ATILIM UNIVERSITY

THE GRADUATE SCHOOL OF SOCIAL SCIENCES

THE DEPARTMENT OF BUSINESS ADMINISTRATION

BUSINESS ADMINISTRATION DOCTORAL PROGRAMME

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Dissertation

Emad Anwer Abdulhameed ALBAYATI

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Emad Anwer Abdulhameed ALBAYATI

Supervisor
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ACCEPTANCE AND APPROVAL

This is to certify that this thesis titled "Organizational Social Cohesion in The Workplace and Employee Performance: A Study of NGO's" and prepared by Emad Anwer Abdulhameed ALBAYATI meets with the committee's approval unanimously as Dissertation in the field of business administration following the successful defence conducted on 13/12/2021

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ETHICS STATEMENT

According with the Thesis Writing Directive of the Graduate School of Social Sciences at Atılım University, I prepared this thesis:

- I have prepared the thesis within the framework of academic and ethical rules,
- All information, documents, evaluations, and results are in accordance with scientific ethics and morals,
- I have cited all the works that I have benefited from in the thesis,

I declare that the work I have presented in this thesis is original, otherwise, I declare that I accept all loss of rights that may arise against me.

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Emad Anwer Abdulhameed Albayati

ÖZ

ALBAYATI, Emad Anwer Abdulhameed. İşyeri ve Çalışan Performansı Açısından Örgütsel Sosyal Uyumu: STK'ların Örneği. Doktora Tezi, Ankara, 2021.

Göçmen işçi oranının çok yüksek olduğu bir çalışma ortamında, çalışma ekibindeki uyumunçalışanın performansı üzerindeki etkisinin ölçülebilmesi, insan kaynakları ile performans kavramları arasındaki ilişkiyi anlamak için iyi bir fırsattır. Bu araştırmada temel olarak Türkiye'deki STK kuruluşlarında çalışan göçmen çalışanların sosyal ve örgütsel yönlerinin ele alınması amaçlanmıştır. Bu nedenle, içinde bulundukları örgütsel yapı içindeki uyumlarına ek olarak, sosyal açıdan iş arkadaşları arasındaki uyumlarına odaklanmaktadır. Çalışma, göçmen işçiler ile onların yerel iş arkadaşlarının örgütsel uyumu arasında sosyal ve görev (örgütsel) olmak üzere her iki açıdan karşılaştırma çerçevesini dikkate almaktadır. Araştırma, hedeflenen değişkenleri ölçmede güvenilirlik ve yeterlilik için önceden test edilmiş ölçekleri içeren bir anket aracı aracılığıyla öznel bir değerlendirme metodolojisini benimsemektedir. ÖSU ölçeğinin temelini oluşturmak için seçilen araç araştırılmış ve sosyal uyumu ve örgütsel uyumu ölçmede başarılı olduğu kanıtlanmıştır. Türkiye'deki STK'ların yerli ve göçmen çalışanlarından toplam 392 geçerli anket toplanmıştır. İstatistiksel analizin bulguları, ÖSU ve ÇP ölçeklerinin modellerinin uygunluğunu DFA (Doğrulayıcı Faktör Analizi) modeli kullanarak göstermiştir. Betimleyici istatistiklerde, yerel çalışanlar ÖSU ve ÇP boyutlarının çoğunda daha yüksek ortalama puanlar almıştır. Örgütsel sosyal uyumun çalışan performansı üzerindeki etkisi ÖSU ölçeği aracılığıyla gösterilmiştir. Etkilerin doğası ve kapsamı bir boyuttan diğerine farklılık göstermiştir. Olumlu, olumsuz veya 0,05 düzeyinde anlamlı etkiler, yapısal eşitlik modellemesi analizi ile gösterilmiştir. Boyutların çoğuna bakıldığında, ÖSU ve ÇP değerlendirmelerinde cinsiyet, yaş, medeni durum, iş deneyimi, gelir ve ekip büyüklüğü grupları arasında anlamlı bir farklılık bulunmamıştır. Bununla birlikte, ÖSU ve ÇP değerlendirmelerinde eğitim düzeyi, Türkçe dil yeterliliği, uyruk ve çalışma düzeyi grupları arasında anlamlı farklılıklar bulunmuştur.

Anahtar Sözcükler: Örgütsel Sosyal Uyum, STK'lar, Performans, Subjektif değerlendirme, Göçmenler

ABSTRACT

ALBAYATI, Emad Anwer Abdulhameed. Organizational Social Cohesion in The Workplace and Employee Performance: A Study of NGOs. Ph. D Thesis, Ankara, 2021.

The ability to measure the impact of team cohesion on employee performance in a work environment with a high percentage of migrant workers is a good opportunity to understand the relationship between human resources and performance concepts. The current research mainly targets the social and organizational aspects of migrant workers within NGO organizations in Turkey. As a result, it focuses on their cohesion among co-workers from a social point of view, as well as their cohesion within the organizational structure that they are placed in. The study considers a framework for comparing the organizational cohesion of migrant workers and their national co-workers in both social and task aspects (organizational). The study employs a subjective evaluation methodology via a questionnaire tool that contains previously tested scales for reliability and competence in measuring the variables of interest. The instrument chosen to serve as the OSC scale's foundation has been researched and proven to be effective in quantifying social cohesion and organizational cohesiveness. A total of 392 valid questionnaires were collected from national and migrant employees of non-governmental organizations (NGOs) in Turkey. The statistical analysis results demonstrated the fitness of the models of both the OSC and EP scales using a CFA model. Native employees (Turkish) had higher mean scores in the majority of OSC and EP dimensions in descriptive statistics. The impact of organizational social cohesion on employee performance is demonstrated by using the OSC scale. The nature and extent of the impacts varied from one dimension to another. Positive, negative, or no significant impacts were shown through a structural equation modelling analysis. Considering the majority of dimensions, no significant differences were found between gender, age, marital status, work experience, income, and team size groups in their OSC and EP evaluations. Nonetheless, significant differences were found between education level, Turkish language proficiency, nationality, and work level groups in their OSC and EP evaluations.

Keywords: Organizational Social Cohesion, NGOs, performance, Subjective evaluation, Migrants.

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I would like to express my gratitude and thanks to my supervisor Assoc. Prof. Dr. Şule Tuzlukaya, who offered every advice, support, and guidance necessary for the completion of this research.

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TABLE OF CONTENTS

LIST OF SYMBOLS/ ABBREVIATIONS

AIDA	The Asylum Information Database
ANOVA	Analysis of Variance
AP	Adaptive Performance
CFI	Comparative Fit Index
CMIN	Chi-square value
CP	Contextual Performance
DF	Degree of Freedom
EBSCO	Elton B. Stephens CO
ECRE	European Council on Refugees and Exiles
EP	Employee Performance
ESS	European Social Survey
GEQ	Group Environment Questionnaire
GS	Group integration (Social dimension)
GT	Group integration (Task dimension)
IFI	Incremental Fit Index
IOM	International Organization for Migration
IS	Individual attraction (Social dimension)
IT	Individual attraction (Task dimension)
KMO	Kaiser-Meyer-Olkin
MOE	Margin of Error
NGO	Non-Profit Organization
OCI	Organization Cohesion Inventory
OECD	Organization for Economic Co-operation and Development
ONG	Organizational Needs and Goals
OSC	Organizational Social Cohesion
OSV	Organizational Shared Values
RMSEA	Root Mean Square Error of Approximation
TP	Task Performance

LIST OF TABLES

LIST OF FIGURES

INTRODUCTION

Problem Statement

Turkey became a migration destination country in the 1990s as a result of its geopolitical conditions, which allowed it to be a transit point as well as a main migration destination, particularly in light of political, social, and economic developments. Furthermore, instabilities in the Middle East, which were exacerbated by revolutions in neighbouring and nearby countries, primarily Syria and Iraq, increased refugee movement to Turkey, resulting in an increase in both regular and irregular labour in the market (Gokbayrak & Devlet Karapinar, 2019). Several studies have directed their attention to the effects of migrant workers on the host country, Turkey, in terms of the workforce (Benghoul, 2018) and economy (Esen & Binatli, 2017). Moreover, other studies focused on the social cohesion of refugees within the Turkish community, emphasizing the sociological aspect of the issue. (Ozcurumez, Hoxha, & Icduygu, 2020).

The current study focuses on the social and organizational aspects of migrant workers within Turkish NGO organizations. As a result, it focuses on their cohesion among co-workers from a social standpoint, as well as their cohesion within the organizational structure that they are placed in. The study considers a framework for comparing the organizational cohesion of migrant workers and their national co-workers in both social and task aspects (organizational).

According to the literature, social cohesion appears to have a strong influence on the behavioral and outcome aspects of performance, as evidenced by statistical evidence and empirical data from several countries (Beal, et al., 2003). Despite its social, economic, and organizational implications, migration labor research in Turkey is lacking. Furthermore, field studies show that non-governmental organizations (NGOs) have been a successful tool in allowing migrants to integrate into Turkish society and economy. (Cebi, 2017). However, there is no research or data on the ability of the portion of the workforce that blends with the Turkish workforce to establish social and professional connections to serve the organization's objectives. The goal is to focus research on organizational aspects of cohesion, rather than social aspects, to investigate their role in influencing employee performance and, ultimately, organizational outcomes.

Aim of Research

- The primary goal of the study is to look into the impact of organizational social cohesion on the performance of national and migrant employees in Turkish non-govern mental organizations. The study assesses organizational social cohesion to compare the groups and determine whether significant differences affect employee performance. Several objectives must be met along the way to achieve the research's goal:
- Investigate the definitions, concepts, and dimensions of social cohesion in working groups, teams, and organizations.
- Review the measurement tools of social cohesion that are used in different contexts, whether sports, volunteering, or organizational.
- Study the different measurement scales and instruments that are utilized in the literature as quantification tools for social cohesion.
- Review studies that used the different instruments and the outcomes and their contributions to the instrument and the contexts.
- Examine the research on the relationship and effect between social cohesion and performance, and their variations, to establish a strong basis for discussion with the findings of the current research.
- Study the concept of employee performance and its variations in terms of definitions, dimensions, and measurement tools.
- Design the methodology of the research to provide a subjective evaluation for both variables.
- Construct a measuring scale that is based on the long-established concept of social cohesion through the Group Environment Questionnaire (GEQ), while incorporating organizational and business team indicators into the new scale to construct the Organizational Social Cohesion (OSC) scale. The items of the GEQ scale are altered to fit the context of the application.
- Apply the constructed OSC measuring scale onto subjects working in NGOs in Turkey of different backgrounds (study groups: Turkish and migrant workers).
- Analyse the obtained data statistically to unveil anticipated differences based on their ethnic background, in addition to differences emerging from other demographic groups.

- Discuss the findings of the research along with relevant literature to reason the results and test the hypotheses, as well as to measure the success of the OSC scale for applications in organizational business contexts.
- Provide conclusions and recommendations for the use of the OSC scale and organizations with migrant workers, in addition to suggestions for future research.

Contribution, Originality, and Significance

The relationship between human resources and performance concepts is key for organizational management. Thus, adopting a case study in a work environment that has a significant percentage of migrant workers can be a good opportunity to measure the impact of cohesion within the organization and employee's performance. While research has concentrated on the integration, security, human rights, and social security aspects of migration labor (Akdemir, 2019), the current study aims to bridge the gap by emphasizing the organizational implications of organizational social cohesion. The current immigrant literature is either focused on the impact of immigrants on the macroeconomic indicators of host countries (Benghoul, 2018; Esen & Binatli, 2017) or addressed the social cohesion issue of immigrants within their communities and without considering their roles in business organizations (Cebi, 2017). Some research studied the cohesion among native employees and did not consider any impact on performance or compare the results to other parts of the workforce like immigrants (Bayraktar, 2017). As a result, the research's main contribution to the literature is broadening the scope of social cohesion into a broader concept that includes organizational indicators in addition to the conventional individual and social dimensions commonly used in previous studies.

This comprehensive approach allows for a better understanding of the cohesion problem in business teams while also eliminating the shortcomings of a bi-dimensional concept that has lagged development for several years. The new concept of organizational social cohesion provides a new understanding of the cohesion phenomenon in teams and organizations by dividing it into six dimensions that distinguish the causes of each one. Furthermore, the concept of organizational social cohesion (OSC) combines previously used and tested methods, enhancing its reliability and ability to measure variables and their effects on performance indicators.

The theoretical contribution of the study is further explained through the literature review part. The currently used social cohesion theories are only focused on the group and individual factors. Later studies show that cohesion is not only limited to these dimensions but the overall cohesion between each of individuals and groups to the organization. Therefore, the addition of organizational dimensions becomes a necessity, especially for business organizations. Although there were studies that tried making this contribution, the theory was described rather than explained. Additionally, the developed dimensions were not organized in a manner that instills reliability into the measurement tools.

Organizational social cohesion (OSC) is a concept developed in the current study that is based on combining two instruments from the literature, namely social cohesion for sports teams by Carron et al., (1988) and organizational cohesiveness by Li & Zhang (2010). Each of the previous concepts approached the variable from a different angle, whereas the developed instrument in this study aims to incorporate the organizational and business administration perspectives into the sociological concept of social cohesion by considering similar attempts. The application to NGOs in Turkey allows for adequate testing for the developed instrument in a working environment with integration challenges (Icduygu & Diker, 2017). The dependent variable that allows for the measurement of OSC, and differences in it, is subjective employee performance. The variable facilitates reflecting the evaluation of the subjects within their working teams after the evaluation of their organizational social cohesion based on their experiences. It is one of the least examined performance concepts along with social cohesion in the literature.

The current study proposes a framework for measuring organizational social cohesion based on social and organizational aspects using tested scales. The used scales are altered to fit the case study and increase the weight of task-influenced indicators while preserving the importance of the social ones. The scale used for measuring employee performance is adopted according to the existing outcomes of the literature.

In addition to the direct contribution of the research to the literature with unique empirical data and research, it allows for the development of work environments with migrant employees towards a more coherent team that can serve best the objectives of the organization and contribute to a balance between resilience and efficiency. The

study offers general and specific recommendations and suggestions that can be implemented by non-governmental organizations (NGOs) in Turkey to improve working conditions and allow migrant employees to perform better, despite the psychological and social challenges they face. Such outcomes facilitate the erasure of borders in organizations to improve multicultural work environments and elevate their outcomes.

Research Limitations

Challenges in the research are faced in several aspects; however, the current study has been managed to alleviate their impacts on it. There were no strong limitations in sampling as the sample is clearly defined with a random selection within employees of NGOs in Turkey. Subsequently, this caused time challenges to gather the required sample size, but it was managed within the schedule designed for the study. The sample size was calculated based on the recommendation of statistical literature, which reflected positively on the adequate results obtained. The nature of the cross-sectional sample and its biases were managed through different mitigation measures that are detailed in the methodology chapter. The lack of comparable data in the literature imposed a strong limitation on the research, but it was managed through comparing the several findings individually. No empirical data is provided in previous studies that can indicate the status of organizational social cohesion in different types of organizations or different countries. Another limitation was faced in data collection from participating employees and their fear of the questionnaire results to affect their employment status within the organization. The issue was resolved by assuring the anonymity of the questionnaire forms and that they are not shared with employers.

Thesis Structure

The thesis report is divided into five main chapters:

- Introduction: a definition of the problem, aim, and research significance.
- Literature review: a read of the relevant studies and theoretical frameworks in previous research. Important findings are highlighted and compared critically.
- Methodology: a design of the organizational social cohesion (OSC) scale. The mechanisms and tools that are used in data collection and analysis are defined to ensure research validity and reliability.

- Results: a validation of utilized scales through Cronbach's alpha and confirmatory factor analysis. Descriptive statistics are presented for data mapping and comparison. Linear regression models are created to assess the impact of organizational social cohesion on employee performance. Significant differences between groups based on demographics are analyzed, with emphasis on differences between Turkish and immigrant employees.
- Discussion and conclusion: the results of the current research are discussed with findings of existing literature. A summary of research findings, as well as recommendations, are provided.

SECTION 1: LITERATURE REVIEW

1.1 Organizational Social Cohesion

1.1.1 Definitions

Social cohesion is originally a sociological term that defines the type and strength of the relationship between a group of people. Stanley (2003) defined cohesion as "the willingness of members of a society to cooperate to survive and prosper". In this definition, cooperation is represented by the desires and actions of group members to form partnerships with one another to give common goals and benefits a chance of realization with the reward of outcomes that are shared equally. The overall benefit of good social cohesion is the group's prosperity. The term is an ancient one, with the earliest trials of interpretation belonging to Le Bon (1897), who studied public psychology and its characteristics, and Durkheim (1897), who discussed the shared values of social groups in his suicide study. Since then, several scholars have developed definitions for social cohesion and most of them agreed that the achievement of social cohesion emerges from the absence of conflicts and the presence of bonds. The phenomenon becomes apparent when communication, cooperation, and shared values become the elements that define relationships between group members (Lewin, 1946).

Maxwell (1996) defined social cohesion as a suggestion for a comprehensive description of the phenomenon:

> "Social cohesion involves building shared values and communities of interpretation, reducing disparities in wealth and income, and generally enabling people to have a sense that they are engaged in a common enterprise, facing shared challenges, and that they are members of the same community".

This definition provided a new perspective on social cohesion and extended it to economic and organizational dimensions. The way the author symbolized community as an "enterprise" and its outcomes as "wealth and income" allowed for many scholars to expand the term to many other domains, including business administration. Fonseca, et al. (2018) carried out comprehensive research to define social cohesion and presented a timeline of definitions, as shown in Figure 1.

