

# Mental Health, Team Cohesiveness, and Potential Review of Employees Working Urban Areas

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**Abstract—** The mental health problem for employees working in urban areas is a serious problem. Social support from a cohesive working team is a factor that can improve employee mental health. The purpose of this study was to describe the contribution of psychological measurements through activity potential review to identify the competencies needed related to mental health and work team cohesiveness. Data was taken from four employees working in the city of Yogyakarta, the fourth most populous city in Indonesia. The four employees carried out a series of psychological measurements, through several stages, such as: psychological tests (GIT, Army Alpha, Graphic, Wartegg, Kreaplin, MSDT) and BEI (Behavioral Event Interview). The measurement results show that both subjects can contribute to the formation of a cohesive working team. This means that the profile of the three subjects supports positive mental health related to the organizational situation in urban areas, and one does not support the creation of positive mental health. Implementation of measurements and suggestions are further described.

**Keywords:** mental health of employees, team cohesiveness, potential review

## I. INTRODUCTION

Mental health conditions for employees who work in urban areas are a serious problem because they are vulnerable to deterioration. The risk of some major mental disorders such as anxiety, bad moods, psychotics, and addictive behavior is generally higher in cities than in villages. Urban employees in the Asia, Europe and Latin America regions experience many mental disorders [1]. China and London for example, employees who work in the area experience depression and anxiety [2], [3]. The same is true for cities in Indonesia with a mental disorder of 3.3% [4].

This problem is caused by urban physical environments that have more stressors. Pollution, poor waste management, road traffic and lack of access to green open space have an effect on mental health [5]. In addition, the uncontrolled volume of vehicles can also affect the mental health conditions of individuals. Based on the report "Mental Health and Transport Summit" in London explained that the volume of vehicles that are increasingly flooding the streets increases the risk of depression, anxiety, phobias, OCD and panic [6].

Poor mental conditions have an impact on individuals and companies. For individuals, these problems make individuals vulnerable to suicidal, alcoholic, violent, accidental, vandalism and drug abuse [7], [8]. For companies, these problems result in a lack of team cohesiveness at work. For the sake of survival, companies should maintain team cohesiveness so that employees who are in it feel comfortable at work. Industrial psychology considers it important that to overcome these problems one of the things that needs to be strengthened is team cohesiveness in the workplace. The reason is that social support is an important factor to reduce work stress. Thus, stresses coming from the urban physical environment can be reduced with the support of coworkers.

Team cohesiveness that can improve mental health can be formed from individuals who have social competence, for example: interpersonal, emotional control, adaptation, and others. To determine the competencies, the company assigns Psychologists of IO (Industrial and Organizational) to conduct individual assessments or potential reviews. Potential review is a series of individual assessments that need to be carried out to help a person's personal development in order to recognize their abilities well [9]. The goal is to evaluate the potential strengths and weaknesses of individuals with the function guidance assigned at this time or in the future. Benefits obtained for individuals are individuals who can know the strengths and weaknesses and can improve it through suggestions for development provided by psychologists [10]. The potential review process includes two things, namely psychological tests and BEI (Behavioral Event Interview). The following is the identity of the two employees assessed by psychologists and those working in the city.

Table 1: Identity of employee

No.	Initial	Workplace	Mileage
1	MS	Clinic L	± 18 km
2	NU	Clinic L	± 17 km

Both employees are profiles of employees who can experience stress as a result of urban environmental conditions. This can be seen from the distance of their residence to the workplace, which is over 10 km in total. Even the conditions of

the workplace they are passing are prone to congestion, especially in the rainy season. According to the Office of Demographic Affairs, Yogyakarta is the fourth most populous city in Indonesia when combined with nomads after Jakarta, Bandung and Makassar. Reporting from Grid Oto, Yogyakarta is ranked as the fourth most jammed city in Indonesia after Jakarta, Bandung, and Malang [11]. Thus, the existence of these environmental conditions increases the likelihood of employees experiencing poor mental health.

The role of the Psychologist in this case is to assess employees or prospective employees who then produce a report on Psychological Examination (PE) for each individual employee. PE is about soft competency, hard competency, and intelligence possessed by each employee. Soft competency is a competency related to the ability to manage work processes and relationships between people. Hard competency is a competency related to functional or technical abilities of a job, such as knowledge and skills. Intelligence is related to the thought process that starts from capturing information in decision making.

