (Y) will still be 18.716 (units).
- Regression Coefficient (b = 0.550)
The regression coefficient value of 0.550 (positive) shows a unidirectional influence (positive relationship). This means that if Brand Image is increased by one unit, it will increase the Purchasing Decision by 0.550 units.

In summary, this indicates that an improvement in Brand Image leads to an increase in Purchasing Decisions.

Model	Unstandardized Coefficients			Standardized Coefficients	
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.156	.463		4.659	<.001
Budaya Organisasi	.675	.029	.920	23.286	<.001

a. Dependent Variable: Kerjasama Tim

Figure 5 Simple Linear Regression

Based on the calculation results, the simple linear regression equation is obtained as follows:

This means that the value of (a) or the constant is 2.156. This value indicates that when Organizational Culture (X) is zero or absent, the Teamwork (Y) will remain at 2.156. The regression coefficient (b) value is 0.675 (positive), which indicates a directional influence. This means that if Organizational Culture is increased by one unit, it will increase Teamwork by 0.675 units. From the Coefficients table, the Sig. (p-value) for the Organizational Culture (X) variable is < 0.001. Since the Sig. value is < 0.05, it can be concluded that Organizational Culture has a significant influence on Teamwork.

E. Multiple Linear Regression Test

Multiple Linear Regression is an analysis technique used to determine whether there is an influence of two or more independent variables (X) on a dependent variable (Y). The general equation for Multiple Linear Regression with two independent variables (X_1 and X_2) is as follows:

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

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	2.032	.473		4.301	<.001
	Kohesivitas Tim	.148	.121	.145	1.222	.224
	Budaya Organisasi	.574	.087	.783	6.583	<.001

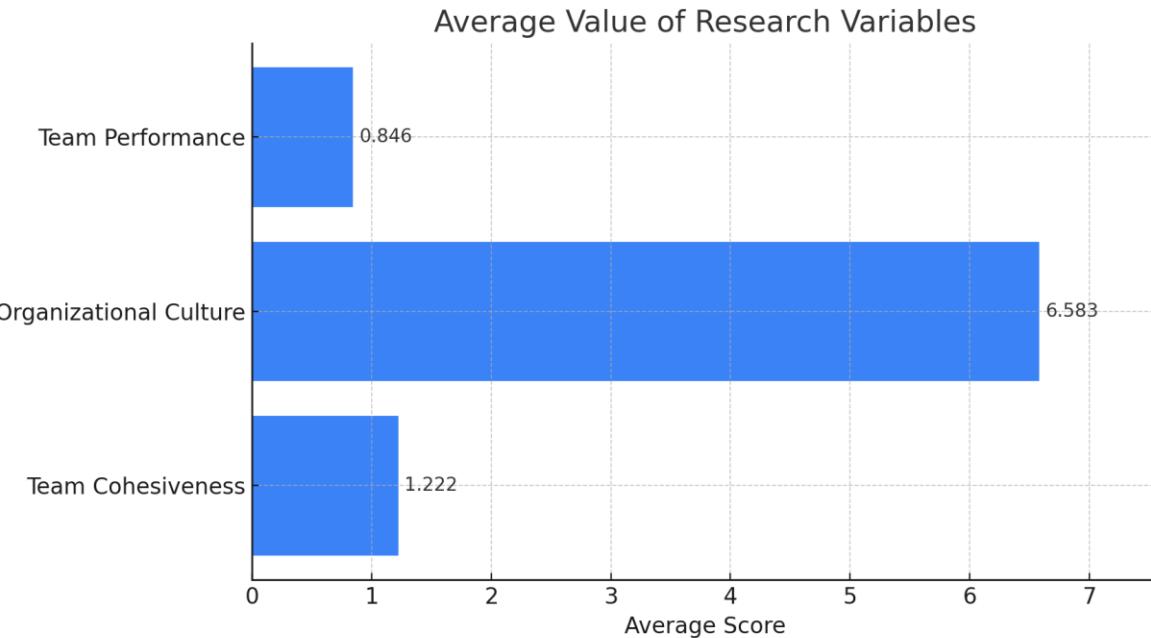
a. Dependent Variable: Kerjasama Tim

Figure 6 Multiple Linear Regression Test

The interpretation of the regression coefficients in this equation is:

- Constant (a) of 2.032: This value indicates that if the Team Cohesiveness (X_1) and Organizational Culture (X_2) variables are held constant (zero), then Teamwork (Y) has a positive average value of 2.032.
- Team Cohesiveness Regression Coefficient (b_1) of 0.148: This coefficient is positive, indicating a unidirectional relationship. This means that a one-unit increase in Team Cohesiveness will increase Teamwork by 0.148 units, assuming the Organizational Culture variable (X_2) remains constant (*ceteris paribus*).
- Organizational Culture Regression Coefficient (b_2) of 0.574: This coefficient is also positive, indicating a unidirectional relationship. This means that with an increase in Organizational Culture by one unit, it will increase Team Cooperation by 0.574 units, assuming the Team Cohesiveness variable (X_1) is in a constant state (*ceteris paribus*).