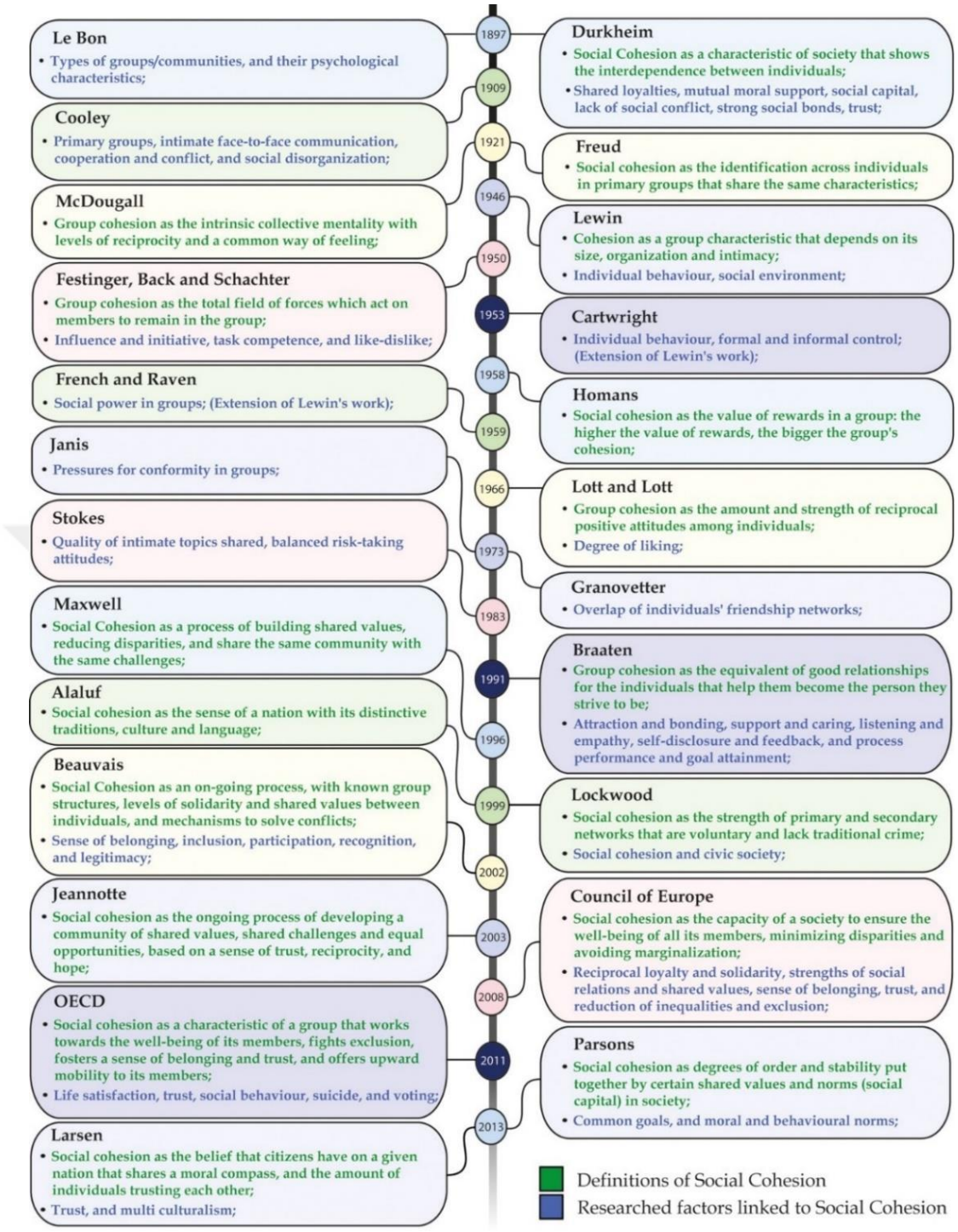

Figure 1. *Timeline of definitions for social cohesion*

Source: Fonseca et al. (2018)

Fonseca et al. (2018) investigated all available definitions of social cohesion and identified many gaps in each definition before proposing a collective framework for the phenomenon that takes into account the most important factors, which are the individual, community, and institutions. Nonetheless, the authors did not claim that

their framework is exhaustive but instead encouraged future research to build on their findings to achieve the most accurate description of the term. Social cohesion has been used as a factor in determining the performance and success of sports and workgroups since its inception. Despite the trials of scholars to simplify as attempted by Carron and Brawley (2000), research shows that environment, context, and individual need for social cohesion play major roles in defining it within a group (Pescosolido & Saaverda, 2012).

In the organization, social cohesion had been recognized as a driver for key significant microeconomic and macroeconomic indicators. The Organisation for Economic Co-operation and Development (OECD) defined a group or team as cohesive if it "works towards the well-being of all its members, fights exclusion and marginalization, creates a sense of belonging, promotes trust, and offers its members the opportunity of upward social mobility" (Acket et al., 2011). The relationship between cohesion and performance in various team contexts suggests that increasing group cohesion is essential to driving performance (McLeod & von Treuer, 2013), implying the importance of social cohesion in empowering business and organizational outcomes. However, studies of the concept in various contexts revealed that none of the definitions could encompass all of the aspects discussed and applied by frameworks and measuring instruments (Schiefer & van der Noll, 2017). As a result, the researcher proposes the following definition for the organizational context of social cohesion: *"Organizational social cohesion is the demonstration of social shared values and relationships between group members through communication, participation, trust, and mutual tolerance that empowers individual and collective sense of belonging and encourages working towards the mutual team and business goals in a way that enhances organizational outcomes, individual well-being, and living conditions, in addition to eliminating the sense of inequality, exclusion, and discrimination".*

1.1.2 Dimensions and measurement

Schiefer and van der Noll (2017) conducted a detailed review of the literature on frameworks, definitions, and conceptualizations of social cohesion, both early and recent. The authors evaluated the multidimensional construct trials conducted by several authors and discovered that, of the six factors that influence social cohesion,

all significant research considered only three. In its sociological and organizational applications, such an approach made quantifying social cohesion difficult. As shown in Figure 2, the six factors were compiled by understanding the dimensions included in various studies and came as a trial to provide an extensive framework of the concept.

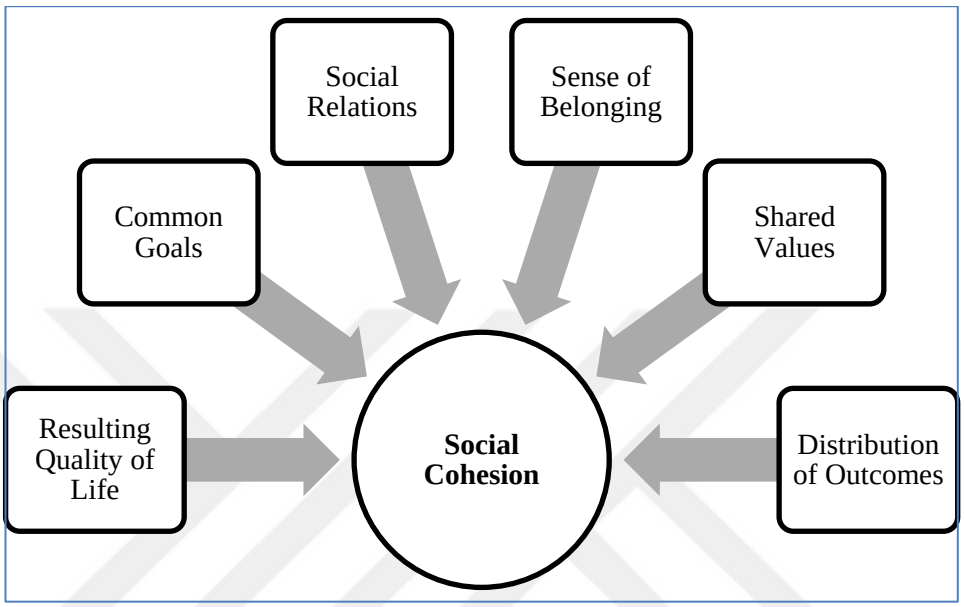

Figure 2. *Factors forming social cohesion in an organization*

Source: Schiefer & van der Noll (2017)

As shown in Figure 3, Borisov and Vinogradov (2018) identified three main dimensions for social cohesion: social relations, connectedness, and orientation toward a common good. The scale in the study is adopted from the European Social Survey (ESS). The applied scale included twenty-five indicators under these dimensions. The dimension of social relations evaluated the social networks within the group, trust in group members, and tolerance of individuals towards diversity amongst them. Connectedness assessed the sense of identity, trust in institutions, and individuals' perception of fairness. The last dimension of orientation towards a common good, evaluated solidarity, respect of social rules, and participation within the group. As the scale was applied on twenty-three groups that include more than 37000 individuals, intercorrelations between the dimensions and sub-dimensions that many of them did not have adequate correlations, such as sense of identity, perception of fairness, and connectedness.

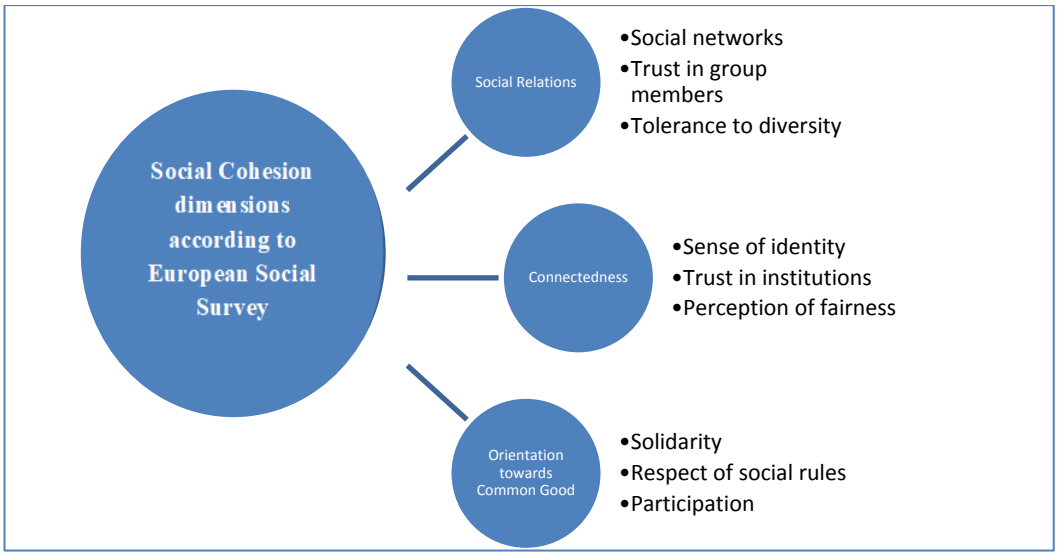

Figure 3. *Dimensions of social cohesion according to European Social Survey*

Source: Borisov & Vinogradov (2018)

The most common social cohesion instrument is the group environment questionnaire, which is divided into two main dimensions: attraction to group and group integration. As shown in Figure 4, each of the two dimensions is further subdivided into a task and social sub-dimensions. The instrument was developed by Carron et al. (1998) as a result of long research on sports groups that extends to their initial research in Carron et al (1988).

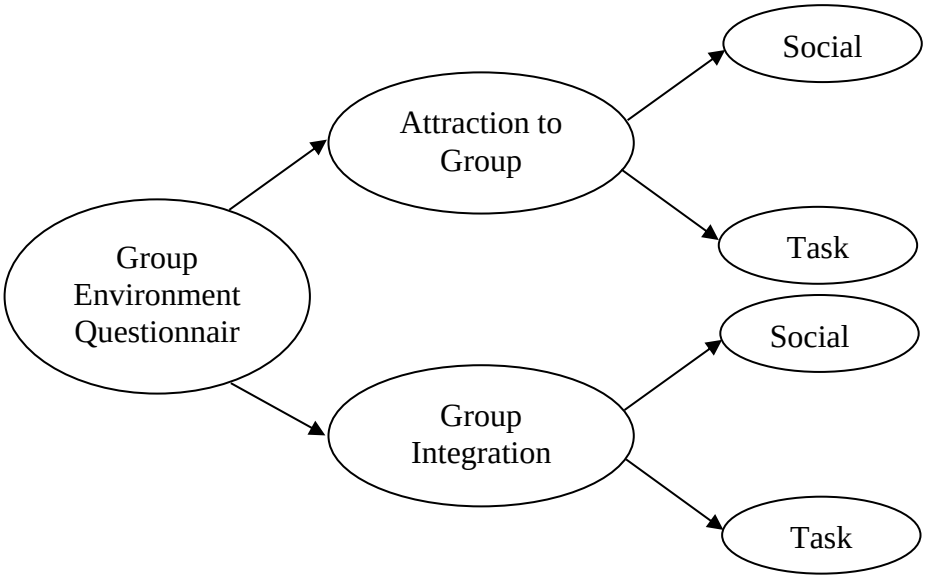

Figure 4. *Dimension of group environment questionnaire (GEQ)*

Source: Carron et al. (1998)

The validity of the scale was confirmed extensively through empirical evidence and applications. Whitton & Fletcher (2014) tested individual and group level items on the GEQ scale and found them well-correlated. The authors recommended focusing interpretation of group-related dimensions and items. Estabrooks & Carron (2000) performed a factor analysis for the validation of GEQ with twenty-one trimmed items, where items were strongly aggregated under their sub-dimensions. While some scholars raised concerns with the scale, the creators of GEQ stressed the importance of considering variations in group cohesiveness and group nature in interpreting its outcomes (Carron & Brawley, 2012).

Li and Zhang (2010) developed the organizational cohesion inventory (OCI) for use in the organizational context, which is comprised of six dimensions, as shown in Figure 5. Employee cohesion measures the sense of belonging of the employee to the organization, perception of individualism versus collectivism, and pride to belong to the group. Leader cohesion evaluates employee recognition by the supervisor, as well as the employee's support and fellowship to the supervisor. Task cooperation assesses the level of cooperation, willingness to give advice, and knowledge sharing. Interpersonal harmony evaluates the social activities in the group. Benefit-sharing asks the employee to evaluate the benefits and personal value demonstrated by the company towards its employees. Finally, value commitment measures the existence of an accepted common goal in the organization.

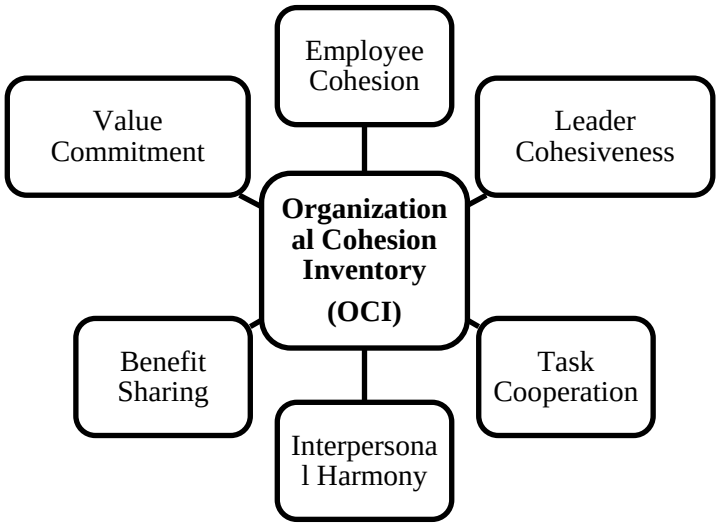

Figure 5. *Dimensions of organizational cohesion inventory (OCI)*

Source: Li & Zhang (2010)

Although the OCI instrument was able to cover several aspects of social cohesion and apply to the organizational context, the scale's validation was only performed by the authors, and its application has not been supported in the literature over the last ten years. Nonetheless, the OCI scale addresses some organizational aspects that the GEQ scale does not, such as the employee-supervisor relationship. The overall evaluation of scales that can be used to measure organizational social cohesion reveals that GEQ is the closest option for business application; however, the scale requires modifications to fit the application and group nature, as recommended by Carron and Brawley (2012). Moreover, a more suitable scale can be created by incorporating some of the OCI items that reinforce organizational aspects, in addition to the social cohesion offered by GEQ.

1.1.3 Organization social cohesion and performance

The main aim of this section is to review part of the most relevant literature to understand the relationships that are established with social cohesion evaluations using different scales, especially relationships with performance measurements. Brawley et al. (1987) are one of the first studies in the development and validation of GEQ in sports applications. The authors tested another scale for the team climate, which consists of fifty items, and it includes indicators for role performance, role acceptance, role clarity, social cohesion, and task cohesion. The correlation between GEQ dimensions and the performance aspect of the team climate scale showed positive moderate coefficients with group integration task dimensions. Attraction to group team indicators also showed similar results, while no correlation was found with individual indicators.

Lvina, et al. (2015) performed two studies to measure the impact of team political skills on task and social team cohesion dimensions, and subsequently, team performance using subjective and objective measures. Figure 6 shows the models used for the evaluation of the carried-out studies. The authors adopted the GEQ scale and measured the impact of each of its main dimensions on the subjective and objective aspects of team performance. Moreover, political behavior was also tested for impact on cohesion and performance.

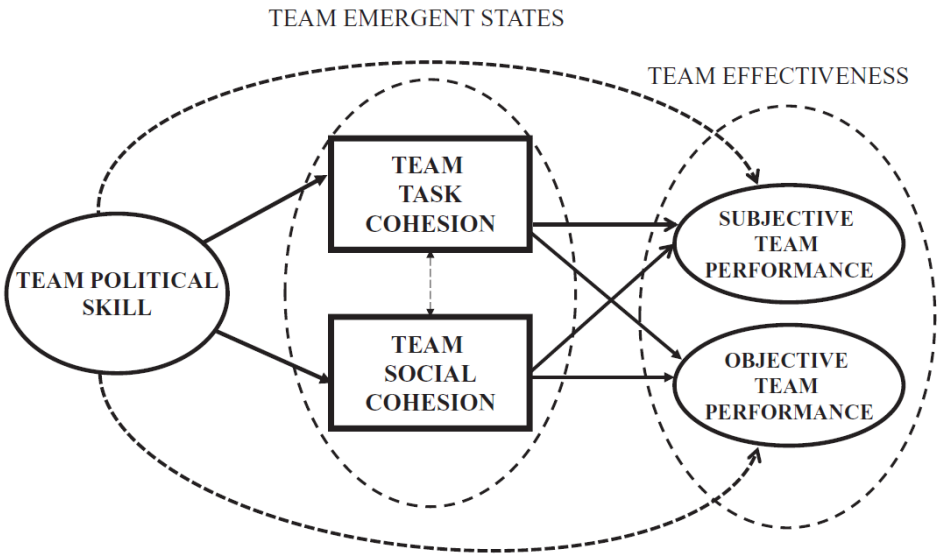

Figure 6. *Model of Lvina, et al. (2015) for testing effects of cohesion on performance*

The first study included over 870 Canadian university students working on 189 collaborative projects, while the second study included 156 employees in twenty-eight organizational work teams. Both studies found that political skills had a significant effect on both performance measures. In the first study, a positive moderate correlation was found between task cohesion and performance (ρ=.67) and a similar effect type was found between team political skill and task cohesion (ρ=.34). The rest of the variables had positive weak correlations between each other, and all results were significant at the 0.01 level. On the individual level, subjective and objective performance indicators showed a positive strong correlation with each other (ρ=.73), while a similar correlation was found between subjective performance and subjective performance (ρ=.70) (Lvina et al., 2015).