Psychologists of IO in this study used Person Organization Fit (POF) compared to Job Organization Fit (JOF). POF is an organizational need for employees adjusted to the psychological criteria of employees or prospective employees. Whereas JOF is an organization that needs employees more for their skills or technical competencies. Most organizations assign employees according to hard competency and are less concerned with the psychological factors of their employees. In fact, organizations really need to emphasize the balance between work skills and employee personality factors. The reason is that with the presence of appropriate personality factors, the role of each employee in supporting his partner is getting stronger. Thus, team cohesiveness in the organizational environment will be well established and productivity productivity levels rise. The tendency of employees to experience poor mental health is very minimal. Suggestions for development with team cohesiveness training are deemed necessary.

## II. LITERATURE REVIEW

### A. Mental Health

According to the World Health Organization (WHO), mental health is defined as a state of well-being where each individual realizes his own potential, can overcome the normal pressures of life, can work productively and bear fruit, and be able to contribute to his community. Mental health includes components of emotional and social well-being. Social skills and cognitive function are components of mental health that have an impact on involvement in basic tasks and social roles.

More than half of the global population currently lives in cities, with a trend of increasing further urbanization. Living in cities is associated with increased population density, traffic noise and pollution, but also with better access to health care and other commodities. Research has shown that the risk of serious mental illness is generally higher in cities compared to rural areas. Epidemiological studies have linked growing and living in cities with a higher risk of schizophrenia. However, correlation is not a cause and living in poverty can contribute to and result

from disorders related to poor mental health. Social isolation and discrimination as well as poverty on the environment contributes to the burden of mental health while little is known about the specific interactions between these factors and the artificial environment. Assagioli, defines mental health as the realization of personality integrity, harmony with identity, growth towards self-realization, and towards healthy relationships with others.

The characteristics of employees who have good mental health are (1) Being able to adjust constructively to reality even though the reality is bad for him, (2) Getting satisfaction from the results of his efforts, (3) Feeling more satisfied giving than receiving, (4) Relatively free from tense and anxious, (5) Connecting with other people in a helpful and satisfying manner (6) Accepting disappointment as a lesson in the future, (7) Straightening out hostility at creative and constructive solutions, (8) Having a sense of empathy for coworkers.

The health of employees working in cities continues to deteriorate. The risk of mental health disorders occurs. Employees in urban areas are prone to psychosis, depression, drug abuse, alcoholism, anxiety, and mood disorders. According to [6], health problems that often threaten urban employees are panic and phobias. This is due to the condition of the urban environment that is less friendly to employees, such as: congestion, density, and others.

### B. Team Cohesiveness

Team cohesiveness is the level at which team members are motivated and bound to stay in the team [12]. According to Forsyth [13], team cohesiveness is defined as a strong bond connecting members to the team. Team cohesiveness comes from a number of sources, such as attraction, commitment to a task, and integrity. The conceptual model of team cohesiveness proposed by Widmeyer, Brawley, and Carron[14] has two main categories namely team integration (team integration) and individual attraction to the team (individual attractions to the team). Team integration refers to members' perceptions of teams as a totality, while individual attractions to the team as personal interests of each member to the team. If pursued further, cohesiveness has two important aspects namely task cohesiveness and social cohesiveness.

Team cohesiveness can be a social support for its members. Members' perceptions of attachment between them give him a sense of comfort. This is influenced by pleasant interactions within the team [15]. Positive team dynamics increase member satisfaction, reduce tension, and stress. When these feelings arise, team members are more involved in the team and reduce turnover [13]. So that team members can contribute maximally with increased performance [16]. This is certainly a distinct advantage for individuals and companies.

### C. Potential Review

Potential review is a series of psychological assessments for individuals that need to be carried out in order to help an individual's personal development in order to recognize their abilities well [9]. Mapping potential and competencies (potential review) aims to obtain a comprehensive picture of the potential

of individuals. This is because it is important for individuals to recognize their strengths and weaknesses. So that individuals can develop themselves according to the results of a potential review.

The types of tests used to conduct a potential review consists of four types, namely intelligence tests, inventory tests, graphic tests, and work attitude tests. Intelligence tests are tests that are provided to measure the level of intelligence of individuals both general and specific. In this study the Army Alpha and the GIT (General Intelligence Test) were used. Army Alpha is a test developed by an American psychologist named Arthur Sinton Otis in 1917. Initially, this test dedicated to the American military force to recruit soldiers in world war I. Army Alpha test aims to measure the level of intelligence, accuracy and capture power or individual concentration power. This test reveals general intelligence competencies. The GIT test is a test used to measure abilities in synthesis analysis, logical thinking and flexibility of thinking.

