



# THE EFFECT OF WORK TEAM COHESION ON JOB COMMITMENT A FIELD STUDY IN PRIVATE UNIVERSITIES IN NAJAF

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<p><b>Received:</b> February 11<sup>th</sup> 2023 <b>Accepted:</b> March 11<sup>th</sup> 2023 <b>Published:</b> April 17<sup>th</sup> 2023</p>	<p>The current study aimed to reveal the effect of work team cohesion represented by (the individual's attractiveness to the group - social, the individual's attraction to the group - the task, the integration of the group - the task, and the integration of the group - social) in achieving functional commitment, which is represented by (emotional commitment, normative commitment, and continuous commitment ), with a sample of faculty members in private universities in Najaf, with a strength of (142) teachers, and the researcher adopted the descriptive analytical approach, taking the questionnaire tool as a basic mechanism for collecting the necessary data for the applied side of the study, and the study concluded that there is a statistically significant effect on The level of significance (<math>\alpha \leq 0.05</math>) for the cohesion of the work team in achieving job commitment at the private universities in Najaf, and as a result, the study reached a set of recommendations, the most important of which is that the university administration should be keen to build friendships in the workplace, which requires motivating members of the work teams to Increasing attention towards achieving effectiveness in performance through this, as well as the need for university administration to focus on pushing teachers to exert their utmost efforts to achieve the goals of the university by building diverse work teams to Continuously improve its performance.</p>

**Keywords:** team cohesion, job commitment, private universities in Najaf.

## I. INTRODUCTION

The rapid administrative developments in the performance of organizations with their various components and names did not depend only on the profitability of the organizations and their financial position only, as this required a serious endeavor from those responsible for organizational work in searching for ways to develop their performance through the application of modern management theories that enhance the status of organizations, and to work to maintain this performance and strive to improve it and overcome the challenges it encounters, which requires the need to possess These organizations have superior energies and capabilities that are able to face the factors affecting their performance, especially team cohesion.

Team cohesion works to build diverse skills and capabilities through cooperation with multidisciplinary teams inside and outside the organization, cooperation with members of different organizational entities, and achieving a kind of team cohesion in completing tasks,

which in turn has been building alliances and team cooperation, and Team cohesion contributes to enhancing the value of the organization. Investing resources and capabilities to the fullest extent in order to achieve functional commitment, and this in turn contributes to achieving and improving the identity of the individual leads to achieving success in performing tasks by improving the efficiency and communication of the individual with the work teams, and this enhances the cohesion of the work teams within the organization.

## II. RESEARCH METHODOLOGY

### 1) THE RESEARCH PROBLEM

There is no doubt that teamwork has become today among the most prominent elements of the success of organizations and their distinction in the harshest and most difficult circumstances, and that the success of teams of all kinds depends on the cooperation of their members, their cohesion and their sense of belonging to their organizations, and given the importance of



private universities in recent times in Iraq, this matter motivated the researcher to include This community as a field sample for the current study, and given the limited knowledge by the members of the university councils in these universities towards delving into the concepts of team cohesion and job commitment, this generated an incentive for the current study to reduce the knowledge gap between these topics and urged the researcher to ask a main question that is (what is the effect of team cohesion on job commitment ?)

Through it, a number of research questions were generated, as follows:

- 1 ) What is the level of work team cohesion in the field of private universities in Najaf ?
- 2 ) What is the level of job commitment in the field of private universities in Najaf ?
- 3 ) How does team cohesion contribute to achieving job commitment ?

**2) THE RESEARCH IMPORTANCE**

1-The lack of such studies in countries with emerging economies, including Iraq, and therefore it must be dropped as a systematic study on scientific basis to measure the factors affecting the acceptance and use of work team cohesion and job commitment.

2 -The current study was characterized by scarcity, as far as the researcher knows, in Iraq in particular and the Arab world in general, through the combination of two objective variables in the academic aspect, as well as the use of new and modern sources and standards in this aspect.

3 - Focusing on the modern trend in focusing on workers with talents and high capabilities in investing in strengths and opportunities, addressing weaknesses and containing threats and addressing them.