The regression analysis models in both studies confirmed that team political skill has a negative weak impact on social cohesion. The analysis produced similar results at the team level. In the academic context, all relationships were found to be positive, except correlations between political skill and objective performance, and the impact of task cohesion on the relationship between political skill and subjective performance, while social cohesion was found to play a negative mediation role in the relationship between political skill and objective performance. Except for the impact of social cohesion on the relationship between political skill and subjective performance in the organizational context (second study), all relationships were

supported to be positive. Political skill had a negative impact on subjective performance, and social cohesion had a similar effect on the relationship between political skill and objective performance (Lvina et al., 2015). Banwo, et al. (2015) investigated the effect of group cohesion on the performance of the organization by using the Group Environment Questionnaire (GEQ) developed by Carron, et al. (1988) and the perception and acceptance scale used by Carron et al. (2002) on 180 workers in four branches of a commercial bank in Nigeria. The scale was applied to measure the types of ambiguity experienced by the employees; the scale contains 40 items to measure four types of perceived ambiguity. Role acceptance and satisfaction were measured by using Bray's (2006) measure model which contains a set of ten questions targeting the evaluation of the feelings of employees and their responsibilities and roles in their teams and groups. Group cohesion was measured by using the Group Environment Questionnaire (GEQ). The questionnaire was including three sections: Role perception, acceptance, and demographics. The findings on role perception and acceptance showed that employees are more likely to work harder if they are happy with their role in the team.

The study was able to prove the validity of the suggestion that an employee is more likely to work harder if he or she is happy with the task. While findings on group cohesion showed that group members shared the values of the group, and a negative relationship was found between the turnover intentions and shared values amongst group members using regression analysis. The study findings on team performance were inconclusive because group cohesion was found to be strong with teams with weak performance as well as with teams with good performance and the further analysis showed that a negative relationship exists between team performance and organizational tenure (Banwo et al., 2015).

Fung (2014) studied the relationship between team trust, team satisfaction, team cohesion, and project team effectiveness as perceived by the project managers in Malaysia. The study used the Team Effectiveness Framework (Cohen & Baily, 1997) where the independent variables consist of behavioral and attitudinal outcomes or factors that include: Team trust, team satisfaction, and team cohesion. Team cohesion is considered as a behavioral outcome while team trust and team satisfaction are attitudinal outcomes. Fung defines project Team Effectiveness as "the project manager's perception on team members' performance in task completion, goal

achievement, empowerment, information sharing and team's ability to create and sustain a good working environment" (Fung, 2014, p. 3).

Team trust is the perception of the project manager to the willingness of a team member to be vulnerable to the actions of other team members based on the expectation that the other team members will perform a particular action important to the trustor regardless of the ability to monitor or control of the other team members. The authors measured trust between team members through cohesion, team satisfaction, and team effectiveness. Team cohesion is defined in the study as the perception of the project manager on the degree of attractiveness of a team to its members and the closeness of the interpersonal ties among team members (Fung, 2014).

A total of 201 questionnaires were collected from project managers in Malaysia. Relationships between the variables were all proven, except for the impact of team cohesion on team effectiveness. The conclusions of the research suggest that team cohesion is not directly predicting project team effectiveness, but it is directly predicting team satisfaction, and team satisfaction is positively and directly predicting project team effectiveness. In other words, team cohesion indirectly predicts project team effectiveness through team satisfaction (Fung, 2014).

Iskandar (2019) studied the effect of group cohesiveness and job satisfaction on productivity in employees of human resources development in the ministry of home affairs in Indonesia, using a survey method to collect data from a sample of 133 employees. The research was conducted by using path analysis to find the relation between variables according to the model, which are job satisfaction, Productivity, and group cohesiveness. The study found that there is a direct relationship between group cohesiveness and productivity. Furthermore, the study found a direct impact of job satisfaction on employee productivity, which means that the higher job satisfaction the higher the employees' productivity. Additionally, the research predicts that there is a direct impact of group cohesiveness on job satisfaction was accepted as well as the study found that the higher the group's cohesiveness the higher is the job satisfaction of employees.

The study concludes that many efforts can be adopted by organizations to increase the productivity of employees and employees should have high work

commitment to members and organization, and employees must adopt the dimensions of group cohesion which are social strength, unity of the group, attractiveness, and group collaborations. When individuals are committed to implementing all dimensions of group cohesion it will lead to improving employee job satisfaction which will increase work productivity and results in greater organizational effectiveness (Iskandar, 2019).

Salas et al. (2015) conducted a literature search to discover trends in cohesion literature by using the terms team and cohesion among the peer-reviewed articles in the database host of EBSCO, including articles with cohesion in the title and if they are empirical, and finally if they explore a relationship between performance and cohesion in their research about measuring team cohesion. The sample of the study contained 210 articles only 70 of them were sufficient for coding. The study calculated the frequency with which particular measurement practices happened and also the significant ratio to nonsignificant cohesion–performance results. This calculation was done with the intention that frequency suggests the common measurements practice whereas significance suggests effective practice.

The study qualitatively coded the selected articles to get information regarding the conceptualization of cohesion, analysis methodologies, data collection, and whether studies established relationships between performance and cohesion. The frequency with which specific measurement practices occurred, as well as the ratio of significant to nonsignificant cohesion–performance findings, were calculated in the study. The calculation was done with the intention that frequency indicates common measurement practice while significance suggests effective practice. The significance percentages refer to the proportion of calculated relationships between cohesion and performance that were statistically significant (p.05). The study concluded that cohesion is more important than ever and is considered a team success, because organizations are looking for a competitive advantage, and teams are looking for the facilitating knowledge, creativity, and morale (Salas et al., 2015). Kaymak (2011) investigated the social integration aspect of the GEQ scale through eleven items. The study was applied to 277 senior university students. The author tested several relationships with individual and collective self-esteem, and identity. The effect of performance on social integration was also examined by a correlational analysis, which showed a weak positive correlation between the variables valid at the 0.05 level.

Collective self-esteem had a moderate positive correlation with social integration valid at the 0.01 level.

Lee & Ko (2019) examined the impact of team cohesion and leadership skills of supervisors in industrial companies in China by more than 327 questionnaires. The hypotheses of the research were tested through a regression model. The impact of social cohesion on performance was confirmed through a beta value of 0.196 significant at the 0.01 level, while the effect of leadership skill was confirmed through a beta value of 0.294 significant at the 0.001 level. The author stressed the importance of the nature of the industry in yielding such results, as more cooperation and coherence are needed in industrial companies.

Misoc (2017) investigated GEQ items in measuring team cohesion within tourism organizations and evaluating their impact on team performance. The assessment was conducted by collecting questionnaires from eight teams in Romania. The findings of the study show that team cohesion has an impact on team performance; however, the extent of the impact was not included in the study. The author recognized that the relationship between the variables is not simple and it has a multi-factor effect. Therefore, it was recommended to perform further analysis on additional data.

Moreira et al. (2016) validated the social cohesion scale for the Brazilian context using twenty-two items tested previously in the United States. The used items are modified GEQ items that are used for the measurement of social cohesion in sports teams and business organizations. The validation of the scale showed high consistency between the indicators on the four dimensions/ components. Furthermore, the reliability analysis using Cronbach's alpha yielded high values reaching 0.9648, which means that these items can be used specifically in Brazil and has the potential to yield good results in different countries.

1.2 Employee Performance

1.2.1 Definitions

Employee or job performance is defined as "a person's ability to achieve targets and goals while also living up to the expectations of his supervisor and management" (Shaikh et al., 2017). According to Aguinis (2009), the definition of employee performance is narrated through understanding each employee's behaviors and

studying each behavioral pattern, and linking it to the employee's appraisal. McCloy et al. (1994) focused on the employee's knowledge to determine his or her performance. The author discussed various types of knowledge, such as procedural and declarative knowledge. Tinofirei (2011) defined employee performance as "the success in the completion of the task, as a set and measured by a supervisor, based on acceptable standards that have been established, by utilizing the available resources effectively and efficiently". Griffin et al. (1981) defined the terms as "the contribution of the employee to the organization". All definitions agree that the supervisor should be able to measure tangible outcomes from the employee to determine performance. However, the majority of the literature has focused on determining the factors that affect employee performance as a recognized concept to affect other performance criteria in the organization (Hatane, 2015). Employee performance is an integrated part of overall organizational performance, which collectively contributes to the organization's success and achieving higher productivity and competitive advantage (Raza et al., 2014). According to research, focusing on individual employee performance and appraisal is a successful strategy for driving organizational performance. (Tatar, 2011). Shaheen et al. (2013) investigated the role of employee performance in improving organizational performance by investing in employee training. Employee's performance showed an impact of 26% on organizational performance based on a regression model with a 0.001 significance level. Therefore, it is evident that aspects enhancing employee performance, including training, engagement, satisfaction, and morale, have a good potential to increase organizational performance (Diamantidis & Chatzoglou, 2019).

Employee performance definitions in the literature have addressed several aspects of it, whether it was a measured performance through a direct appraisal from the supervisor, measuring it through factors affecting it, an employee's involvement in the success of the organization, or the impact of individual performance into a broader organizational performance indicator. As a result, the researcher proposes the following definition for employee performance: *"The ability of an employee to complete tasks delegated by team management and achieve short and long-term goals of the organization to the expected level of the supervisor and as per industry standards in a way that contributes into the overall organizational performance in one*

or more aspect, while the organization provides adequate support, resources, and training for the fulfilment of these obligations".

1.2.2 Measurement and literature findings

Factors affecting and contributing to employee performance have been discussed in detail in the literature through conceptualization and empirical evidence. Employee performance is influenced by four major factors, according to Massoudi (2016): empowerment, transformational leadership, teamwork, and work environment. These factors were proposed as direct measurement dimensions for employee performance as well as key factors influencing it. The correlational analysis of the study showed positive moderate correlations between the four factors and employee's performance significant at the 0.05 level, while the highest correlation coefficient was for teamwork. Tuffaha (2020) reviewed the determinants of employee performance through a literature review of the most affecting factors of the concept. The model suggested by the author, as shown in Figure 7, indicates several aspects of influence.

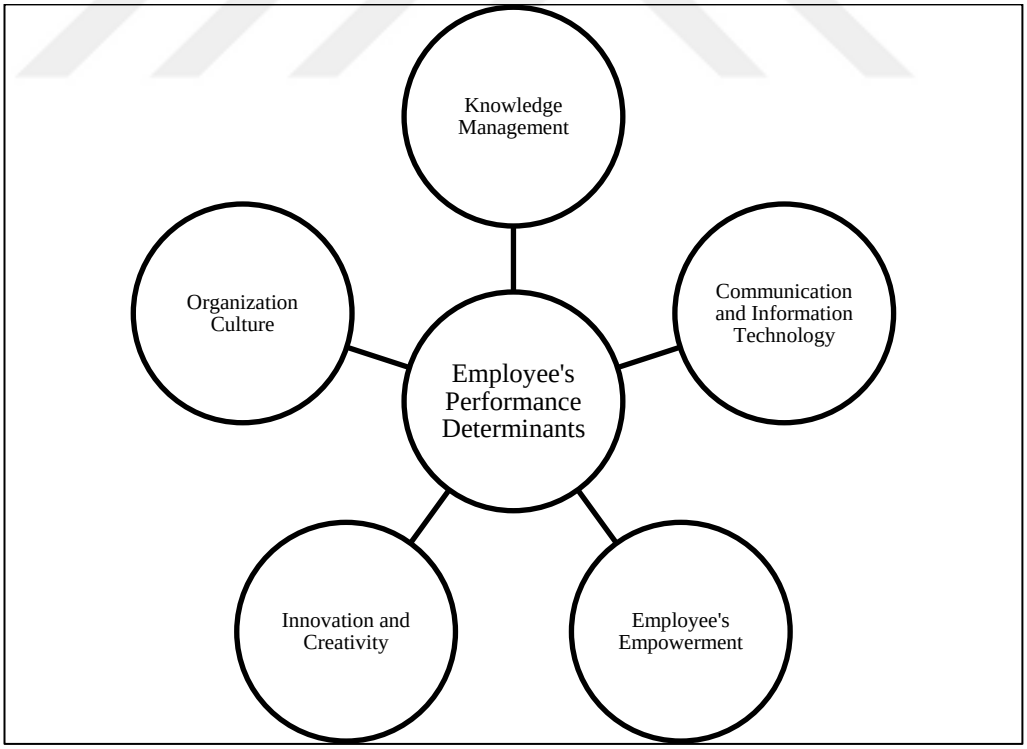

Figure 7. *Factors affecting employee's performance*

Source: Tuffaha (2020)

The way knowledge is acquired, shared, and transferred within the organization is considered critical in providing the necessary information for the employee to act on them. The level of technological adoption in the organization is also important in providing the necessary tools for the employee. Environmental factors, including empowerment and culture, are shown as influential in determining employee performance. The support of the organization for innovation and creativity enables the employee to utilize knowledge and resources and take decisions that can make a difference in increasing competitive advantage (Tuffaha, 2020).

Ahmad and Shahzad (2011) investigated the effect of three factors on employee performance: compensation, appraisal, and promotion. The research was applied to more than 100 university instructors. Employee's performance only showed a significant correlation at the 0.01 level with compensation practices, which had a positive weak nature. A positive moderate correlation was found between compensation and appraisal. The results of the study show that employee performance is more complex in determination and measurement than using a simplified scale for measurement. Therefore, any measurement technique needs to consider the several factors that represent the concept.

To identify key factors that determine employee performance, Pradhan & Jena (2017) reviewed several models that suggested frameworks for employee performance. Table 1 shows the most important studies and the dimensions that were considered in their conceptualization.

Table 1. *Dimensions of employee performance considered in different literature sources*

Authors	Year	Dimensions
Kennedy et al.	2001	Teamwork, behavior with customers, and work role empowerment
Borman et al.	2001	Organizational support, personal support, and conscientious initiative
McCook	2002	Opportunity for reward, satisfaction with co-workers, and perceived efforts
Johnson	2003	Contextual performance and job performance
Parker et al.	2006	Ideal implementation, problem-solving, and proactive work behavior

Table 1. (Continue) *Dimensions of employee performance considered in different literature sources*

Authors	Year	Dimensions
Griffin et al.	2007	• Organizational: task proactivity, task adaptivity, and task proficiency • Team member: task proactivity, task adaptivity, and task proficiency • Individual: task proactivity, task adaptivity, and task proficiency
Schepers	2011	Disciplined effort and work performance
Audrey & Patrice	2012	Handling work stress, training efforts, interpersonal adaptableness, reactions to challenges, and creativity
Koopmans et al.	2014	Counterproductive work behavior, contextual performance, and task performance

Source: Pradhan & Jena (2017)

As shown in Figure 8, Pradhan and Jena (2017) developed an employee performance model with three dimensions: task performance, adaptive performance, and contextual performance. The ability of an employee to work according to industry standards, multitask between several assignments, maintain passion for the role, perform well in comparison to other team members, and perform tasks with minimal supervision is referred to as task performance. Contextual performance refers to the ability to take responsibility, offer advice to other team members, participate in discussions and meetings, coordinate tasks with team members, offer help to other team members, encourage team members, express empathy and sympathy to colleagues, help new team members, and demonstrate effective communication skills (Griffin et al., 2000). Adaptive performance refers to the ability of the employee to respond to job changes, demonstrate flexibility in the role, carry out solutions through consensus, control emotions in stressful situations, adapt to changes in teamwork, adapt performance according to available information, and cope with organizational changes (Park & Park, 2019).

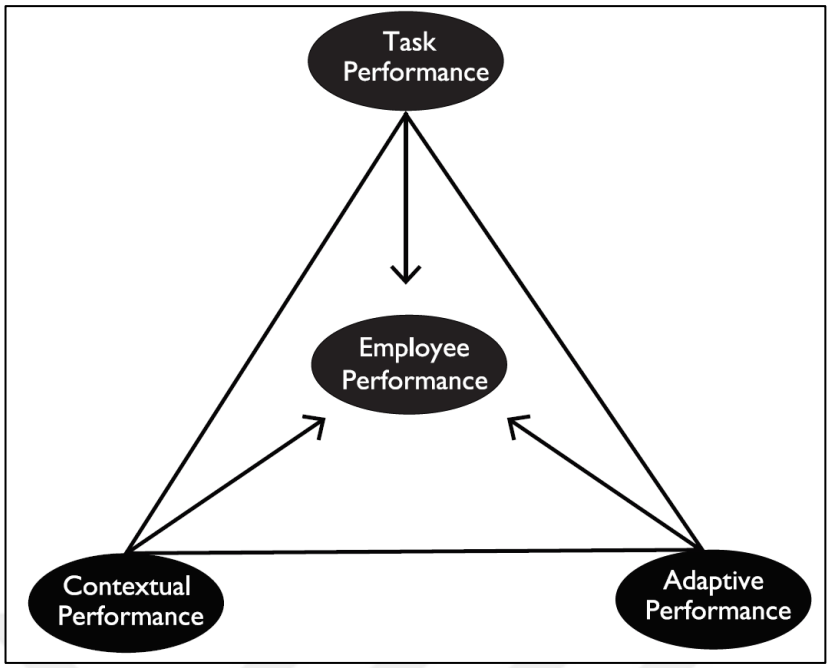

Figure 8. *Employee performance framework constructed and validated by Pradhan & Jena (2017)*

Several researchers tested Pradhan and Jena's (2017) employee performance construct in the literature. Na-Nan et al. (2018) validated a short version of the scale in Thailand through exploratory and confirmatory factor analyses, where scored composite reliability of 0.894 and other indicators were found satisfactory. Nasab & Afshari (2019) found a relationship between leadership and employee performance with the mediating effect of organizational commitment with 173 questionnaires from tourism agency employees in Iran. Chen et al. (2020) investigated the relationship between organizational support and employee performance using the same scale and through collecting 180 questionnaires from 36 work teams. The research was applied to the automotive industry in China. The authors found positive strong effects of organizational support on employee performance significant at the 0.01 level. The scale of Pradhan & Jena (2017) has been validated, used, and reproduced by more than a hundred studies in the past four years, which is an indication of the instrument's capability in quantifying subjective employee job performance in organizational and business administration contexts.