The inventory test is a test in the form of a questionnaire to determine personality characteristics, interests, attitudes, and values. The tests used in this study is MSDT (Management Style Diagnostic Test). MSDT measures one's leadership style based on three-dimensional theory (the three dimension theory) proposed by W. J Reddin. There are three basic patterns that can be used to determine leadership behavior, namely orientation to the task, orientation to cooperative relationships, and orientation to results [17].

**Table 2: Employee Profile**

Initial	Sex	Age (year)	Education	Workplace	Position	Mileage
MS	Female	31	High School	Clinik L	Trainer area	± 18 km
NU	Female	24	Vocational School	Clinik L	Trainer area	± 17 km

**Table 3: Data Retrieval Matrix**

Aspek Psikologis	Army Alpha	GIT (B)	Graphic (C)	Kreaplin (D)	MSDT (E)	BEI (A) (F)
Intelligence			√	√	√	
Customer orientation						√
Integrity						√
Concern for order					√	√
Commitment						√
Information seeking						√
Developing other						√
Achieve orientation					√	√
Teamwork				√		√
Self confidence				√		√
Relational building				√		√
Self control				√		√
Flexibility				√		√

Graphic tests are tests to uncover individual personalities based on images that are made both line thickness, position, and image shape. Graphic tests in this study use DAP (Draw A Person), BAUM, and Wartegg. The DAP test, subjects were asked to draw humans on the paper provided, the BAUM test, subjects were asked to draw trees, and the subject Wartegg test was asked to draw on the eight columns that had been presented.

The work attitude test is a test used to reveal work attitudes. This test includes the Pauli and Kreaplin tests. The Pauli test is a test referred to the theory of convergence from William Stern whom personality is actually made up of talent and environment, in the Pauli test what is seen is the work of individuals in working on tests related to individual work attitudes [17] While the Kreaplin test is a talent test that reveals four aspects, namely speed, accuracy, stability, and workability. The Kreaplin is used for this study.

**III. METHODOLOGY**

The subjects of this study were two employees who worked at L Clinic with positions as trainer areas. Area trainers are responsible for the following: (1) Preparing training materials; (2) Conduct training for new and old employees according to skills in the position of each employee; (3) Evaluating new and old employees; (4) Conduct an analysis of the results and training methods; and (5) Making reports on the results of employee training processes. Subjects live outside urban areas and work in the city of Yogyakarta. The distance of the house to the workplace is more than 10 km. The choice of subject is based on their second residence and productivity of their performance while working in the company. More details on the subject profile can be seen in table 2.

In this study, the data collection method uses psychological testing tools (GIT, Army Alpha, Graphic, Wartegg, Kreaplin, MSDT) and BEI (Behavioral Event Interview). GIT tests (General Intelligence tests) and Army Alpha tests are used to measure the level of intelligence of the subject.

Measuring work attitudes using the Kreaplin test and for measuring personality aspects, Psychologists use the Graphic, Wartegg, and MSDT tests [17], [18]. The entire test kit is presented sequentially starting with the Army Alpha test, GIT (General Intelligence Test), Wartegg, Graphic, MSDT (Management Style Diagnostic Test), and Kreaplin. BEI is carried out after all test instruments are presented with the aim of exploring the data obtained from the results of psychological tests. Table 3 explains in detail the methods used for data retrieval.

Data analysis on GIT and Army Alpha tests was based on the number of correct answers, so raw scores were found to determine general intelligence categories. On the Graphic test the analysis used is based on image thickness, shading, lines, image position, and small size of the image. Analysis of the Wartegg test is the same as the Graphic test, except that this test also pays attention to the characteristics of images drawn by subjects such as living or dead objects [19]. Kreaplin tests are based on the consistency of addition and graphs illustrated to measure panker, tanker, janker, and hanker. MSDT is in accordance with the number of scores obtained from the characteristics of each leadership model and set forth in the MSDT scale.

Finally, the BEI is more about subject experiences in daily life. In each test kit, the psychologist formulates the level for each test kit. Each test tool has a weight value between 1 and 5. Value 3 as the subject level limit is considered to have that competency or potential. If the subject has a value of 1 or 2, it means that the subject is considered not yet possessing that competency or potential. If the value of the subject is between the numbers 3, 4 and 5, the subject is considered to have that competency or potential. The following is the explanation: 1 = very little; 2 = less; 3 = enough; 4 = good; and 5 = very good.