**3) RESEARCH OBJECTIVES**

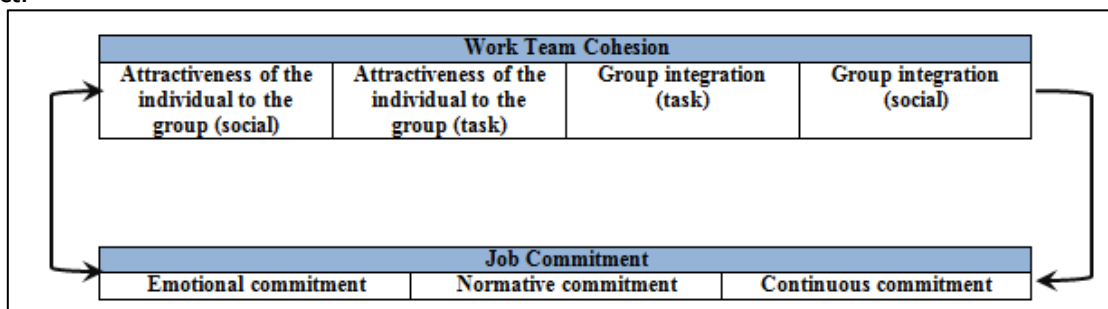
The main objective of the current study is the nature of the effect exerted by the cohesion of the work team in achieving job commitment. A number of important objectives emerge from this objective, which can be summarized as follows:

- 1 ) Indicating the type and level of cohesion of the practical team at the private universities in Najaf.
- 2) Defining functional commitment in the field of normative commitment, continuous commitment, and emotional commitment.

**4) Hypothetical Study Scheme**

A hypothetical study outline has been prepared to reflect the relationship between the variables of the study, see figure 1, and therefore the variables of the study can be reversed in the following points:-

1. The independent variable: Work team cohesion is represented in three dimensions (Attractiveness of the individual to the group (social), Attractiveness of the individual to the group (task), group integration (task), group integration (social) ).
2. The dependent variable: job commitment is represented in three dimensions (emotional commitment, Normative commitment, Continuous commitment)



**Figure 1** the hypothesis of the study

**Source:** Prepared by the Researcher

study sample included members of the teaching staff in the private universities, foremost of which is the Islamic University, Al-Kafeel University, and Imam Al-Sadiq University (peace be upon him), as the number of faculty members in the Islamic University reached (233) of teaching staff, while Imam Al-Sadiq University reached (123) of teaching staff, and Al-Kafeel University reached (245) of teaching staff.

**Part Two: Theoretical side**

**First: Work Team Cohesion**

**5) Hypothesis Of Research**

The Research dealt with two variables

**H0-1** : There is a straight, positive, and significant relation between Team Cohesion and Job Commitment.

**H0-2** : There is a clear effect relationship between Team Cohesion and Job Commitment.

**III. Study population and sample**

The study population is represented in the private universities in the province of Najaf, in Iraq, while the



and its individuals, especially in times when organizations are unable to provide appropriate incentives to push these individuals to work and achieve the highest level of achievement.

- The commitment of individuals, especially managers, to the organizations in which they work is considered a more important factor than job satisfaction in predicting whether they will stay in their organizations or leave (Saudi, 2019: 32).
- The individual's behavior and activities, such as job satisfaction, participation, and job tension.
- Its relation to the characteristics and role of the employee, including: independence, responsibility, job type, role conflict and ambiguity.
- Its connection with the employee's personal characteristics, such as: age, gender, and the need for achievement.
- These relationships coincide with the belief that job commitment is a relatively stable position over time (Nadia, 2013: 50).

### **3. Dimensions of team cohesion**

#### **a- Attractiveness of the individual to the group (social)**

Team cohesion looks at the individual attractiveness of the team - socially, as it indicates the extent of the individual's attraction to the team as a whole (Sinz, 2020:10), and (Asamoah & Grobbelaar, 2017:18; Mullin, 2016:94) explains that the personal attractiveness of the team - socially refers to The degree of personal attraction to the team, while team integration refers to each member's perception of the team as a whole, and each category is divided into task cohesion, which represents how the team achieves the common goal of the team is unity of work, and the second category represents social cohesion, and represents how team members integrate at the social level As for (Warner, 2017:27-28) sees the team Personal Gravity is social in which team members work together to build strong relationships to ensure team success. Therefore, managers have to play a role in finding the best way to achieve team cohesion, which means involvement of managers in social guidance activities and training of members. In a way that enables personal growth in analyzing and interpreting the work environment, investing resources, and achieving greater productivity.