1.3 Immigrant Labour in Turkey

Since the 1990s and due to its geopolitical position in the middle east region, Turkey has become a migration destination. The political, social, and economic

changes in the country and the region allowed it to be a main migration destination, as well as a point for transit migration. Instabilities in the region that intensified with revolutions in neighbouring and near countries, mainly Syria and Iraq, increased refugee movement towards Turkey, which led to the increase of regular and irregular labour in the market (Gokbayrak & Devlet Karapinar, 2019). Several studies have focused research on the domain towards the impacts of migrant workers on the host country, i.e. Turkey, in terms of the workforce (Benghoul, 2018) and economy (Esen & Binatli, 2017). Additionally, other studies targeted the social cohesion of refugees within the Turkish community, focusing on the sociological segment of the issue (Ozcurumez, Hoxha, & Icduygu, 2020).

Policies and reports from specialized international organizations in immigration issues, e.g. International Organization for Migration (IOM), have stated firmly on the priority to achieve good social cohesion between immigrants and their host countries. The diversity, inclusion, and social cohesion initiative of IOM focuses on three main objectives: establishing common understanding, developing skills of immigrants to suit their host communities, and reporting immigrant contributions to foster a unifying narrative (IOM, 2021). The IOM defined inclusion and social cohesion as their main integrated approach to resolving differences within immigrant-hosting communities. Several effective strategies are stated, including encountering xenophobia, adoption of pre-departure and post-arrival orientation programs for immigrants, increasing the engagement of the private sector to provide labor market access, coordinating with host communities and authorities to empower a sense of community to include immigrants, and engaging with the media to spread positivity on the matter (IOM, 2017). The IOM also indicated that migrants resolved some developmental issues suffered by host countries, such as reducing shortages in skilled health professionals and bridging gaps in labor markets (IOM, 2016). In Turkey, the IOM establishes and supports several community stabilizations projects that offer immigrants a chance to integrate into local communities. These projects provide opportunities equally between host communities and immigrants, such as robotic coding workshops, sports complexes, educational facilities, and park rehabilitations (IOM Turkey, 2019).

1.3.1 Immigration types and patterns

The location of Turkey between Asia and Europe made Turkey exposed to a large uptake of asylum-seekers, especially after the outbreak of the Syrian crisis in 2011. Figure 9 shows the exponential increase of irregular migrants after 2012. The high number of migrants put the country under high pressure in terms of education, accommodation, and healthcare infrastructure. Since Turkey is a signatory on the 1951 Refugee Convention with geographic limitations, Syrians in Turkey are not considered refugees but foreigners with protection status. Since the high increase of migrants in Turkey in the past eight years, the country has been successful in absorbing the migration shock into its workforce. The government has been providing aids and protection to millions of refugees in different urban districts around the country (Gokbayrak & Devlet Karapinar, 2019).

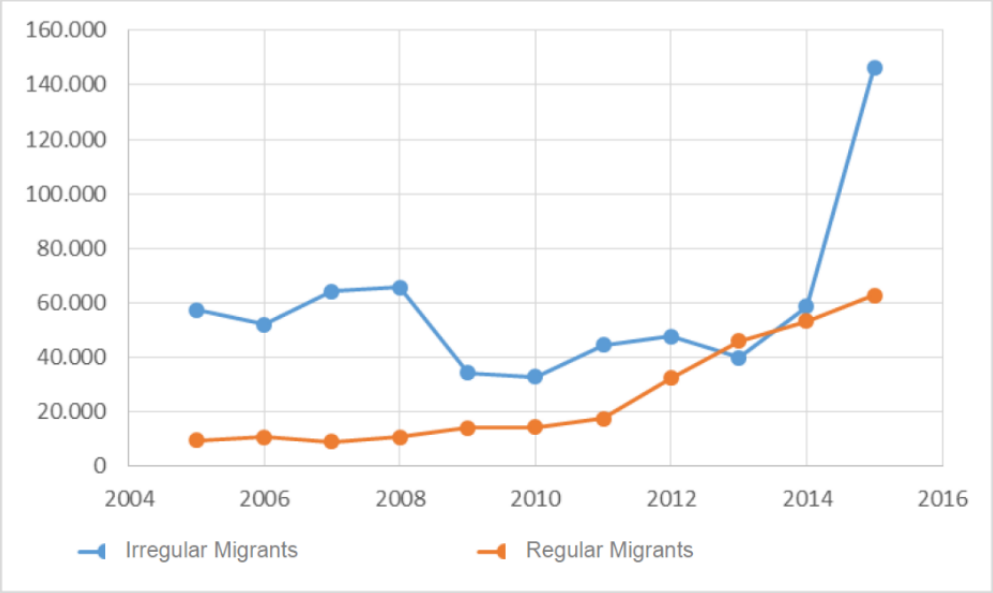

Figure 9. *Irregular and regular migrants to Turkey from 2005 to 2015*

Source: Gokbayrak & Devlet Karapinar (2019)

The Turkish government is also issuing work permits to foreigners that are employed by local companies. Work permits are issued in three types: definite with an expiry date, indefinite, and independent for business owners. As shown in Figure 10, the number of definite work permits has increased since 2012 due to the irregular migration turning into regular (Gokbayrak & Devlet Karapinar, 2019).

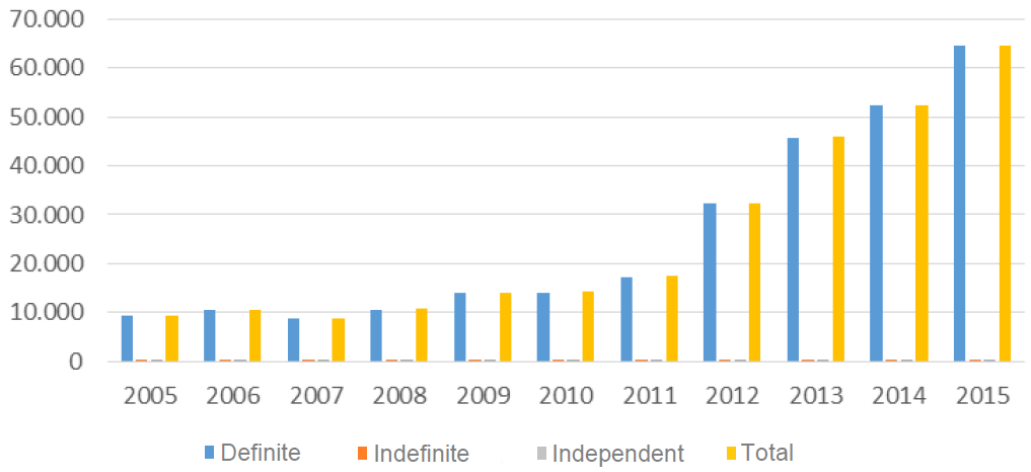

Figure 10. *Work permit distribution for foreigners in Turkey between 2005 and 2015*

Source: (Gokbayrak & Devlet Karapinar, 2019)

1.3.2 Impacts on Turkish workforce and economy

The effects of migration on the local workforce and economy are expected, especially with the increase of migrant numbers since 2012. Benghoul (2018) studied the impacts of migrants on the Turkish workforce through data from 2001 to 2017. The author distinguished between six types of migrants:

- Temporary labor migrants
- Irregular migrants with no documents or entering illegally
- Forced migrants, which includes refugees and asylum-seekers
- Family migrants
- Return migrants, who leave the country back to their country of origin

The author tested the available data through a regression model while setting the unemployment rate as a dependent variable. The results of the analysis show that a positive relationship was found with the number of refugees (beta = 0.101), while negative relationships were found with each growth rate and inflation with beta values of -1.346 and - 1.571, respectively (Benghoul, 2018).

Esen & Binatli (2017) studied the effect of the increase in migrants in Turkey in the past years with other economic indicators. The study shows that the number of limited liability companies with Syrian partners increased from 8 to 66 companies between 2012 and 2016, while corporations increased from 149 to 1711 in the same period. The share of Syrian refugees' partnerships increased between 2012 and 2016

from 1.2% to 27.6% for limited liability companies. In the study of unemployment rates, the regression analysis showed a beta value of -1.397 for total refugee employment and a beta value of 4.690 for areas with high refugee intensity. The results indicate that the refugee migration did not have a negative impact on unemployment generally (Significant at the 0.01 level). However, the increase of refugee intensities in some areas and cities increased unemployment rates (Significant at the 0.05 level).

SECTION 2: METHODOLOGY

2.1 Method Design

The research adopts a subjective evaluation methodology through a questionnaire tool, which contains previously tested scales for reliability and competence in measuring the targeted variables. The items of the used scale are adopted from previously tested instruments and evaluated on an agreement 6-point Likert scale. The research is cross-sectional as it measures the variables at a specific single period. Subjects taking the questionnaire should have the following criteria to be able to participate in the study:

- Must be employed by an NGO operating in Turkey.
- Willing to take part in the research and fill the questionnaire without missing any items.
- There are no restrictions on gender or age; however, the sample must reflect the distribution of the population.
- Questionnaires are distributed equally to immigrant and local staff to get a balanced sample between them.
- Subjects are selected randomly once they satisfy the above sampling strategy criteria.

Several possible biases are associated with the cross-sectional sampling strategy of the research. Wang and Cheng (2020) defined six sources of biases in this type, which are presented and managed as shown in Table 2.

Table 2. *Management strategies for biases in cross-sectional sampling*

No.	Biases	Management Strategies
1	Inability to measure the incidence	The measured variables are results of long-term impacts rather than incidents. Thus, results reflect an impact measured at a certain point in time.
2	Difficulty in making causal inference	This emerges from considering variables as incidents, which is not the case in the current research.
3	Difficulty of interpretation	Findings are interpreted through a structural model that reduces errors in regression and makes outputs easier to interpret.
4	No temporal relations	Temporal relations are not targeted by the current research.
5	Not fit for rare cases	The tested variables are not rare ones but organizational indicators that can be measured for every employee in the organization. The targeted relationships are structured which leaves no room for rare cases.
6	Nonresponse and recall	Nonresponse is eliminated through an electronic form that does not allow missing values or duplicated answers. The items are judged by the respondents according to their personal experience. Perception is targeted rather than an objective measurement.

Several measures are taken to avoid response bias and errors in answering the questionnaire items. The language of questions is made as simple as possible to avoid underlying construct of interest, allow for translation to other languages, and minimize memory-related issues. The subjects are assured that answers should be according to their own experiences and that there are no “good” or “bad” answers that would affect their working or personal situations. Moreover, subjects are encouraged to provide answers to the best of their knowledge, and they are motivated by confirming to them that the study can yield results that can enhance their work environment. The Likert scale is chosen as a form of response to enable subjects to provide answers promptly, as well as providing a unified way of answering to accommodate for data handling and analysis.

Collected data are treated systematically and objectively to describe and examine the desired relationships and interactions between concepts, dimensions, and indicators. A quantitative approach is used in the study to provide descriptive, exploratory, and explanatory representations of the data and relationships. The descriptive approach is used to provide initial data using the OSC scale that is developed from the GEQ and OCI scales. Moreover, an exploratory approach is used

to understand the measurement and its reliability, as well as the type of relationships that are yielded from statistical analysis of organizational social cohesion. An explanatory approach is used in an attempt to investigate the relationship between organizational social cohesion and its impact on employee performance.

2.2 Measuring Scales and Instrument Design

The instrument chosen to form the base of the OSC scale is researched and proven to be successful in quantifying social cohesion and organizational cohesiveness. The same applies to the scale of employee performance. Table 3 shows the measuring scales used to form the questionnaire tool and references of studies that developed, validated, and applied for the measurement of the targeted concepts.

Table 3. *Measuring scales used in research*

Concept	Scale	Reference
Organizational social cohesion	GEQ	(Bayraktar, 2017; Carron, Brawley, & Widmeyer, 1998; Widmeyer, Brawley, & Carron, 1985)
	OCI	(Li & Zhang, 2010)
Employee performance	The triarchy model	(Pradhan & Jena, 2017)

The items of the GEQ and OCI instruments are modified through item selection, item simplification, and item language verification. Item selection is performed to ensure that the item is relevant to the context of the business organization. Item simplification is performed on items that contain many complex terms. Item language verification is performed to ensure that the language of the item, which is formed originally in the English language, does not change, or complex the meaning, especially when translated to other languages. The last step is required as the used questionnaire, Appendix A, is translated to Turkish and Arabic to accommodate Turkish local employment and immigrant staff who mostly speak Arabic. Furthermore, negative and reversed items are rewritten to positive items to unify the nature of all questions and avoid bias in answering questions caused by shifting from negative to positive questions, and vice versa. Table 4 shows the original GEQ and OCI items and the final items after modification for the OSC scale.

Table 4. *The Development of OSC scale items from GEQ and OCI*

Original Scales		OSC Scale Item
Scale *	Text of Original Item	
GEQ1	"I do not enjoy being a part of the social activities of this team"	I enjoy participating in social activities with my team
GEQ1	"I'm not happy with the amount of playing time I get"	As a team, we enjoy our social time together
GEQ1	"I am not going to miss the members of this team when the season ends"	I miss my team on holidays and vacations
GEQ1	"Some of my best friends are on this team"	I have best friends amongst the members of my team
GEQ1	"I enjoy other parties more than team parties"	I enjoy social activities with my team more than similar activities with other people
GEQ1	"For me, this team is one of the most important social groups to which I belong"	My team is the most important social group for me
GEQ1	"I'm unhappy with my team's level of desire to win"	I am happy with the desire of my team to achieve goals and win
GEQ1	"This team does not give me enough opportunities to improve my personal performance"	My team provide me with the needed support and opportunities to enhance my personal performance
GEQ1	"I do not like the style of play on this team"	I like my roles and responsibilities within the team
GEQ1	"Members of our team would rather go out on their own than get together as a team"	Members of our team prefer spending time together rather than other people
GEQ1	"Our team members rarely party together"	We always arrange our social activities together and prioritize them over other social activities
GEQ1	"Our team would like to spend time together in the off season"	Our team desire to spend times together on holidays and vacation
GEQ1	"Members of our team do not stick together outside of practice and games"	Members of our team care about each other's problems and issues beyond working hours
GEQ1	"Our team is united in trying to reach its goals for performance"	Our team works together with strong unity to achieve our performance goals
GEQ1	"We all take responsibility for any loss or poor performance by our team"	All members of our team share responsibility for any shortcomings in performance or losses
GEQ1	"Our team members have conflicting aspirations for the team's performance"	We do not have conflicting objectives or aspirations towards the performance of our team
GEQ1	"If members of our team have problems in practice, everyone wants to help them so we can grow together"	During carrying out the daily tasks, we offer help to each other to complete them collectively
GEQ1	"Our team members do not communicate freely about each athlete's responsibilities during game or practice"	Our team has a clear and free communication style about individual and shared responsibilities in performing tasks
GEQ2	"I feel happy with these people, there is warmth and sincerity here"	I feel warmth and sincerity when I am working with my team
GEQ2	"It is a feeling of responsibility to my friends, my task, my leader"	I feel responsible towards my group members, tasks, and leaders
GEQ2	"We were not like this at first. It developed in time"	We have strong relationships amongst our teams that developed over time
GEQ2	"We put so much effort and time in what we do in this team"	We invest our time and efforts collectively in making our team solid and successful
GEQ2	"We sacrifice our own needs while working towards the team goal, and no one complain"	Our own needs do not matter when we work to achieve our tam goals and complains are expressed by team members because of that
GEQ2	"Our morale and motivation keep us going"	Our team is motivated and has high morale that keeps us going towards our goals
GEQ2	"Sense of belonging here feels special"	I have a special sense of belonging to my team and I am proud of it

Table 4. (Continue) *The Development of OSC scale items from GEQ and OCI*

Original Scales		OSC Scale Item
Scale *	Text of Original Item	
OCI	"I feel proud for that I am a member of this company"	
OCI	"The strategic goals of company are accepted by employees"	The strategic objectives and goals of our organization are accepted and supported by its employees
OCI	"Employees in this company work for a common goal"	Employees in our organization work for a unified and common set of goals
OCI	"The company's values are accepted Widley by employees"	The values advocated by our organization are accepted and supported by its employees
OCI	"I am willing to follow my current leader"	We trust our supervision and we are willing to follow their instructions at all times
OCI	"The development of company is closely related to employees' personal benefits"	The development of my organization takes into consideration the benefits, needs and goals of my team and mine
OCI	"Employees have broad development space along with the company's growth"	Individuals within my team has adequate opportunities to grow with the growth of our organization
OCI	"The benefits of company are tightly bound to those of employees"	The organization defines its benefits as mutual ones with our benefits
OCI	"I am strongly identified with my leader"	Members of our organization are supported in challenges and recognized for their efforts

*. GEQ1 refers to items from the scale of Carron et al. (1998) and Widmeyer et al (1985), while GEQ2 refers to items from the scale of Bayraktar (2017)

In addition to the scales used in measuring the two variables, the questionnaire collects demographic variables from the participants, including gender, age category, marital status, education level, income, knowledge of local language (Turkish), and number of people in the work team. Data collected from the scales are tested against demographic and organizational data to discover any significant differences between the sub-groups.