**IV. FINDINGS AND DISCUSSION**

**A. Finding**

Based on a series of data collection methods, the assessment results for each method are obtained (see tables 4 and 5) which are then integrated to get the level of each psychological aspect. The results of data integration are then set forth in the Results of Psychological Examination (HPP) (see tables 6 and 7). The following is the matrix of assessment results and HPP for each subject.

Table 4: MS Assessment Results Matrix

Psychological Aspects	Method						
	A	B	C	D	E	F	L
Intelligence	3	3	3				3
Costumer orientation						4	4
Integrity						3	3
Concern for order				4		1	3
Commitment						3	3
Information seeking						3	3
Developing other					2	2	2
Achieve orientation			3			3	3
Teamwork			2			3	3
Self confidence			3			2	2
Relational building			3			3	3
Self control			2			2	2
Flexibility			3			3	3

P.S.: L= Level

Table 5: NU Assessment Results Matrix

Psychological Aspects	Method						
	A	B	C	D	E	F	L
Intelligence	2	2	3				3
Costumer orientation						4	4
Integrity						2	2
Concern for order				5		2	4
Commitment						3	3
Information seeking						3	3
Developing other				2		2	2
Achieve orientation			3			3	3
Teamwork			3			3	3
Self confidence			2			2	2
Relational building			3			3	3
Self control			3			3	3
Flexibility			3			3	3

P.S.: L= Level

Table 6: Results of MS Psychological Examination

Psychological Aspects	Level				
	1	2	3	4	5
Intelligence			√		
Costumer orientation				√	
Integrity			√		
Concern for order			√		
Commitment			√		
Information seeking			√		
Developing other		√			
Achieve orientation			√		
Teamwork			√		
Self confidence			√		
Relational building			√		
Self control		√			
Flexibility			√		

Table 7: Results of NU Psychological Examination

Psychological Aspects	Level				
	1	2	3	4	5
Intelligence			√		
Costumer orientation				√	
Integrity		√			
Concern for order				√	
Commitment			√		
Information seeking			√		
Developing other		√			
Achieve orientation			√		
Teamwork			√		
Self confidence		√			
Relational building			√		
Self control			√		
Flexibility			√		

The results of psychological examinations show the psychological aspects possessed by each subject. In MS subjects, it can be seen that almost all psychological aspects are fulfilled, only developing other aspects and self-control are not fulfilled. If summarized, MS subjects have advantages in customer orientation aspects and have weaknesses in developing other aspects and self-control. The NU subject fulfilled almost all aspects needed in his position except the integrity, developing other, and self-confidence aspects which is below level 3. The conclusion of the NU subject is that it has advantages in aspects of customer orientation and concern for order, weaknesses in aspects of integrity, developing others, and self confidence. Here is the psychological dynamics of each subject.

Table 8. Personality Aspects

Initial	Psychological aspects	Definition	Level				
			1	2	3	4	5
MS	Teamwork	The desire to work with other people, to be part of a group, to work together and not work separately or compete with each other			√		
NU						√	
MS	Self confidence	Confidence in the ability possessed to complete a task and choose an effective approach to the task or problem			√		
NU				√			
MS	Self control	The ability to control emotions and refrain from negative actions while working		√			
NU						√	
MS	Relational building	Build or foster intimate, reciprocal and warm relationships or build a network of contacts with other people who are useful or will be useful in business in the future			√		
NU						√	
MS	Flexibility	The ability to place yourself and work effectively in different situations, and with various individuals or groups			√		
NU						√	

MS is people who believe in their own abilities. She is able to be responsible and carry out tasks independently. This makes it not easy to depend on others in completing tasks. She belongs to people who want to get maximum results in carrying out their work. In the social aspect, MS is people who easily get along with new people and of course in a new environmental or team setting. This ability helps her work in communicating well to the customers that she serves. However, she is less able to manage emotions well. This has an impact on its performance, which in certain situations this inability to control emotions reduces the productivity of its performance. In fact, the broader it can reduce the desire to complete tasks in teams or with other people.

NU is the person who works as far as possible to get good results in performing tasks. She is able to carry out its duties and responsibilities independently. She is also able to work together in accomplishing tasks in the work team. Socially, NU is an easy-to-mix person and builds relationships with others. This ability supports adjustment in new teams and friends. Emotionally, she is classified as someone who is capable enough to manage emotions well, which has an impact on the process of completing tasks and relationships with others. However, in certain situations she is not yet convinced of her abilities, thus hampering her duties. The encouragement from other people is needed to increase her confidence in the work done.