#### **1. The concept of team cohesion**

The concept of team cohesion appeared in the fifties of the last century as a result of the works of (Festinger, Schachter & Back, 1950) when they described team cohesion as the comprehensive field of strength within which team members work in order to ensure survival within the team (Wolfers, 2020:8; Guo, 2018 : 431), and then the team cohesion was developed through the contribution of (Carron, 1982) about the situational, interpersonal, and leadership relationships of cohesion, and based on this basic work, it was assumed that team cohesion is an indicator of attraction to team members, and team integration (Asamoah & Grobbelaar, 2017: 18). (salas et al,2015:365) pointed out that that teams are critical to success in today's organization regardless of whether the teams operate in an office or in harsh environments teams are beneficial to individuals in many ways, they gather diverse knowledge and skills through them, allow convergent and divergent thinking, and represent the basic building blocks of creativity and knowledge. In addition, they also provide a source of assistance for team members who suffer from overwork or lack of skills, but a large part of these benefits is achieved only in the teams cohesion.

The concept of cohesion emerged by studying the relationships between members of small groups. The study of these relationships aimed, among other things, to identify the size, direction and intensity of the reciprocal relations between the members of the group, as well as the degree to which each member of them is attracted to others or the degree that shows the strength of the relationship between Everyone in the group and other individuals or the power of communication during their activity in the group and outside it, and in fact the cohesion of the group represents the ultimate goal to achieve the positive factors of its characteristics (Younis, 2017: 16).

(Shayeb, 2022: 11) defines the term team cohesion as "the formation of a unit whose parts are organically linked." The term cohesion is not defined as "the formation of a unit whose parts are organically linked without incompatibility, but from the social point of view, it is the integration of group behavior as a result of social ties or forces." Which keeps group members in a state of interaction for a certain period of time.

#### **2. Importance Of Team Cohesion**

The importance of job commitment is highlighted by the following points:

- Job commitment represents an important pattern in the link between the organization



promote acceptance of team goals and teamwork to achieve high performance expectations, and managers must effectively improve behaviors of high expectations to ensure that higher cohesion is created to accomplish required tasks.

## **Secondly: Job Commitment**

### **1. The concept of Job Commitment**

Job commitment represents a form of identity, loyalty, and participation that represents employees in the organization or work unit, which determines the success of a person's performance at the level of competence and professionalism, as well as his commitment to the work he engages in. Job commitment is also considered as an indicator of employee performance to establish a high level of competence, professionalism, and commitment to achieve optimal performance (Kurniawan et al., 2018:2). and (Masud & Daud, 2019:217) sees that the job commitment is defined as the individual's compatibility with the organization's values and goals, willingness to perform duties and offer efforts for the sake of the organization. (Saputra & Saufi, 2019:165) explained that job commitment represents the extent to which employees and the organization maintain a positive relationship with each other and (Adikoeswanto et al., 2020:450) concluded that job commitment refers to the level of employee participation and trust in the organization in which they work.

Functional commitment represents a social and psychological state that indicates the conformity of the goals of the two worlds with the goals of the organization, the feeling of each party of its duties towards the other party, adherence to the goals and values of the organization, a strong sense of belonging to them, defending it, and the desire to continue (Ahlam, 28:222).

The commitment of workers towards the supplier is a very important aspect of the aspects that lead to the loyalty of workers in the service industry (Fullerton, 2003:335). As building commitment is an important dimension and one of the important aspects in the quality of relations between workers and the organization and the development of this relationship (Doma, 2013:73). Like trust, commitment is an important resource in successful relationships, as building commitment is the central structure in relationship marketing, as the concept of commitment stems from industrial and organizational psychology, and is seen as an intention to continue the course of work or activity, such as maintaining relationships with

### **b- Attractiveness of the individual to the group (task)**

Individual attraction to team tasks actively encourages team survival by encouraging members to work together to achieve team goals, thereby improving individual team members' evaluations, team task building, and interpersonal interactions among them (Kao, 2019:3). and (Bonny, 2018: 747) explains that team cohesion is usually managed when the team accomplishes a task, so when the team's thinking is diverse, the degree of cohesion is relatively stable or dynamically changes in the team's process to achieve the goal, especially with regard to developing strategies, plans and implementation to reach Mission objectives. As for (Mullin,2016:94 ; Khan,2018:24-25) sees that the Alignment's mission focuses on adopting integrated strategies in the organization to improve the organization's performance. Obtaining a place in it, while the opposite occurs with the individual's feeling and realization that the group does not cooperate to achieve its goals, as the members' focus on personal interests only leads to a decrease in the individual's desire to join the team with a lower status.