2.3 Research Model and Hypotheses

It is important to define a few terms prior the construction of the research model and hypotheses. In organizational social cohesion, individual attraction to group measures the desire of the subject to perform social and professional activities with his or her team during working hours, outside working hours, and on holidays. Group integration measures the rapport between the team socially through having a mutual sense of a team, as well as professionally in achieving team and organizational goals. Organizational shared values reflect the understanding of the employee of the mission, vision, and values advocated by the company and his or her acceptance towards them. Organizational needs and goals measure the work of both the employee and the organization to achieve each other's aims and ambitions.

In employee performance, task performance refers to the ability of the employee to work according to industry standards, multitask between several assignments, maintain the passion for the role, perform highly in comparison with other team members, and the ability to perform tasks with minimal supervision. Contextual performance refers to the ability to take responsibility, offer advice to other team members, participate in discussions and meetings, coordinate tasks with team members, offer help to other team members, encourage team members, express empathy, and sympathy to colleagues, help new team members, and demonstrate effective communication skills. Adaptive performance refers to the ability of the employee to respond to job changes, demonstrate flexibility in the role, carry out solutions through consensus, control emotions in stressful situations, adapt to changes in teamwork, adapt performance according to available information, and cope with organizational changes.

Figure 11 shows the model of the research, where the focus is to test the impact of organizational social cohesion on employee performance as a whole or in their sub-dimensions. Based on the study model nine hypotheses are tested to investigate the impact of each of the three sub-dimensions of organizational social cohesion on the three dimensions of employee performance. Based on literature findings, the hypotheses are tested based on the existence of similar or comparable effects.

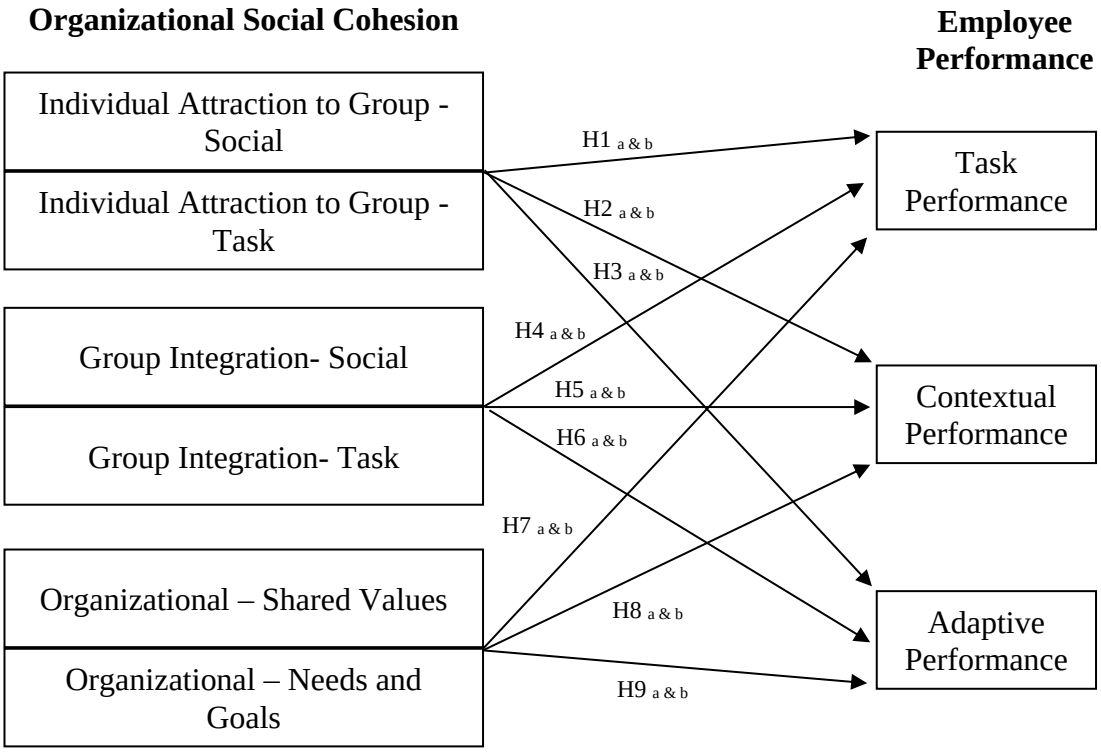

Figure 11. *Model of research*

The relationship and impact of social cohesion and performance has been investigated in different types of research and contexts. Tziner, et al., (2003) studied the relationship in a sports context and found significant correlations between social cohesion and team performance. Another study on sports teams by Ioan-Sabin and Marcel (2014) used several methods, including a questionnaire, to establish the contribution of social cohesion to sports teams' performances. The findings of the research endorsed the relationship and stressed that the extent of social cohesion increases the learning abilities of team members. All the studies in the sport context utilized the GEQ scale introduced by Widmeyer, et al. (1985) and developed by Carron, et al. (1998) in their evaluations as an essential validated tool for the measurement of social cohesion.

The organizational version of social cohesion was recently under investigation by several studies, which used the GEQ scale to evaluate the variable in business organizations. Banwo, et al., (2015) used the GEQ scale that is traditionally applied to sports teams and modified the items to fit organizational purposes. The scale was not validated. However, the results showed a significant impact of all organizational cohesion on organizational performance. Sin & Park (2009) concluded that cohesion between team members reinforces competencies within it to simulate better team performance, while individual competencies were not affected in driving individual performance. The scale used for the measurement of group cohesion did not consider the GEQ in the measurement and used a six-item scale, which was not validated.

Li & Zhang (2010) recognized the importance of GEQ in measuring team cohesion from social and task aspects. By modifying the items in the original scale into new dimensions and adding new organizational items, the authors developed OCI as a validated alternative to the previous trials.

The current study model and hypotheses are based on the original GEQ items, which are modified to fit the business organizational context, in addition to items developed in the OCI scale. The final produced scale can target several aspects of organizational social cohesion: individual attraction to the group, group integration, and organizational fulfilment. These dimensions take into consideration the social, task, shared values, and the ability of the organization to fulfil the needs and goals of its employees and teams.

Based on the study model nine hypotheses are tested to investigate the impact of each of the three sub-dimensions of organizational social cohesion on the three dimensions of employee performance. Based on literature findings, the hypotheses are tested based on the existence of such effects. Moreover, all previous studies investigated the influence of social cohesion on a collective performance indicator, i.e. group, team, or organizational. Nonetheless, a gap in the literature is identified in targeting the impact on employee's performance as an individual driver towards achieving team and organizational objectives. Therefore, the hypotheses tested in the research are as follows:

H1: There is an impact of individual attraction to the group on an employee's task performance.

H1a: There is an impact of the social aspect of individual attraction to a group on an employee's task performance.

H1b: There is an impact of the task aspect of individual attraction to a group on an employee's task performance.

H2: There is an impact of individual attraction to the group on an employee's contextual performance.

H2a: There is an impact of the social aspect of individual attraction to a group on an employee's contextual performance.

H2b: There is an impact of the task aspect of individual attraction to a group on an employee's contextual performance.

H3: There is an impact of individual attraction to the group on an employee's adaptive performance.

H3a: There is an impact of the social aspect of individual attraction to a group on an employee's adaptive performance.

H3b: There is an impact of the task aspect of individual attraction to a group on an employee's adaptive performance.

H4: There is an impact of group integration on employees' task performance.

H4a: There is an impact of the social aspect of group integration on employees' task performance.

H4b: There is an impact of the task aspect of group integration on employees' task performance.

H5: There is an impact of group integration on employees' contextual performance.

H5a: There is an impact of the social aspect of group integration on employees' contextual performance.

H5b: There is an impact of the task aspect of group integration on employees' contextual performance.

H6: There is an impact of group integration on employees' adaptive performance.

H6a: There is an impact of the social aspect of group integration on employees' adaptive performance.

H6b: There is an impact of the task aspect of group integration on employees' adaptive performance.

H7: There is an impact of organizational cohesion on employee task performance.

H7a: There is an impact of the social aspect of organizational cohesion on employees' task performance.

H7b: There is an impact of the task aspect of organizational cohesion on employees' task performance.

H8: There is an impact of organizational cohesion on employees' contextual performance.

H8a: There is an impact of the social aspect of organizational cohesion on employees' contextual performance.

H8b: There is an impact of the task aspect of organizational cohesion on employees' contextual performance.

H9: There is an impact of organizational cohesion on employees' adaptive performance.

H9a: There is an impact of the social aspect of organizational cohesion on employees' adaptive performance.

H9b: There is an impact of the task aspect of organizational cohesion on employees' adaptive performance.

2.4 Population and Sample

The population targeted in this study are legal migrant workers in Turkey, which are 31,185 from people who have temporary protected status as of March 2019 and a total of 113,134 work permits issued in total to foreigners in 2019 (AIDA & ECRE, 2019). Thus, the population exceeds the 20,000 thresholds and the most representing sample should be around 400 participants with valid questionnaires to achieve a reliability target of 95% (Wilson & Joye, 2016). Two sample groups are targeted: the study group (migrant workers) and the control group (national workers). The sample is evenly divided between the two study groups. For confirmation, the sample size is calculated using the following equation:

$$n = \frac{N\,X}{X + N - 1}$$

Where,

$$X = \frac{(Z_{\frac{a}{2}})^2\; p\;(1-p)}{MOE^2}$$

n is the adjusted sample size for the actual population.

X is the sample size for infinite population.

$Z_{a/2}$ is the critical value (1.96 for a confidence level of 95%).

MOE is the margin of error (0.05 for a confidence level of 95%).

p is the sample proportion for infinite population, which is 0.5

N is the population size. Population in this study can be considered the number of migrant workers or the total workforce in Turkey. The sample size is calculated for both and the final sample size is determined. The number of migrant workers is 113,134: representing migrants with work permits as of 2019). The workforce in Turkey is approximately 27,000,000 in 2019.

The sample size for the infinite population is:

$$X = \frac{(Z_{\frac{a}{2}})^2\; p\;(1-p)}{MOE^2} = \frac{(1.96)^2\;(0.5)\;(1-0.5)}{0.05^2} = 384.16$$

Sample size based on number of migrant workers in Turkey:

$$n = \frac{N\,X}{X + N - 1} = \frac{(113{,}134)\,(384.16)}{384.16 + 113{,}134 - 1} = 382.86$$

Sample size based on the total workforce in Turkey:

$$n = \frac{N\,X}{X + N - 1} = \frac{(27{,}000{,}000)\,(384.16)}{384.16 + 27{,}000{,}000 - 1} = 384.15$$

The highest number is selected, which is 384.15 ~ $n = 384$

Therefore, the sample size targeted in the research is 384 completed questionnaires. Finally, a total of 392 valid questionnaires were collected, which exceeds the required sample size.

2.5 Analysis Techniques

The data is analysed through several techniques to evaluate the success of the scale in measuring organizational social cohesion and employee performance. First, a Cronbach alpha analysis is used to measure the reliability of the scales and data. Then, KMO and Bartlett's test measure the adequacy of the sample for factor analysis of the scale. The normal distribution of the sample is tested through Skewness and Kurtosis. If the population is found to be normally distributed, then ANOVA and t-test can be used for mean differences. If the population is found to not be normally distributed, a homogeneity analysis is performed to investigate the possibility of finding significant differences through ANOVA.

Confirmatory factor analysis is conducted to test the fitness of the scales in measuring the variables and the representation of the sample of the population. The effect of organizational social cohesion on employee performance is tested through a structural equation modelling. The model is constructed for the impact of each OSC dimension on each dimension of employee performance. Finally, a one-way ANOVA is used to reveal differences in organizational social cohesion between Turkish and migrant groups of the sample. Hypotheses are tested based on the results of the analysis.

SECTION 3: RESULTS AND DISCUSSION

3.1 Scales Reliability

The scales used for the assessment of organizational social cohesion and employee performance are tested for reliability and internal consistency using Cronbach's alpha, as shown in Table 5. The overall alpha for both scales is 0.979, while alpha for organizational social cohesion is 0.971 and for employee performance is 0.966, which is considered very high by exceeding the 0.95 mark. Cronbach's alpha for the dimensions of the scales ranged between 0.877 and 0.936 which are also considered high for business and economics research (Cleff, 2014). The results of the analysis indicate high reliability and internal consistency for the two scales used in the study.

Table 5. *Reliability measurement for scales used in research through Cronbach's alpha*

Scale	Dimension	Dimension reliability	Scale reliability	Overall reliability
Organizational Social Cohesion (OSC)	Individual (Social) - IS	0.921	0.971	0.979
	Individual (Task) - IT	0.882		
	Group (Social) - GS	0.877		
	Group (Task) - GT	0.911		
	Organizational (Shared values) - OSV	0.925		
	Organizational (needs and goals) - ONG	0.923		
Employee Performance (EP)	Task - TP	0.881	0.966	
	Contextual - CP	0.936		
	Adaptive - AP	0.918		

KMO and Bartlett's test of sphericity is obtained to evaluate sample adequacy for performing the subsequent factor analysis. As shown in Table 6, The KMO value for the data is 0.967 with a significance value less than 0.05 in Bartlett's test of sphericity, which shows high intercorrelations between the scales' items of the sample. Therefore, the obtained scale is eligible for factor analysis.

Table 6. *KMO and Bartlett's Test for OSC and EP scales*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.967
Bartlett's Test of Sphericity	Approx. Chi-Square	11280.488
	df	528
	Sig.	0.000

3.2 Confirmatory Factor Analysis (CFA)

3.2.1 CFA for Organizational Social Cohesion (OSC)

Confirmatory factor analysis is performed for the scale of organizational social cohesion (OSC) using SPSS AMOS 26, as shown in Figure 12. The correlations between the three main dimensions of the scale were found positive and strong. The validity of the model is confirmed through a few variables, as shown in Table 7. The IFI and CFI were found as 0.879 and 0.878, respectively, which are deemed adequate. The RMSEA indicator was found as 0.084, which is close the 0.05 threshold targeted by the model considering the sample size. Therefore, the model is considered fit and allows further analysis of the variables (Cho et al., 2020).

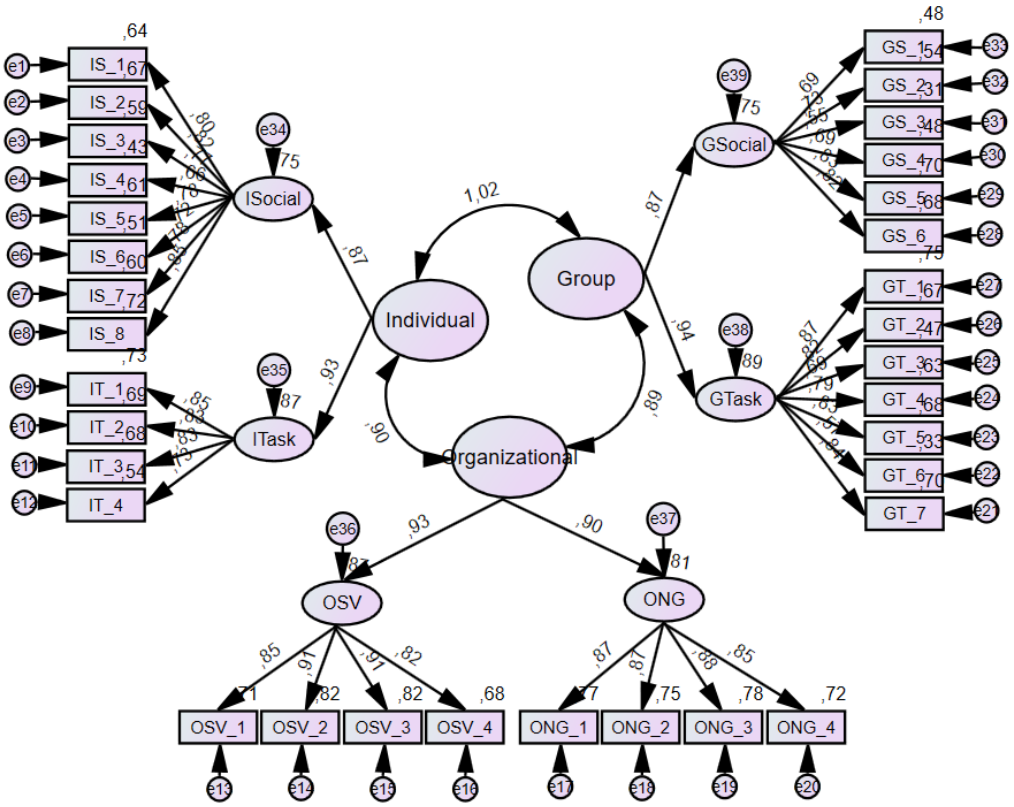

Figure 12. *Confirmatory factor analysis for organizational social cohesion (OSC)*

Table 7. *Confirmatory factor analysis and model fit variables for OSC*

Variable	CMIN	df	CMIN/DF	IFI	CFI	RMSEA
OSC	1837.351	486	3.781	0.879	0.878	0.084

3.2.2 CFA for Employee Performance (EP)

Confirmatory factor analysis is performed for the scale of employee performance (EP) using SPSS AMOS 26, as shown in Figure 13. The correlations between the three main dimensions of the scale were found positive and strong. The validity of the model is confirmed through a few variables, as shown in Table 8. The IFI and CFI were found as 0.933 and 0.933, respectively, which are deemed adequate. The RMSEA indicator was found as 0.074, which is close the 0.05 threshold targeted by the model considering the sample size. Therefore, the model is considered fit and allows further analysis of the variables (Cho et al., 2020).