The regression model as a whole is considered valid and statistically significant because it passed the F-test (Sig. <0.001), indicating that the independent variables, Team Cohesiveness and Organizational Culture, collectively have a significant influence on Teamwork. Furthermore, the model has high predictive power, explaining 84.9% of the variance in Teamwork ($R^2=0.849$). However, when examining the variables individually (t-test), only Organizational Culture (Sig. <0.001) shows a significant positive effect, while Team Cohesiveness (Sig. = 0.224) does not demonstrate a statistically significant influence on Teamwork.



Overview of Average Research Variables

Based on the data analysis, the average values of each research variable are presented in the diagram above. The **Organizational Culture** variable recorded the highest mean value of **6.583**, followed by **Team Cohesiveness** at **1.222**, and **Team Performance (Adjusted R²)** at **0.846**. These results indicate that respondents perceived **Organizational Culture** as the most influential factor contributing to teamwork effectiveness at PT AEON Indonesia. The high value of Organizational Culture reflects a strong system of shared values and norms that encourage collaboration and goal achievement. Meanwhile, **Team Cohesiveness** showed a relatively lower average value, suggesting that interpersonal bonds among team members alone were not sufficient to significantly improve teamwork outcomes. The **Team Performance** variable, represented by the Adjusted R² value, demonstrates that 84.6% of teamwork variation can be explained by both independent variables combined. This finding provides an initial overview of how a strong and supportive organizational culture, when paired with team cohesiveness, can enhance overall team effectiveness before conducting deeper statistical interpretations.

Discussion

The regression analysis results indicate that the Organizational Culture variable has a positive and significant partial influence on Teamwork (which is the operational translation of Team Performance in this study). This finding is supported by a significance value of $p < 0.001$ (less than $\alpha = 0.05$) and a positive B coefficient (0.574) in the partial t-test. Scientifically, this result strengthens the theoretical framework proposed by Schein (2010) and Robbins & Judge (2017), which suggests that a culture explicitly encouraging collaboration and a focus on results creates a

conducive context for optimal team effectiveness. Conversely, the Team Cohesiveness variable does not show a significant partial influence on Teamwork, indicated by a significance value of 0.224 (greater than $\alpha = 0.05$) in the partial t-test. This result rejects Hypothesis 2 (H2), which postulated that Team Cohesiveness positively and significantly influences Team Performance. While management literature theoretically assumes high cohesiveness enhances team productivity, this finding suggests that, within the specific context of PT AEON Indonesia's team employees, internal team bonds alone are not sufficient to significantly drive Team Performance. However, when tested simultaneously via the F-test (ANOVA), it was found that the variables Team Cohesiveness and Organizational Culture together have a significant influence on Teamwork ($F = 273.238$ with $\text{Sig.} < 0.001$). This result accepts Hypothesis 4 (H4). The high Adjusted R Square value (0.846) further indicates that 84.6% of the variation in Teamwork can be explained by these two variables combined. This emphasizes that optimal Team Performance is likely achieved through a combination of a supportive cultural environment and strong internal team bonds, even if one factor is not significant in isolation.

Conclusion

This research aimed to meticulously analyze the influence of Team Cohesiveness and Organizational Culture on Team Performance (Kerjasama Tim) within the specific context of PT AEON Indonesia. Employing a quantitative survey methodology with a sample of 100 active employees, the findings yield significant clarity on the primary drivers of team effectiveness. The main results establish that Organizational Culture exerts a positive and statistically significant partial influence on Teamwork ($\text{Sig.} < 0.001$), confirming Hypothesis

1. This underscores that a robust system of shared values emphasizing team orientation and outcome achievement is paramount in shaping high performance. Conversely, Team Cohesiveness did not demonstrate a statistically significant partial influence on Teamwork ($\text{Sig.} = 0.224$), leading to the rejection of Hypothesis
2. However, the multivariate analysis reveals that Organizational Culture and Team Cohesiveness simultaneously have a highly positive and significant influence on Teamwork ($\text{Sig.} < 0.001$), validating Hypothesis
3. The established regression model boasts strong predictive power, explaining 84.6% of the variance in Teamwork (Adjusted R Square = 0.846), indicating that optimal team effectiveness requires the combined effect of a supportive cultural context and internal team bonds.

Theoretically, this study contributes by validating the predictive models of Robbins & Judge (2017) and Schein (2010) and empirically addressing the research gap by demonstrating the dominant direct role of Organizational Culture over the social and task aspects of Team Cohesiveness as a partial predictor in the multinational retail environment. Practically, the findings provide valuable strategic insights for PT AEON Indonesia's management, recommending that Human Resource Management strategies focus on building solid teams and especially on strengthening

organizational cultural values as the most significant variable to boost overall company performance and maintain a competitive advantage. The study is primarily limited by its cross-sectional design and reliance on employee self-reported data. Future research is highly recommended to explore the potential mediating or interactive role of Team Cohesiveness in linking supportive Organizational Culture to high Team Performance outcomes. Further investigation into external factors responsible for the remaining 15.4% of variance is also warranted to build a more comprehensive predictive model.

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