### **c- Group integration (task)**

The team's social integration refers to the team's orientation towards developing and maintaining social relationships within the team (Muthiane et al., 2015:90; Wolfers, 2020:9). (Khan, 2018:24-25) pointed out that team cohesion contributes to enhancing collective trust and mutual support for team members and improving the performance of the team as a whole, and that social contact represents the way managers organize into groups for common purposes. and (Mullin, 2016:94) indicated that social cohesion according to the social identity approach indicates that the individual who classifies the group as having a lower social status will show less desire to belong socially to that group, which leads to a decrease in social cohesion.

### **d- Group integration (social)**

Team cohesion looks at the team's integration towards the task as the sum of the team member's perceptions towards the team as a whole. The individual's sense of belonging to a particular team contributes to an improvement in the identity of the workers in order to enhance positive intentions towards other members (Khan, 2018:24). and (Baig, 2019:17; Espedalen,2016:2) sees that stronger team cohesion leads to better task performance. and (Warner, 2017:27-28) notes that mission coherence exists when team members work together and agree on what and how the team must succeed, Leadership behaviors



- Decision making: Here, decisions are made in the solution of complete certainty as a result of the abundance of information and the preparation of many alternatives, and then choosing the optimal alternative that achieves the desired goals.
- Quality: Here, the team is keen to achieve quality in the outputs of their work, whether in decisions, solutions, or work mechanisms.

### **3. Characteristics of Job Commitment**

Job commitment is one of the most prominent behavioral variables that have been highlighted, as the results of many studies and research confirmed the high cost of absence, the high delay in work, the dropout of workers from organizations, and the low degrees of job satisfaction. The results also highlighted the importance of searching for the causes of previous negative phenomena. Many studies have confirmed the clear importance of job commitment, as its high level in the work environment results in a low level of a group of negative phenomena, foremost of which are absenteeism and evasion from performing tasks. Functional commitment also represents an important element in the link between the organization and the individuals working in it, especially at times when organizations are unable to provide appropriate incentives to their employees and push them to achieve the highest level of achievement (Khalifa and Ashour, 2022: 21), as functional commitment is characterized by a set of characteristics that can Through it, the organization can enhance its capabilities in the long term, and these characteristics are (Saudi, 2019: 35):

- Functional commitment expresses the individual's willingness to make the maximum possible effort for the benefit of the organization and his intense desire to stay in it, and then they accepted his belief in its goals.
- Functional commitment refers to the desire shown by the individual for social interaction in order to provide the organization with vitality and activity and to give it loyalty
- Functional commitment expresses an intangible state that is inferred through certain organizational phenomena that include the behavior and behavior of individuals and embody the extent of their loyalty to the organization.
- Job behavior is affected by a set of personal characteristics, organizational factors, and external circumstances surrounding age.
- Job commitment is an intangible state that is inferred through organizational phenomena that follow through the behavior and actions of workers in the

a commercial bar. Moeen (Rauyruen et al, 2007:23-24).

Job commitment is the sum of the positive behaviors issued by the worker towards the organization in which he works, as well as through his application of all organizational requirements required by the job he exercises, i.e. the duties, laws and legal systems imposed on him by his work center in addition to exerting the maximum possible effort for the benefit of the organization to achieve its goals And this behavior is the result of a match between what the individual seeks to achieve, whether at the individual level of the worker, or at the social level in general, which is what the organization seeks to achieve, and this is what we see as a procedural definition of job commitment (Nabil, 2020: 41).

(Al-Enezi, Sabr, 2017: 40) believes that the commitment results in focusing on the reciprocal relations and mutual commitment between the workers and the organization on the one hand, and the psychological and emotional connection and attachment towards the organization in terms of its brand and commercial reputation on the other hand. In addition to this, the commitment of the workers indicates a strong desire The continuity of the relationship and the continuous interaction with the organization in terms of its products and the service provided as a result of the positive impression of that relationship that shows the intentions of staying and continuing to deal with the organization.