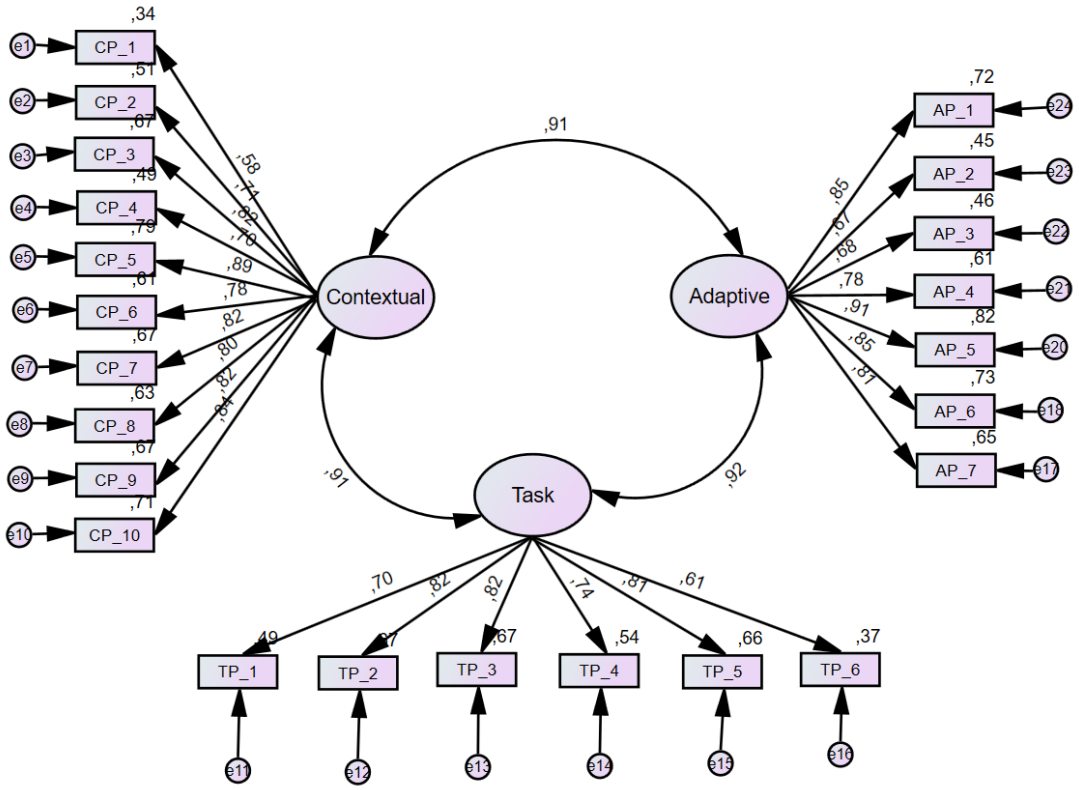

Figure 13. *Confirmatory factor analysis for employee performance (EP)*

Table 8. *Confirmatory factor analysis and model fit variables for EP*

Variable	CMIN	df	CMIN/DF	IFI	CFI	RMSEA
OSC	712.686	227	3.140	0.933	0.933	0.074

3.3 Descriptive Statistics

3.3.1 Demographics

Participants of the questionnaire were requested to provide information about their demographics, in addition to the evaluation of the two main scales targeted by the research. These data are meant to enable the study to explore differences based on them and to compare data between groups. A total of 392 valid questionnaires were collected from NGOs in Turkey. Table 9 provides a summary of descriptive statistics of the sample demographics. Males formed 45.9% of the sample, with females forming 54.1%, which shows a balanced sample between the two genders. The majority of the sample was of the ages between 21 and 39, which indicates a young population. In marital status, 58.4% of the participants are single, while 41.6% are married.

One of the most critical demographics of the research is the nationality of the participants, where 49.7% are Turkish and 50.3% are immigrants. The sample was meant to be sampled evenly to avoid sampling bias effect on analysis results. The majority of the participants hold a university degree (58.9%) and 27.0% hold higher education certifications. The vast majority of the participants are classified as staff members (86.7%).

Other than the 54.8% that indicated that the Turkish language is their mother tongue (native speakers), 38.5% of the participants indicated that they have an advanced proficiency level of the language. In working experience, 45.2% of the participants have 1 to 3 years of working experience, while 41.6% have 4 to 7 years. The majority of the participants belong to small and medium organizations, as 48.7% indicated that the number of employees between 11 to 50 employees, and 25.0% indicated the number of employees as less than 10. The majority of employees earn more than 5000 Turkish Liras per month (39.5%), followed by 4000 to 5000 Turkish Liras earners (35.2%), then 3000 to 4000 Turkish Liras earners (21.7%).

Table 9. *Demographics of the research sample*

	Category	N	Percent	Mean	Std. Deviation
Gender	Male	180	45.9	1.54	0.499
	Female	212	54.1		
Age category	21 to 29	173	44.1	2.66	0.671
	30 to 39	183	46.7		
	40 to 49	32	8.2		
	50 and above	4	1.0		
Marital status	Single	229	58.4	1.42	0.493
	Married	163	41.6		
Nationality	Turkish	195	49.7	1.50	0.501
	Immigrant	197	50.3		
Education	Primary school	3	0.8	4.11	0.690
	Middle school	2	0.5		
	High school	50	12.8		
	University degree	231	58.9		
	Higher education	106	27.0		
Work level	Worker	27	6.9	1.99	0.365
	Staff	340	86.7		
	Supervision/ Management	25	6.4		
Turkish language proficiency	Beginner	3	0.8	4.47	0.643
	Intermediate	23	5.9		
	Advanced	151	38.5		
	Native	215	54.8		
Work experience	Less than 1 year	43	11.0	2.35	0.703
	1 to 3 years	177	45.2		
	4 to 7 years	163	41.6		
	8 years and more	9	2.3		
Number of people in the team	Less than 10	98	25.0	2.08	0.845
	11 to 50	191	48.7		
	51 to 100	76	19.4		
	More than 100	27	6.9		
Monthly income	2000 and less	3	0.8	4.10	0.886
	2000 to 3000	11	2.8		
	3000 to 4000	85	21.7		
	4000 to 5000	138	35.2		
	More than 5000	155	39.5		

3.3.2 Organizational Social Cohesion

Descriptive statistics for the organizational social cohesion (OSC) scale dimensions and indicators are provided in Tables 10 to 16. Italic numbers indicate a higher mean in comparison between Turkish and immigrant groups. In OSC dimensions, the overall means are above the middle point in a 6-point Likert scale. The Turkish group aggregated higher means in most of OSC dimensions, except for group social integration (GS), where immigrants had a higher mean score. In social individual attraction to group (IS), six out of the eight items showed a higher mean score for the Turkish sample, while in task individual attraction to group (IT) all of the four items showed a higher mean score for the Turkish group. The six items of group social integration (GS) were evenly divided between Turkish and immigrant samples, where the immigrant sample had a higher mean score in the first three items and the Turkish sample had higher mean scores in the others. Group task integration (GT) indicators were mostly higher for the Turkish group. Indicators for organizational shared values (OSV) and organizational needs and goals (ONG) had a total of eight items, which had higher mean scores by the Turkish sample.

Table 10. *Descriptive statistics for OSC main dimensions*

Dimension	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
Individual (Social) - IS	4.387	1.0661	*4.467*	0.9843	4.308	1.1383
Individual (Task) - IT	4.966	0.9894	*5.146*	0.8283	4.788	1.0998
Group (Social) - GS	3.833	1.0526	3.782	1.0740	*3.883*	1.0312
Group (Task) - GT	4.538	1.0515	*4.651*	1.0135	4.426	1.0787
Organizational (Shared values) - OSV	4.835	1.1123	*5.056*	0.9679	4.615	1.2015
Organizational (needs and goals) - ONG	4.442	1.1977	*4.564*	1.1617	4.321	1.2232
Organizational Social Cohesion (OSC)	4.449	0.9283	*4.547*	0.8470	4.353	0.9951

Table 11. *Descriptive statistics for IS (individual - social) OSC dimension*

Factor	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
IS_1	4.74	1.182	*4.91*	1.094	4.58	1.245
IS_2	4.77	1.184	*4.92*	1.055	4.61	1.284
IS_3	4.02	1.442	*4.04*	1.406	3.99	1.479
IS_4	4.61	1.312	*4.70*	1.253	4.51	1.365
IS_5	3.90	1.413	3.81	1.396	*3.98*	1.428
IS_6	3.74	1.493	3.57	1.513	*3.91*	1.456
IS_7	4.71	1.229	*4.96*	1.057	4.46	1.334
IS_8	4.61	1.341	*4.82*	1.213	4.41	1.431

Table 12. *Descriptive statistics for IT (individual - task) OSC dimension*

Factor	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
IT_1	5.02	1.126	*5.13*	1.064	4.90	1.176
IT_2	4.58	1.296	*4.75*	1.252	4.42	1.321
IT_3	4.97	1.181	*5.18*	0.940	4.77	1.350
IT_4	5.29	0.977	*5.52*	0.691	5.07	1.152

Table 13. *Descriptive statistics for GS (group - social) OSC dimension*

Factor	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
GS_1	3.54	1.293	3.38	1.260	*3.69*	1.310
GS_2	3.34	1.403	3.08	1.439	*3.60*	1.319
GS_3	3.06	1.290	2.79	1.235	*3.32*	1.292
GS_4	4.17	1.394	*4.33*	1.357	4.02	1.418
GS_5	4.37	1.328	*4.48*	1.325	4.26	1.324
GS_6	4.52	1.315	*4.63*	1.315	4.41	1.308

Table 14. *Descriptive statistics for GT (group - task) OSC dimension*

Factor	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
GT_1	4.85	1.255	*4.98*	1.142	4.72	1.348
GT_2	4.38	1.396	*4.54*	1.359	4.21	1.416
GT_3	4.47	1.293	*4.72*	1.216	4.22	1.321
GT_4	4.86	1.205	*4.99*	1.094	4.73	1.295
GT_5	4.65	1.213	*4.77*	1.202	4.52	1.215
GT_6	3.96	1.375	3.86	1.431	*4.07*	1.313
GT_7	4.60	1.370	*4.68*	1.328	4.51	1.409

Table 15. *Descriptive statistics for OSV (organizational – shared values) OSC dimension*

Factor	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
OSV_1	4.83	1.208	*5.11*	1.059	4.55	1.283
OSV_2	4.73	1.286	*4.94*	1.104	4.53	1.416
OSV_3	4.87	1.204	*5.10*	1.089	4.63	1.269
OSV_4	4.91	1.224	*5.07*	1.094	4.75	1.323

Table 16. *Descriptive statistics for ONG (organizational – needs and goals) OSC dimension*

Factor	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
ONG_1	4.53	1.271	*4.68*	1.168	4.38	1.352
ONG_2	4.39	1.356	*4.51*	1.286	4.27	1.416
ONG_3	4.47	1.253	*4.62*	1.219	4.32	1.271
ONG_4	4.39	1.428	*4.45*	1.436	4.32	1.419

3.3.3 Employee Performance

Descriptive statistics for the employee performance (EP) scale dimensions and indicators are provided in Tables 17 to 20. Italic numbers indicate a higher mean in comparison between Turkish and immigrant groups. In EP dimensions, the overall means are above the middle point in a 6-point Likert scale. On the dimension level, the Turkish sample aggregated higher mean scores than the immigrant sample. However, both evaluations were around the 5th point, which is considered high according to the scale size. In the task performance dimension (TP), all items were evaluated relatively higher by the Turkish sample, in comparison with the immigrant sample, which is a similar trend for the other two dimensions of employee performance: contextual performance (CP) and adaptive performance (AP).

Table 17. *Descriptive statistics for EP main dimensions*

Dimension	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
Task - TP	5.107	0.8744	*5.186*	0.7570	5.029	0.9724
Contextual - CP	5.089	0.8267	*5.245*	0.7022	4.934	0.9094
Adaptive - AP	5.028	0.8484	*5.145*	0.7196	4.912	0.9466

Table 18. *Descriptive statistics for TP (task performance) EP dimension*

Factor	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
TP_1	4.99	1.100	*5.01*	1.043	4.97	1.156
TP_2	5.24	1.015	*5.44*	0.812	5.06	1.153
TP_3	5.14	1.168	*5.29*	1.000	4.98	1.299
TP_4	4.91	1.100	*4.92*	1.045	4.89	1.153
TP_5	5.34	1.007	*5.48*	0.858	5.20	1.120
TP_6	5.03	1.224	*4.98*	1.322	5.07	1.121

Table 19. *Descriptive statistics for CP (contextual performance) EP dimension*

Factor	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
CP_1	4.88	1.143	*4.97*	1.055	4.80	1.220
CP_2	4.87	1.018	*5.07*	0.865	4.66	1.115
CP_3	5.01	1.069	*5.25*	0.903	4.77	1.167
CP_4	5.02	1.097	*5.29*	0.932	4.75	1.181
CP_5	5.34	0.981	*5.49*	0.782	5.20	1.128
CP_6	4.95	1.067	*5.06*	0.982	4.84	1.136
CP_7	5.14	1.021	*5.18*	0.960	5.09	1.079
CP_8	5.19	0.974	*5.30*	0.797	5.08	1.113
CP_9	5.36	0.941	*5.52*	0.720	5.20	1.096
CP_10	5.13	1.052	*5.31*	0.855	4.95	1.192

Table 20. *Descriptive statistics for AP (adaptive performance) EP dimension*

Factor	Descriptive					
	All Sample		Turkish		Immigrants	
	Mean	SD	Mean	SD	Mean	SD
AP_1	5.19	0.911	*5.33*	0.737	5.05	1.039
AP_2	4.77	1.211	*4.83*	1.184	4.72	1.237
AP_3	4.90	1.162	*4.99*	1.121	4.82	1.198
AP_4	5.09	0.971	*5.24*	0.822	4.95	1.082
AP_5	5.15	0.965	*5.32*	0.807	4.98	1.076
AP_6	5.11	0.967	*5.26*	0.811	4.95	1.080
AP_7	4.98	1.034	*5.05*	0.912	4.91	1.139

3.4 Normality Tests

An analysis for normality and homogeneity is performed to determine the statistical techniques that can be used in the research based on the obtained sample. Table 21 shows testing for skewness and kurtosis for the two scales, as well as two normality tests. Significance values for normality tests were less than 0.05 for both scales, which means that data is not normally distributed. An additional test for homogeneity for specific factors was performed to understand the possibility of using

ANOVA testing in exploring differences between groups. Levene's test of homogeneity is used as shown in Table 22. The significance values for both scales were found mostly above 0.05, which means that data variances are insignificant and ANOVA testing can be applied.

Table 21. *Skewness, kurtosis, and normality tests of OSC and EP for the sample*

	Skewness	Kurtosis	Normality tests					
			Kolmogorov-Smirnov[a]			Shapiro-Wilk		
			Statistic	df	Sig.	Statistic	df	Sig.
OSC	-0.866	0.866	0.084	392	0.000	0.954	392	0.000
EP	-2.260	7.615	0.141	392	0.000	0.803	392	0.000

a. Lilliefors Significance Correction

Table 22. *Levene's test for homogeneity based on mean*

Demographic Parameter	p-value	
	OSC	EP
Gender	0.369	0.993
Age	0.543	0.094
Marital status	0.347	0.118
Nationality	0.059	0.069
Education level	0.257	0.321
Work level	0.155	0.002
Proficiency of Turkish language	0.399	0.843
Years of experience	0.055	0.000
Team size	0.000	0.000
Monthly income	0.363	0.609

3.5 Path Analysis

Structural model analysis was performed on the impact of the dimensions of organizational social cohesion (OSC) on the dimensions of employee performance (EP) using Smart PLS 3.0. Figure 14 shows the results of the structural model, while Figure 15 shows the t-statistics of the model.