Based on the psychological dynamics of the two subjects, the entire employee is vulnerable to experiencing poor mental health. Without a cohesive working team adds to their burden of work.

**B. Discussion**

Psychologists focus on discussions on aspects of personality (see table 8) which are the driving factors for the creation of team cohesiveness. These aspects include cooperation, confidence, fostering relationships, self-control, and adaptation. The aspects of intelligence and work attitudes (see tables 6 and 7) are supporting factors in this discussion.

The environment can affect a person's mental state. The urban environment is different from the countryside. Rural conditions have fewer stressors, such as: lack of employment and the reach of material that is difficult to access. While the urban environment has more stressors than rural areas, such as: congestion, noise, environmental conditions, waste management, pollution, and others. This has an impact on the

mental health of employees working in urban areas.

Worsening mental health due to the impact of urban conditions can be minimized by the presence of team cohesiveness in the workplace. Someone who enters a cohesive working team will get a positive impact. Some research shows that cohesive teams can become social support for employees in it [20] and [21]. Furthermore, employees will be passionate about work so that they can maximize their performance performance for the organization. This is certainly positive for individuals and teams [22].

The positive impact can be fulfilled if the group has several dimensions such as: task group integration, social group integration, individual interest in the task group, and individual interest in social groups. Integration of task groups is the perception of group members from each individual about similarity and closeness in groups about achieving assignments. Social group integration is a perception that can reflect group members regarding the closeness and bonding that is done together in social activities. Individual interest in task groups is to describe group members' feelings about personal involvement in group assignments. While the individual's interest in social groups is to describe the group's feelings about personal involvement in group social interactions [14].

Based on these dimensions, one of the factors that can influence group cohesiveness is the existence of social groups, in which there are interactions. Teams will be more cohesive when doing repeated interactions between team members [23]. Industrial and Organizational Psychology (PIO) describes the dynamics of interaction with the presence of psychological aspects that employees must have. Potential review is a weapon for PIO Psychologists to obtain what aspects must be possessed by employees to create a cohesive team. In this study, there are five psychological aspects that employees at Clinic L must have to form a cohesive group. The aspect of teamwork is an important aspect in forming group cohesiveness. The heterogeneity and homogeneity of group members must be able to be put together so that competition does not occur. Aspects of teamwork are also needed because the work that has been done so far intersects and is integrated among group members. Thus, workloads are easier to complete.

The aspect of self confidence is the basis for individuals to communicate with group members. This capability includes two things, namely: assignment and social. Assignments, individuals are confident that they can complete the work according to their abilities. Social, namely individuals who dare to interact with group members to foster closeness between members. The existence of this aspect of course communication occurs between group members [23]. In this aspect, NU has shortcomings which if not considered by the organization, tend to experience poor mental conditions. Furthermore, this condition can make NU turnover and certainly have an impact on the group as the workload increases for each member.

Self-control is an important indicator in creating a cohesive team environment. An employee who has good emotional control must be able to accept the criticism that comes to him. Even the criticism can spur the employee to work better. This phenomenon usually occurs in a team environment where each employee gets an assessment from his colleague. Thus, emotional control can balance interpersonal relationships between team members. In this case, self-control possessed by MS and US is classified as lacking. If this is allowed, both

employees are vulnerable to anxiety and depression. Moreover, if their workload is heavy, then they tend to turnover from the company.

Employees who are less able to adapt in teams tend to burden other team members. The inability to place oneself and work effectively in different situations makes the results of his work less than optimal. The difference in age, status, and background makes him depressed. This makes it likely to disobe the work team.

### C. Suggestion

Based on the problems described in the discussion, the right advice for the study is team building training. State that team building is a method to build team cohesiveness. Cummings & Worley [24] also explained that team building within a company is one of the interventions of human processes that can support the company's smooth strategy. Soundstrom [25] adds that organizations need to apply a work culture in teams for several different reasons, namely to find customer needs, increase innovation, and increase organizational productivity. Team bulding training basically has behavioral objectives that can be observed (observable) and can be measured (measurable). Behavior that can be observed and measured according to Bloom [26] includes three types of learning behavior, namely: knowledge (the realm of knowledge), skills (psychomotor domain), and attitide (realm of attitude).

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