### **2. Importance Of Job Commitment**

The importance of team cohesion is highlighted in the following (Khawla, 2019: 79):

- Achieving cooperation: the formation of the team leads to support the concepts and foundations of the administrative process by achieving cooperation between individuals, which leads to creativity and exploitation of the capabilities and skills available to the team members, which in turn facilitates the organizational administrative process.
- Transfer of information: Achieving cooperation between the team members and the various departments leads to transferring the necessary information completely freely and without hindrance, as the information flows from top to bottom, bottom to top, and in all directions.
- The optimal use of human resources: the formation of a homogeneous work team leads to the release of the energies, creativity and affiliations of the team, which achieves great benefit in solving the problems facing the organization.



student affairs professionals reported a neutral response to this construct.

### **c- Continuous commitment**

Continuous commitment explains why employees sometimes feel trapped in employment relationships when they cannot easily get out of the relationship. On the current relationship, the psychological state of continued commitment also represents what some have described as the dark side of relationship marketing (Shukla et al., 2016:326). Continuous commitment is based on the worker's assessment of the realistic costs and benefits of remaining in the organization (Al-Amidi, 2018:144). and (Putranto et al., 2019:3) indicated that the continuous commitment refers to the awareness of the members of the organization that leaving the organization will lead to the member losing all his rights. (Jalil, 2019:181) defines continuous commitment as the desire to belong to the organization and continue to work in it.

## **PART THREE. THE PRACTICAL SIDE OF RESEARCH**

### **First: study population and sample**

The study community is represented in the private universities in the province of Najaf in Iraq, and there are three universities (the Islamic University, the Al-Kafeel University, and the University of Imam Al-Sadiq (peace be upon him)), as these universities are among the best private universities in the province, because of their great potential to compete with other universities In the rest of the governorates, these universities also help to improve the educational level by embracing a large number of students within it.

The study population is represented in private universities in the province of Najaf, Iraq, while the study sample included members of the teaching staff in private universities, foremost of which is the Islamic University, Al-Kafeel University, and Imam Al-Sadiq University (peace be upon him), and the random sample method was used in the distribution of data. As the number of faculty members in the Islamic University reached (233) teaching, while Imam Al-Sadiq University reached (123) teaching, and Al-Kafeel University reached (245) teaching, and thus the number of the entire community is (601) teaching members. The sample size was determined by relying on (10%), and thus the minimum limit for the sample is (60) teaching staff, and accordingly, the current study relied on including three times the size of the required sample. (180) questionnaires were distributed, and (169) were retrieved. ) questionnaire, by (25) unreturned questionnaires, and (13) damaged questionnaires, which means that the number of valid

organization, which embodies the extent of their loyalty.

- Functional commitment is the result of the interaction of many organizational human factors and other administrative phenomena within the organization.

- Functional commitment is a multi-dimensional structure, not a single dimension, and despite the agreement of most researchers on the multiplicity of it, they differ in defining these dimensions, but the dimensions affect each other.

- Functional commitment expresses the individual's willingness to make every possible effort for the benefit of the organization to stay in it, and their acceptance of his belief in its goals and values.

## **4. Dimensions of Job Commitment**

### **a- Emotional commitment**

Emotional commitment is one of the basic elements in organizational commitment (Qi et al., 2014:1629). Emotional commitment refers to the emotional feeling, as workers are affected by the degree of their awareness of the characteristics that distinguish the product from jealousy (Sadiq, 2018:155). And (Zhao & Zhao, 2017:225) showed that emotional commitment refers to the positive emotional involvement of workers in the organization. (Purba et al., 2015:147; Esfahani et al., 2014:947) sees that the emotional commitment represents an emotional attachment, identification, and participation that workers contribute to the organization, organizational goals, and their willingness to deal with the organization.

### **b- Normative commitment**

Normative commitment is seen as a sense of responsibility to support and remain a member of an organization, which is a new dimension of classifications of functional commitment (somers,2009:75). As for (Imam et al,2013:272) sees that the Normative commitment It is defined as "the employee's feeling of obligation to stay with the organization" as the employee takes it as an obligation to be associated with the organization, similarly individual employees bear the responsibility to stay with the organization and it is a type of commitment that the employee has that makes him committed to staying with the organization. And (Boehman,2006:135) pointed to the high level of normative commitment indicates that the employee feels a sense of obligation to the organization, and would be reflected by the belief that the employee "ought" to remain with the organization In general,