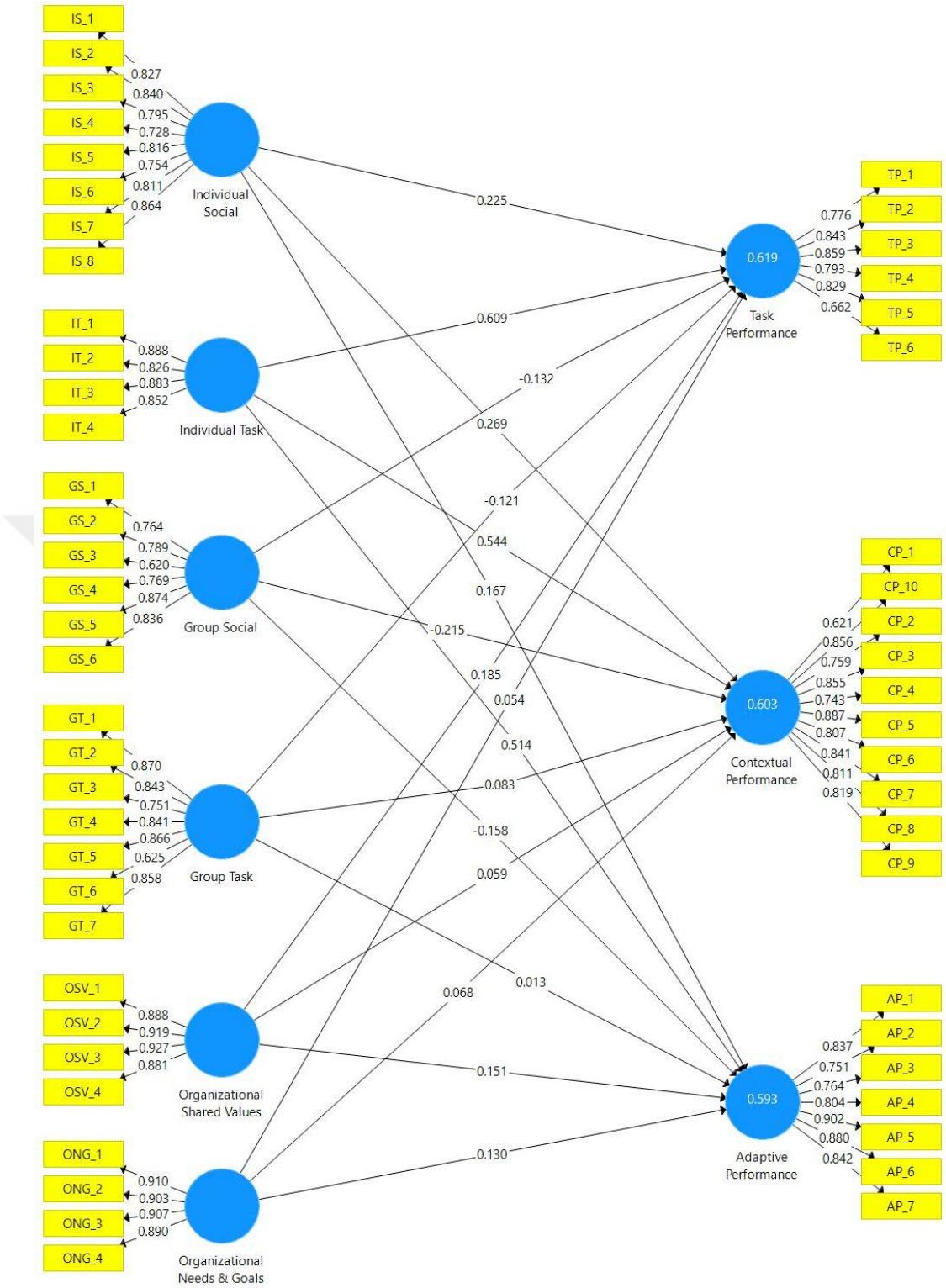

Figure 14. *Structural model for the impact of OSC dimensions on EP dimensions*

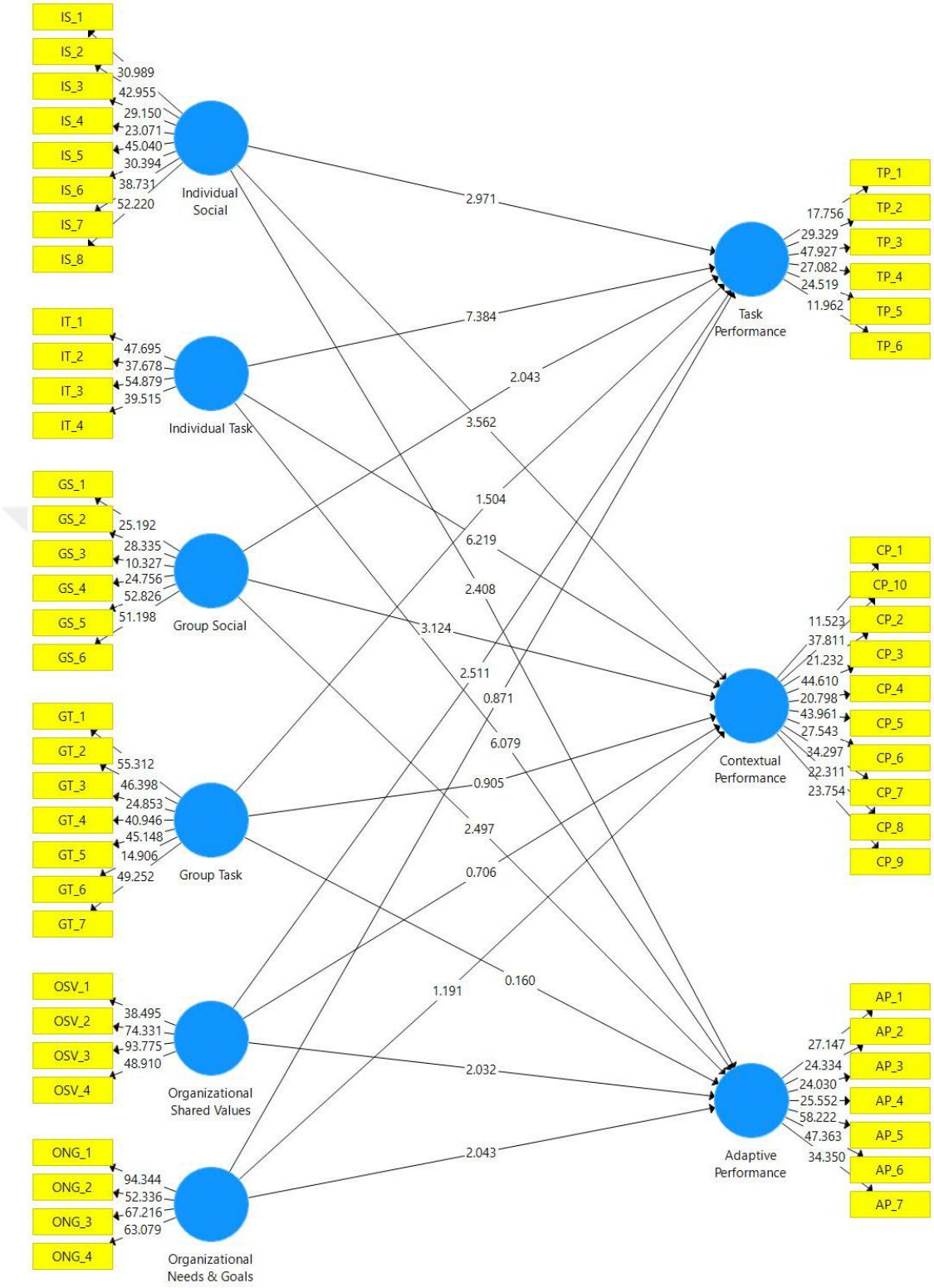

Figure 15. *t-statistics of the structural model*

Table 23 shows the path analysis impacts of OSC dimensions on the dimensions of EP based on R square values and path coefficients. The R square values show that organizational social cohesion (OSC) has an overall impact on each of the three employee performance dimensions: task performance (TP) (R square = 0.619),

contextual performance (CP) (R square = 0.603), and adaptive performance (AP) (R square = 0.593). The path coefficients indicate that individual task (IT) is the strongest positive influencer of task performance (TP) (β = 0.609), followed by individual social (IS) (β = 0.225). Group social and task dimensions of OSC had weak negative impacts on TP. Individual task (IT) is the strongest influencer of contextual performance (CP) (β = 0.544), followed by individual social (IS) (β = 0.269) with a weak positive impact. A weak negative impact was found from group social (GS) on contextual performance (CP) (β = -0.215). The strongest positive influence on adaptive performance (AP) was demonstrated by individual task (IT) (β = 0.514).

Table 23. *Path analysis results of the structural model*

	Task Performance (TP)	Contextual Performance (CP)	Adaptive Performance (AP)
R Square	0.619	0.603	0.593
R Square Adjusted	0.613	0.597	0.586
Path Coefficients			
Individual Social (IS)	0.225*	0.269*	0.167*
Individual Task (IT)	0.609*	0.544*	0.514*
Group Social (GS)	-0.132*	-0.215*	-0.158*
Group Task (GT)	-0.121	0.083	0.013
Organizational Shared Values (OSV)	0.185*	0.059	0.151*
Organizational Needs & Goals (ONG)	0.054	0.068	0.130*

*. The impact is significant at the 0.05 level (Refer to Table 24)

Table 24 shows the t-statistics of the analysis paths to show the significance level of the impacts at $p < 0.05$. All group social (GS) impacts were found significant on all employee performance dimensions, while group task (GT) was found not significant on any of the dimensions. Impacts of individual social (IS) and individual task (IT) were also found significant on all three dimensions. Organizational needs and goals (ONG) had a significant impact on adaptive performance (AP) only. Organizational shared values (OSV) had significant impacts on each of adaptive performance (AP) and task performance (TP).

Table 24. *Significance levels for analysis paths*

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
GS → AP	-0.158	-0.151	0.063	2.497	*0.013*
GS → CP	-0.215	-0.207	0.069	3.124	*0.002*
GS → TP	-0.132	-0.124	0.064	2.043	*0.041*
GT → AP	0.013	0.017	0.081	0.160	0.873
GT → CP	0.083	0.088	0.092	0.905	0.366
GT → TP	-0.121	-0.118	0.080	1.504	0.133
IS → AP	0.167	0.165	0.069	2.408	*0.016*
IS → CP	0.269	0.263	0.075	3.562	*0.000*
IS → TP	0.225	0.223	0.076	2.971	*0.003*
IT → AP	0.514	0.511	0.085	6.079	*0.000*
IT → CP	0.544	0.541	0.087	6.219	*0.000*
IT → TP	0.609	0.604	0.082	7.384	*0.000*
ONG → AP	0.130	0.125	0.064	2.043	*0.041*
ONG → CP	0.068	0.064	0.058	1.191	0.234
ONG → TP	0.054	0.049	0.062	0.871	0.384
OSV → AP	0.151	0.152	0.074	2.032	*0.042*
OSV → CP	0.059	0.061	0.084	0.706	0.481
OSV → TP	0.185	0.189	0.074	2.511	*0.012*

3.6 Differences Between Study Groups

3.6.1 Differences based on Gender, Age, and Marital Status

A one-way ANOVA test is performed to evaluate differences between participants based on their gender, as shown in Table 25. Significant differences at the 0.05 level in the OSC scale were only found in group integration – social (GS), while no significant differences were found in the EP scale.

Table 25. *One-way ANOVA testing for differences in OSC and EP based on gender*

		Sum of Squares	df	Mean Square	F	Sig.
IS	Between Groups	1.943	1	1.943	1.712	0.191
	Within Groups	442.487	390	1.135		
	Total	444.430	391			
IT	Between Groups	1.045	1	1.045	1.067	0.302
	Within Groups	381.695	390	0.979		
	Total	382.740	391			
GS	Between Groups	5.630	1	5.630	5.135	*0.024*
	Within Groups	427.565	390	1.096		
	Total	433.194	391			
GT	Between Groups	3.923	1	3.923	3.571	0.060
	Within Groups	428.361	390	1.098		
	Total	432.283	391			
OSV	Between Groups	0.876	1	0.876	0.707	0.401
	Within Groups	482.867	390	1.238		
	Total	483.742	391			
ONG	Between Groups	0.009	1	0.009	0.006	0.936
	Within Groups	560.858	390	1.438		
	Total	560.867	391			
OSC	Between Groups	2.069	1	2.069	2.409	0.121
	Within Groups	334.904	390	0.859		
	Total	336.972	391			
TP	Between Groups	0.810	1	0.810	1.060	0.304
	Within Groups	298.134	390	0.764		
	Total	298.944	391			
CP	Between Groups	0.348	1	0.348	0.509	0.476
	Within Groups	266.903	390	0.684		
	Total	267.251	391			
AP	Between Groups	1.182	1	1.182	1.645	0.200
	Within Groups	280.272	390	0.719		
	Total	281.454	391			
EP	Between Groups	0.676	1	0.676	1.055	0.305
	Within Groups	249.941	390	0.641		
	Total	250.617	391			

A one-way ANOVA test is performed to evaluate differences between participants based on their age, as shown in Table 26. Significant differences at the 0.05 level in the OSC scale were only found in group integration – task (TS), while no significant differences were found in the EP scale. Table 27 shows a post-hoc analysis, where differences were found between participants of ages between 21 to 29 and 30 to 39, with a higher mean for the first group.

Table 26. *One-way ANOVA testing for differences in OSC and EP based on age*

		Sum of Squares	df	Mean Square	F	Sig.
IS	Between Groups	1.937	3	0.646	0.566	0.638
	Within Groups	442.493	388	1.140		
	Total	444.430	391			
IT	Between Groups	2.898	3	0.966	0.987	0.399
	Within Groups	379.841	388	0.979		
	Total	382.740	391			
GS	Between Groups	0.520	3	0.173	0.155	0.926
	Within Groups	432.674	388	1.115		
	Total	433.194	391			
GT	Between Groups	11.046	3	3.682	3.391	*0.018*
	Within Groups	421.237	388	1.086		
	Total	432.283	391			
OSV	Between Groups	8.624	3	2.875	2.348	0.072
	Within Groups	475.118	388	1.225		
	Total	483.742	391			
ONG	Between Groups	10.421	3	3.474	2.449	0.063
	Within Groups	550.446	388	1.419		
	Total	560.867	391			
OSC	Between Groups	3.777	3	1.259	1.466	0.223
	Within Groups	333.196	388	0.859		
	Total	336.972	391			
TP	Between Groups	3.908	3	1.303	1.713	0.164
	Within Groups	295.037	388	0.760		
	Total	298.944	391			
CP	Between Groups	4.091	3	1.364	2.011	0.112
	Within Groups	263.160	388	0.678		
	Total	267.251	391			
AP	Between Groups	3.784	3	1.261	1.762	0.154
	Within Groups	277.671	388	0.716		
	Total	281.454	391			
EP	Between Groups	3.505	3	1.168	1.834	0.140
	Within Groups	247.112	388	0.637		
	Total	250.617	391			

Table 27. *Post-Hoc (Tukey HSD) testing for significant differences between age groups*

	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
GT	21 to 29	30 to 39	0.2904	0.1105	0.044	0.005	0.575

A one-way ANOVA test is performed to evaluate differences between participants based on their marital status, as shown in Table 28. Significant differences at the 0.05 level in the OSC scale were only found in individual attraction to the group – social (IS) and group integration – social (GS), while no significant differences were found in the EP scale.

Table 28. *One-way ANOVA testing for differences in OSC and EP based on marital status*

		Sum of Squares	df	Mean Square	F	Sig.
IS	Between Groups	5.235	1	5.235	4.649	*0.032*
	Within Groups	439.195	390	1.126		
	Total	444.430	391			
IT	Between Groups	0.806	1	0.806	0.823	0.365
	Within Groups	381.934	390	0.979		
	Total	382.740	391			
GS	Between Groups	5.509	1	5.509	5.023	*0.026*
	Within Groups	427.686	390	1.097		
	Total	433.194	391			
GT	Between Groups	0.260	1	0.260	0.235	0.628
	Within Groups	432.023	390	1.108		
	Total	432.283	391			
OSV	Between Groups	0.035	1	0.035	0.028	0.867
	Within Groups	483.707	390	1.240		
	Total	483.742	391			
ONG	Between Groups	2.592	1	2.592	1.811	0.179
	Within Groups	558.275	390	1.431		
	Total	560.867	391			
OSC	Between Groups	1.879	1	1.879	2.187	0.140
	Within Groups	335.093	390	0.859		
	Total	336.972	391			
TP	Between Groups	0.003	1	0.003	0.004	0.950
	Within Groups	298.941	390	0.767		
	Total	298.944	391			
CP	Between Groups	0.586	1	0.586	0.857	0.355
	Within Groups	266.665	390	0.684		
	Total	267.251	391			
AP	Between Groups	0.353	1	0.353	0.490	0.484
	Within Groups	281.101	390	0.721		
	Total	281.454	391			
EP	Between Groups	0.249	1	0.249	0.389	0.533
	Within Groups	250.367	390	0.642		
	Total	250.617	391			

3.6.2 Differences based on Education and Turkish Language Proficiency

A one-way ANOVA test is performed to evaluate differences between participants based on their education level, as shown in Table 29. Significant differences at the 0.05 level in all OSC scale dimensions, as well as the overall EP scale.

Table 29. *One-way ANOVA testing for differences in OSC and EP based on education*

		Sum of Squares	df	Mean Square	F	Sig.
IS	Between Groups	26.774	4	6.694	6.202	*0.000*
	Within Groups	417.655	387	1.079		
	Total	444.430	391			
IT	Between Groups	15.452	4	3.863	4.070	*0.003*
	Within Groups	367.287	387	0.949		
	Total	382.740	391			
GS	Between Groups	11.809	4	2.952	2.711	*0.030*
	Within Groups	421.385	387	1.089		
	Total	433.194	391			
GT	Between Groups	13.372	4	3.343	3.088	*0.016*
	Within Groups	418.911	387	1.082		
	Total	432.283	391			
OSV	Between Groups	22.587	4	5.647	4.739	*0.001*
	Within Groups	461.155	387	1.192		
	Total	483.742	391			
ONG	Between Groups	26.541	4	6.635	4.806	*0.001*
	Within Groups	534.326	387	1.381		
	Total	560.867	391			
OSC	Between Groups	17.298	4	4.324	5.235	*0.000*
	Within Groups	319.675	387	0.826		
	Total	336.972	391			
TP	Between Groups	7.689	4	1.922	2.554	*0.039*
	Within Groups	291.255	387	0.753		
	Total	298.944	391			
CP	Between Groups	6.436	4	1.609	2.388	0.051
	Within Groups	260.814	387	0.674		
	Total	267.251	391			
AP	Between Groups	6.648	4	1.662	2.341	0.055
	Within Groups	274.806	387	0.710		
	Total	281.454	391			
EP	Between Groups	6.592	4	1.648	2.614	*0.035*
	Within Groups	244.025	387	0.631		
	Total	250.617	391			

Table 30 shows a post-hoc analysis of the results, where the main differences were found with participants holding higher school diplomas and each of holders of university degrees and higher education degrees. Positive mean differences indicate higher means for participants with high school diplomas over the other two groups.

Table 30. *Post-Hoc (Tukey HSD) testing for significant differences between participants based on their education level*

	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
IS	High School	University Degree	0.7035	0.1620	0.000	0.259	1.148
		Higher Education	0.8669	0.1782	0.000	0.378	1.355
IT	High School	University Degree	0.4513	0.1520	0.026	0.035	0.868
		Higher Education	0.5813	0.1671	0.005	0.123	1.039
GS	High School	University Degree	0.4979	0.1628	0.020	0.052	0.944
		Higher Education	0.5520	0.1790	0.019	0.061	1.043
GT	High School	University Degree	0.4800	0.1623	0.027	0.035	0.925
		Higher Education	0.6019	0.1785	0.007	0.113	1.091
OSV	High School	Higher Education	0.7210	0.1873	0.001	0.208	1.234
ONG	High School	University Degree	0.5529	0.1833	0.023	0.051	1.055
		Higher Education	0.8735	0.2016	0.000	0.321	1.426
OSC	High School	University Degree	0.5326	0.1418	0.002	0.144	0.921
		Higher Education	0.7020	0.1559	0.000	0.275	1.129

A one-way ANOVA test is performed to evaluate differences between participants based on their Turkish language proficiency, as shown in Table 31. Significant differences at the 0.05 level in overall OSC scale, individual attraction to the group – task (IT), organizational shared values (OSV), and organizational needs

and goals (ONG). In the EP scale, significant differences at the 0.05 level were found in the overall scale and all its sub-dimensions.