The variables of the study, its dimensions included in the analysis, and the symbols used to represent them are shown in the table (1) below in a flexible manner that makes it easier to analyze and comprehend the data and come to the conclusion that the study has accomplished its goal.

questionnaires is (142) questionnaires, which represent (78.89%) of the study sample response, to show the interest of the study sample towards the cohesion of the work team, and commitment. career  
**Secondly: Coding and describing the study variables and their measures**

Table 1 Study variables and dimensions , and stability factors

Variables	Cronbach's alpha variable	Dimensions	NO.	KMO Test	Cronbach's alpha Dimensions
Work Team Cohesion	0.919	Attractiveness of the individual to the group (social)	5	0.836	0.936
		Attractiveness of the individual to the group (task)	5		0.927
		Group integration (task)	5		0.929
		Group integration (social)	5		0.939
Job Commitment	0.922	Emotional commitment	5	0.872	0.930
		Normative commitment	5		0.927
		Continuous commitment	5		0.931

**Third: Test the normal distribution of the data**

The results of Table (2) indicate that the data drawn from the study sample population follows a normal distribution, as the normal distribution coefficient reached functional commitment as the dependent

variable as a whole (0.700), which means accepting the allowance hypothesis for the normal distribution, which indicates that the data drawn from the population The study follows a normal distribution.

Table (3) (Kolmogorov test) for the functional commitment variable.

Variables	Emotional commitment	Normative commitment	Continuous commitment	Job Commitment
N	142	142	142	142
Normal mean	3.8704	4.1070	3.9831	3.9869
S.D Parametersa,b	.69617	.62190	.61999	.55313
Kolmogorov-Smirnov	1.472	1.105	1.892	.700
Asymp. Sig. (2 - tailed)	.000	.000	.000	.000

a. Test Distribution Is Normal.  
 b. Calculated from Data.

**Fourth: the statistical description**

**Statistical description of Work Team Cohesion**

This paragraph reviews the descriptive analysis of the work team cohesion variable, through the arithmetic

mean, standard deviation, and relative importance, by relying on the statistical package of the program (SPSS.V.27), where the results shown in Table (2) below were reached:



**1. Individual attractiveness to the group- socially**

It is noted from the results of Table (4) that the individual attractiveness of the group - socially contributed to achieving an arithmetic mean (4.15), a standard deviation of (0.52), and a relative importance of (83%). 4.32), with a relative importance of (86%)

and a standard deviation of (0.80), while the fourth paragraph came last with an arithmetic mean of (4.03) and a standard deviation of (0.79) and a relative importance of (81%), which means that faculty members in universities have Clear knowledge of the importance of commitment to building integrated work teams to achieve the goals of the university.

Table (4) Describe the individual attractiveness of the group- socially

NO.	Mean	S.D	%	level
1	4.32	0.80	86%	1
2	4.04	0.80	81%	4
3	4.07	0.90	81%	3
4	4.03	0.79	81%	5
5	4.28	0.78	86%	2
The average individual attractiveness dimension of the group - social				
	4.15	0.52	83%	****

**2. Individual attractiveness to the group- task**

It is noted from the results of Table (5) that the individual attractiveness of the task group contributed to achieving a mean (3.98), a standard deviation of (0.65), and a relative importance of (80%). This is due to the interest in the fifth paragraph, as it obtained the highest mean ( 4.25) with a relative importance of

(85%) and a standard deviation of (0.77), while the first paragraph came last with an arithmetic mean of (3.69) and a standard deviation of (1.19) and a relative importance of (74%), which means that faculty members in universities have Demonstrated interest in accuracy in team work.

Table (5) Describe group-task individual attractiveness dimension

NO.	Mean	S.D	%	level
1	3.69	1.19	74%	5
2	3.94	1.09	79%	3
3	4.14	0.64	83%	2
4	3.86	0.88	77%	4
5	4.25	0.77	85%	1
The average group-task individual attractiveness dimension				
	3.98	0.65	80%	****

**3. Group integration - socially**

It is noted from the results of Table (6) that the integration of the group - socially contributed to achieving the mean (3.94), a standard deviation of (0.71), and a relative importance of (79%). ) with a relative importance of (85%) and a standard deviation

of (0.88), while the second paragraph came last with an arithmetic mean of (3.63) and a standard deviation of (1.11) and a relative importance of (73%), which means that faculty members in universities have interest Clear teamwork by speeding up problems as much as possible.

Table (6) Describe Description of group integration - socially

NO.	Mean	S.D	%	level
1	4.24	0.88	85%	1
2	3.63	1.11	73%	5
3	3.94	0.99	79%	3
4	3.70	1.04	74%	4
5	4.15	0.80	83%	2
Description of group integration - socially				
	3.94	0.71	79%	****

**4. Group Integration - Mission**

It is noted from the results of table (7) that the integration of the group - the task contributed to achieving an arithmetic mean (4.02), a standard

deviation of (0.97), and a relative importance of (80%). ) with a relative importance of (84%) and a standard deviation of (0.73), while the second paragraph came last with an arithmetic mean of (3.85)





and a standard deviation of (1.07) and a relative importance of (77%), which means that faculty

members in universities have knowledge In building cohesive teams to achieve goals effectively.

Table (7) Describe Description of Group Integration - Mission

NO.	Mean	S.D	%	level
1	4.21	0.73	84%	1
2	3.85	1.07	77%	5
3	3.99	0.80	80%	4
4	4.00	0.75	80%	3
5	4.07	0.72	81%	2
Description of Group Integration - Mission				
	4.02	0.97	80%	****

**Fifth: Statistical description of Job Commitment**

This paragraph reviews the descriptive analysis of the Job Commitment variable, through the arithmetic mean, standard deviation, and relative importance, by relying on the statistical package of the program (SPSS.V.27), where the results shown in Table (8) below were reached:

**1. The emotional commitment dimension**

It is noted from the results of Table (8) that emotional commitment contributed to achieving an arithmetic

mean (3.87), a standard deviation of (0.70), and a relative importance of (77%). Its relative value is (79%) and a standard deviation of (0.84), while the first paragraph came last with an arithmetic mean of (3.75) and a standard deviation of (1.16) and a relative importance of (75%), which means that faculty members in universities have an emotional commitment to The university because it presents their feelings in the workplace and by achieving the goals of the university.

Table (8) Describe the emotional commitment dimension

NO.	Mean	S.D	%	level
1	3.75	1.16	75%	5
2	3.93	0.80	79%	2
3	3.94	0.84	79%	1
4	3.90	0.94	78%	3
5	3.83	1.00	77%	4
Describe the emotional commitment dimension				
	3.87	0.70	77%	****

**2. The dimension of normative commitment**

It is noted from the results of Table (9) that the standard adherence contributed to achieving an arithmetic mean (4.11), a standard deviation of (0.62), and a relative importance of (82%). A relative value of (0.78) and a standard deviation of (85%), while the

first paragraph came in last place with an arithmetic mean of (3.90) and a standard deviation of (0.97) and a relative importance of (78%), which means that faculty members in universities build a strong commitment to standards set by the university.

Table (9) Describe Description of the normative commitment dimension

NO.	Mean	S.D	%	level
1	3.90	0.97	78%	5
2	4.23	0.78	85%	1
3	4.13	0.94	83%	3
4	4.18	0.85	84%	2
5	4.10	0.84	82%	4
Description of the normative commitment dimension				
	4.11	0.62	82%	****

**3. The dimension of continuous commitment**

It is noted from the results of Table (10) that continuous commitment contributed to achieving an arithmetic mean (3.98), a standard deviation of (0.62), and a relative importance of (80%). Its relative value

is (83%) and a standard deviation of (0.71), while the fourth paragraph came last with an arithmetic mean of (3.69) and a standard deviation of (1.12) and a relative importance of (74%), which means that faculty members in universities have ideas to develop



Their current work and experiences in the university.

Table (10) Describe The rate of the continuing commitment dimension

NO.	Mean	S.D	%	level
1	4.17	0.71	83%	1
2	4.07	0.85	81%	3
3	4.11	0.87	82%	2
4	3.69	1.12	74%	5
5	3.87	0.84	77%	4
The rate of the continuing commitment dimension				
	3.98	0.62	80%	****

### Fifth: Testing hypotheses

#### First main hypothesis

There is a straight, positive, and significant relation between Team Cohesion and Job Commitment.

The relationship was tested using the simple correlation coefficient (Pearson), and the following table shows the matrix of the relationship between the variables of the study and its dimensions. The results of Table (11) below indicate that there is a statistically significant correlation between the cohesion of the

Table (11) The Values of the simple correlation coefficients (Person) between Work team cohesion and job commitment

variables		Emotional commitment	Normative commitment	Continuous commitment	Job Commitment
Work team cohesion	Person Correlation	.699**	.736**	.671**	.820**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	142	142	142	142

#### Second main hypothesis

There is a clear effect relationship between Team Cohesion and Job Commitment.

In order to test the current hypothesis, the effect on job commitment was estimated according to a simple linear regression equation in terms of the work team cohesion variable shown in Table (12). There is a significant effect between work team cohesion and job commitment, which means that an increase in work team cohesion by one unit contributes to achieving (0.775) of job commitment, at a significant level less than (0.05), indicating that the calculated (T) value of (16.945) is higher than the tabular (T) value, in

Table 12 The regression equation, the effect of team cohesion on job commitment

variable	Job Commitment						
	Regression Equation $\beta$	Value T	Sig.	Value F	Sig.	Determination Coefficient R <sup>2</sup>	Corrector R <sup>2</sup>
<b>Work team cohesion</b>	.775	16.945	0.000	287.174	0.000	.672	.670

work team and job commitment, and the strength of the correlation is characterized by being very strong Its value is (0.820), which is at a significant level less than (0.05), which indicates the acceptance of the alternative hypothesis which states (there is a significant correlation between work team cohesion and functional commitment) and the rejection of the null hypothesis which states (there is no significant correlation Moral significance between work team cohesion and job commitment).

addition to that the calculated (F) value of (287.174) is higher than Tabular (F) value.

Also, the regression coefficient confirms the presence of an effect of team cohesion of (0.775) on functional commitment, and this was accompanied by improving the explanatory value of work team cohesion by (0.672) of functional commitment, which means accepting the alternative hypothesis that imposes (the existence of a significant effect between the cohesion of the work team and functional commitment) and rejecting the null hypothesis that there is no effect between these variables.



## **PART FOUR. CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

1. There is a positive relationship of significant significance between the cohesion of the work team and functional commitment within the organization, which contributed to achieving integration among employees and reducing the differences between them.

2. The studied universities are keen to provide recreational areas for the teaching staff, which stimulates the desire of the teaching staff to make more efforts to achieve creativity and success in the university's operations.

3. Universities management focuses on attracting the best teachers to build work teams to ensure achieving excellence in their work, which leads to enhancing their motivation in addressing their internal problems.

4. The results showed that the university administration focuses on keeping pace with recent developments by focusing on high talents, which contributed to the continuous development of their expertise in order to improve the university's performance and their own in particular.

5. University administrations are keen to improve the motivation of teachers in a way that generates a strong sense of belonging to the university, prompting members of the work teams to take full responsibility in the event that the team fails to achieve its goals.

6. The university administration is keen to harmonize the work environment with the recreational environment for the teachers in a way that generates a feeling, comfort and stability among the students and the teaching staff, which enhances the possibilities of achieving excellence in providing the best performance and the best possible effort.

7. The interest of the university administration in developing ethical codes to indicate the standards and rules of desirable and undesirable behavior in the university, which prompts teachers to adhere to the jobs assigned to them

8. University administrations are keen to build team members with different aspirations and ideas to come up with one idea that develops work.

### **Recommendations**

1. The university administration should be keen to build friendships in the workplace, which requires motivating the members of the work teams to increase attention towards achieving effectiveness in performance through this.

2. The need to most of the teachers to have future aspirations to obtain a distinguished job position at the university.

3. The need to university administrations to ensure that faculty members take care of putting the future of

the university into consideration while performing their work

4. The university administration should take care that most of the teachers have a desire to stay in their current place of work, even if there is another alternative opportunity elsewhere in the university.

5. The need for university administration to focus on prompting faculty members to do their utmost to achieve the university's goals by building diverse work teams to continuously improve their performance.

6. The university should be keen to build trust between the professors and the university administration, which requires that the faculty maintain the university's reputation with regard to society.

7. The university should be keen to build cohesive teams to achieve the goals effectively, which requires that the teaching staff have a strong commitment to the standards set by the university.

8. The need to team members to complete their collective work faster than when they are alone, which requires the university's interest in achieving accuracy in teamwork.

9. The need to team members to be keen to achieve the good level of teachers within the team, which requires that the team work in an integrated manner to achieve its goals.

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