Table 31. *One-way ANOVA testing for differences in OSC and EP based on Turkish language proficiency*

		Sum of Squares	df	Mean Square	F	Sig.
IS	Between Groups	8.702	3	2.901	2.583	0.053
	Within Groups	435.728	388	1.123		
	Total	444.430	391			
IT	Between Groups	19.321	3	6.440	6.876	*0.000*
	Within Groups	363.419	388	0.937		
	Total	382.740	391			
GS	Between Groups	1.432	3	0.477	0.429	0.732
	Within Groups	431.763	388	1.113		
	Total	433.194	391			
GT	Between Groups	7.641	3	2.547	2.327	0.074
	Within Groups	424.642	388	1.094		
	Total	432.283	391			
OSV	Between Groups	22.763	3	7.588	6.386	*0.000*
	Within Groups	460.979	388	1.188		
	Total	483.742	391			
ONG	Between Groups	20.300	3	6.767	4.857	*0.002*
	Within Groups	540.567	388	1.393		
	Total	560.867	391			
OSC	Between Groups	7.800	3	2.600	3.065	*0.028*
	Within Groups	329.172	388	0.848		
	Total	336.972	391			
TP	Between Groups	10.322	3	3.441	4.625	*0.003*
	Within Groups	288.623	388	0.744		
	Total	298.944	391			
CP	Between Groups	10.626	3	3.542	5.355	*0.001*
	Within Groups	256.625	388	0.661		
	Total	267.251	391			
AP	Between Groups	8.637	3	2.879	4.095	*0.007*
	Within Groups	272.817	388	0.703		
	Total	281.454	391			
EP	Between Groups	9.768	3	3.256	5.245	*0.001*
	Within Groups	240.849	388	0.621		
	Total	250.617	391			

Table 32 shows a post-hoc analysis of the results, where the main differences were found with participants who have native Turkish language skills and both groups with advanced and intermediate language skills. Mean differences indicate that native language participants have higher means than the other two groups.

Table 32. *Post-Hoc (Tukey HSD) testing for significant differences between participants based on their Turkish language proficiency*

	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
IT	Intermediate	Native	-0.7890	0.2123	0.001	-1.337	-0.241
OSV	Native	Intermediate	0.7340	0.2391	0.012	0.117	1.351
		Advanced	0.3976	0.1157	0.004	0.099	0.696
ONG	Intermediate	Native	-0.7347	0.2589	0.025	-1.403	-0.067
TP	Native	Beginner	1.3003	0.5014	0.048	0.007	2.594
		Intermediate	0.5152	0.1892	0.034	0.027	1.003
CP	Intermediate	Native	-0.5730	0.1784	0.008	-1.033	-0.113
EP	Intermediate	Native	-0.5214	0.1728	0.014	-0.967	-0.075

3.6.3 Differences based on Nationality

A one-way ANOVA test is performed to evaluate differences between participants based on their nationality, as shown in Table 33. Significant differences at the 0.05 level in overall OSC scale, individual attraction to the group – task (IT), group integration – task (GT), organizational shared values (OSV), and organizational needs and goals (ONG). In the EP scale, significant differences at the 0.05 level were found in the overall scale, contextual performance (CP), and adaptive performance (AP). No significant differences were found in task performance (TP) at the 0.05 level.

Table 33. *One-way ANOVA testing for differences in OSC and EP based on nationality*

		Sum of Squares	df	Mean Square	F	Sig.
IS	Between Groups	2.475	1	2.475	2.184	.140
	Within Groups	441.955	390	1.133		
	Total	444.430	391			
IT	Between Groups	12.566	1	12.566	13.239	*.000*
	Within Groups	370.174	390	0.949		
	Total	382.740	391			
GS	Between Groups	1.004	1	1.004	0.906	.342
	Within Groups	432.191	390	1.108		
	Total	433.194	391			
GT	Between Groups	4.956	1	4.956	4.523	*.034*
	Within Groups	427.327	390	1.096		
	Total	432.283	391			
OSV	Between Groups	19.052	1	19.052	15.990	*.000*
	Within Groups	464.690	390	1.192		
	Total	483.742	391			
ONG	Between Groups	5.788	1	5.788	4.067	*.044*
	Within Groups	555.079	390	1.423		
	Total	560.867	391			
OSC	Between Groups	3.694	1	3.694	4.322	*.038*
	Within Groups	333.279	390	0.855		
	Total	336.972	391			
TP	Between Groups	2.433	1	2.433	3.200	.074
	Within Groups	296.512	390	0.760		
	Total	298.944	391			
CP	Between Groups	9.486	1	9.486	14.352	*.000*
	Within Groups	257.765	390	0.661		
	Total	267.251	391			
AP	Between Groups	5.344	1	5.344	7.549	*.006*
	Within Groups	276.110	390	0.708		
	Total	281.454	391			
EP	Between Groups	6.000	1	6.000	9.566	*.002*
	Within Groups	244.616	390	0.627		
	Total	250.617	391			

3.6.4 Differences based on Work Level, Experience, and Income

A one-way ANOVA test is performed to evaluate differences between participants based on their work level, as shown in Table 34. Significant differences at the 0.05 level in overall OSC scale, individual attraction to the group – social (IS),

individual attraction to the group – task (IT), group integration – task (GT), organizational shared values (OSV), and organizational needs and goals (ONG). In the EP scale, significant differences at the 0.05 level were found in the overall scale, task performance (TP), and adaptive performance (AP). No significant differences were found in contextual performance (CP) at the 0.05 level. Table 35 shows a post-hoc analysis of the results, where the main differences were found between staff and participants at the supervision/ management level. Positive mean differences indicate higher means for the staff group.

Table 34. *One-way ANOVA testing for differences in OSC and EP based on the work level*

		Sum of Squares	df	Mean Square	F	Sig.
IS	Between Groups	8.280	2	4.140	3.693	*0.026*
	Within Groups	436.149	389	1.121		
	Total	444.430	391			
IT	Between Groups	6.486	2	3.243	3.353	*0.036*
	Within Groups	376.254	389	0.967		
	Total	382.740	391			
GS	Between Groups	3.549	2	1.774	1.607	0.202
	Within Groups	429.646	389	1.104		
	Total	433.194	391			
GT	Between Groups	6.715	2	3.357	3.069	*0.048*
	Within Groups	425.568	389	1.094		
	Total	432.283	391			
OSV	Between Groups	17.680	2	8.840	7.378	*0.001*
	Within Groups	466.063	389	1.198		
	Total	483.742	391			
ONG	Between Groups	14.041	2	7.021	4.994	*0.007*
	Within Groups	546.826	389	1.406		
	Total	560.867	391			
OSC	Between Groups	7.780	2	3.890	4.597	*0.011*
	Within Groups	329.193	389	0.846		
	Total	336.972	391			
TP	Between Groups	5.378	2	2.689	3.563	*0.029*
	Within Groups	293.567	389	0.755		
	Total	298.944	391			
CP	Between Groups	2.194	2	1.097	1.610	0.201
	Within Groups	265.056	389	0.681		
	Total	267.251	391			
AP	Between Groups	5.784	2	2.892	4.081	*0.018*
	Within Groups	275.671	389	0.709		
	Total	281.454	391			
EP	Between Groups	3.918	2	1.959	3.089	*0.047*
	Within Groups	246.698	389	0.634		
	Total	250.617	391			

Table 35. *Post-Hoc (Tukey HSD) testing for significant differences between participants based on their work level*

	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
IS	Staff	Supervision/ Management	0.5954	0.2194	0.019	0.079	1.112
IT	Staff	Supervision/ Management	0.4925	0.2038	0.043	0.013	0.972
GT	Staff	Supervision/ Management	0.5150	0.2167	0.047	0.005	1.025
OSV	Staff	Supervision/ Management	0.8622	0.2268	0.000	0.329	1.396
ONG	Staff	Supervision/ Management	0.7296	0.2457	0.009	0.152	1.308
OSC	Staff	Supervision/ Management	0.5735	0.1906	0.008	0.125	1.022
TP	Staff	Supervision/ Management	0.4552	0.1800	0.032	0.032	0.879
AP	Staff	Supervision/ Management	0.4808	0.1744	0.017	0.070	0.891
EP	Staff	Supervision/ Management	0.3901	0.1650	0.049	0.002	0.778

A one-way ANOVA test is performed to evaluate differences between participants based on their work experience, as shown in Table 36. No significant differences at the 0.05 level were found in the overall OSC or EP scales, or any of their sub-dimensions.

Table 36. *One-way ANOVA testing for differences in OSC and EP based on work experience*

		Sum of Squares	df	Mean Square	F	Sig.
IS	Between Groups	5.337	3	1.779	1.572	0.196
	Within Groups	439.093	388	1.132		
	Total	444.430	391			
IT	Between Groups	3.600	3	1.200	1.228	0.299
	Within Groups	379.140	388	0.977		
	Total	382.740	391			
GS	Between Groups	2.038	3	0.679	0.611	0.608
	Within Groups	431.156	388	1.111		
	Total	433.194	391			
GT	Between Groups	2.798	3	0.933	0.843	0.471
	Within Groups	429.485	388	1.107		
	Total	432.283	391			
OSV	Between Groups	3.569	3	1.190	0.961	0.411
	Within Groups	480.173	388	1.238		
	Total	483.742	391			
ONG	Between Groups	3.880	3	1.293	0.901	0.441
	Within Groups	556.988	388	1.436		
	Total	560.867	391			
OSC	Between Groups	2.382	3	0.794	0.921	0.431
	Within Groups	334.590	388	0.862		
	Total	336.972	391			
TP	Between Groups	2.687	3	0.896	1.173	0.320
	Within Groups	296.258	388	0.764		
	Total	298.944	391			
CP	Between Groups	1.124	3	0.375	0.546	0.651
	Within Groups	266.126	388	0.686		
	Total	267.251	391			
AP	Between Groups	0.957	3	0.319	0.441	0.724
	Within Groups	280.498	388	0.723		
	Total	281.454	391			
EP	Between Groups	1.121	3	0.374	0.581	0.628
	Within Groups	249.496	388	0.643		
	Total	250.617	391			

A one-way ANOVA test is performed to evaluate differences between participants based on their income, as shown in Table 37. Significant differences at the 0.05 level were only found in individual attraction to the group – task (IT) in the OSC scale and contextual performance (CP) on the EP scale. Table 38 shows a post-hoc analysis of the results, where differences between participants who earn 3000 to 4000 Turkish Liras and those who earn 4000 to 5000 Turkish Liras. Higher mean values were aggregated by the latter group.

Table 37. *One-way ANOVA testing for differences in OSC and EP based on income*

		Sum of Squares	df	Mean Square	F	Sig.
IS	Between Groups	4.901	4	1.225	1.079	0.367
	Within Groups	439.529	387	1.136		
	Total	444.430	391			
IT	Between Groups	10.819	4	2.705	2.814	*0.025*
	Within Groups	371.921	387	0.961		
	Total	382.740	391			
GS	Between Groups	5.566	4	1.392	1.259	0.285
	Within Groups	427.628	387	1.105		
	Total	433.194	391			
GT	Between Groups	9.099	4	2.275	2.080	0.083
	Within Groups	423.185	387	1.094		
	Total	432.283	391			
OSV	Between Groups	5.949	4	1.487	1.205	0.308
	Within Groups	477.793	387	1.235		
	Total	483.742	391			
ONG	Between Groups	10.695	4	2.674	1.881	0.113
	Within Groups	550.172	387	1.422		
	Total	560.867	391			
OSC	Between Groups	6.063	4	1.516	1.773	0.134
	Within Groups	330.910	387	0.855		
	Total	336.972	391			
TP	Between Groups	3.909	4	0.977	1.282	0.277
	Within Groups	295.036	387	0.762		
	Total	298.944	391			
CP	Between Groups	8.085	4	2.021	3.018	*0.018*
	Within Groups	259.166	387	0.670		
	Total	267.251	391			
AP	Between Groups	5.233	4	1.308	1.833	0.122
	Within Groups	276.222	387	0.714		
	Total	281.454	391			
EP	Between Groups	5.532	4	1.383	2.184	0.070
	Within Groups	245.084	387	0.633		
	Total	250.617	391			

Table 38. *Post-Hoc (Tukey HSD) testing for significant differences between participants based on their income*

	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
IT	3000 to 4000	4000 to 5000	-0.4261	0.1352	0.015	-0.797	-0.056
CP	3000 to 4000	4000 to 5000	-0.3440	0.1128	0.021	-0.653	-0.035

3.6.5 Differences based on Team size

A one-way ANOVA test is performed to evaluate differences between participants based on their team size, as shown in Table 39. Significant differences at the 0.05 level were found in the overall OSC scale, organizational shared values (OSV), and organizational needs and goals (ONG). In the EP scale, no significant differences at the 0.05 level.

Table 39. *One-way ANOVA testing for differences in OSC and EP based on team size*

		Sum of Squares	df	Mean Square	F	Sig.
IS	Between Groups	6.130	3	2.043	1.809	0.145
	Within Groups	438.299	388	1.130		
	Total	444.430	391			
IT	Between Groups	5.755	3	1.918	1.975	0.117
	Within Groups	376.984	388	0.972		
	Total	382.740	391			
GS	Between Groups	4.132	3	1.377	1.246	0.293
	Within Groups	429.062	388	1.106		
	Total	433.194	391			
GT	Between Groups	7.340	3	2.447	2.234	0.084
	Within Groups	424.943	388	1.095		
	Total	432.283	391			
OSV	Between Groups	30.133	3	10.044	8.592	*0.000*
	Within Groups	453.609	388	1.169		
	Total	483.742	391			
ONG	Between Groups	21.876	3	7.292	5.249	*0.001*
	Within Groups	538.991	388	1.389		
	Total	560.867	391			
OSC	Between Groups	8.779	3	2.926	3.460	*0.017*
	Within Groups	328.193	388	0.846		
	Total	336.972	391			
TP	Between Groups	1.128	3	0.376	0.490	0.689
	Within Groups	297.816	388	0.768		
	Total	298.944	391			
CP	Between Groups	0.022	3	0.007	0.010	0.999
	Within Groups	267.229	388	0.689		
	Total	267.251	391			
AP	Between Groups	0.075	3	0.025	0.035	0.991
	Within Groups	281.379	388	0.725		
	Total	281.454	391			
EP	Between Groups	0.042	3	0.014	0.022	0.996
	Within Groups	250.574	388	0.646		
	Total	250.617	391			

Table 40 shows the post-hoc analysis performed for the ANOVA testing, where the main significant differences were found between large companies (more than 100 employees) and the other team size groups. Negative mean differences indicate higher means for groups of team sizes less than 100 employees in the specified OSC and its dimensions.

Table 40. *Post-Hoc (Tukey HSD) testing for significant differences between participants based on team size*

	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
OSV	More than 100	Less than 10	-1.0283	0.2350	0.000	-1.635	-0.422
		11 to 50	-0.7000	0.2223	0.010	-1.274	-0.126
		51 to 100	-1.0775	0.2422	0.000	-1.703	-0.452
ONG	More than 100	Less than 10	-0.9922	0.2562	0.001	-1.653	-0.331
		11 to 50	-0.7628	0.2423	0.010	-1.388	-0.138
		51 to 100	-0.8979	0.2641	0.004	-1.579	-0.217
OSC	More than 100	Less than 10	-0.5680	0.1999	0.024	-1.084	-0.052
		51 to 100	-0.5379	0.2061	0.046	-1.070	-0.006

3.7 Hypotheses Testing

In testing the part (a) of the first hypothesis stating "H1a: There is an impact of the social aspect of individual attraction to a group on employee's task performance", the results of the structural equation model showed a significant positive impact ($\beta = 0.225$, $p = 0.003 < 0.05$) of the social aspect of individual attraction to a group on employee's task performance. Therefore, part (a) of the first hypothesis is accepted.

In testing the part (b) of the first hypothesis stating "H1b: There is an impact of the task aspect of individual attraction to a group on employee's task performance", the results of the structural equation model showed a significant positive impact ($\beta = 0.609$, $p = 0.000 < 0.05$) of the task aspect of individual attraction to a group on employee's task performance. Therefore, part (b) of the first hypothesis is accepted.

After accepting parts (a) and (b), the first hypothesis stating "H1: There is an impact of individual attraction to group on employee's task performance" is accepted.

In testing the part (a) of the second hypothesis stating "H2a: There is an impact of the social aspect of individual attraction to a group on employee's contextual performance", the results of the structural equation model showed a significant positive impact ($\beta = 0.269$, $p = 0.000 < 0.05$) of the social aspect of individual attraction to a group on employee's contextual performance. Therefore, part (a) of the second hypothesis is accepted.

In testing the part (b) of the second hypothesis stating "H2b: There is an impact of the task aspect of individual attraction to a group on employee's contextual performance", the results of the structural equation model showed a significant positive impact ($\beta = 0.544$, $p = 0.000 < 0.05$) of the task aspect of individual attraction to a group on employee's contextual performance. Therefore, part (b) of the second hypothesis is accepted.

After accepting parts (a) and (b), the second hypothesis stating "H2: There is an impact of individual attraction to the group on employee's contextual performance" is accepted.

In testing the part (a) of the third hypothesis stating "H3a: There is an impact of the social aspect of individual attraction to a group on employee's adaptive performance", the results of the structural equation model showed a significant positive impact ($\beta = 0.167$, $p = 0.016 < 0.05$) of the social aspect of individual attraction to a group on employee's adaptive performance. Therefore, part (a) of the third hypothesis is accepted.

In testing the part (b) of the third hypothesis stating "H3b: There is an impact of the task aspect of individual attraction to a group on employee's adaptive performance", the results of the structural equation model showed a significant positive impact ($\beta = 0.514$, $p = 0.000 < 0.05$) of the task aspect of individual attraction to a group on employee's adaptive performance. Therefore, part (b) of the third hypothesis is accepted.

After accepting parts (a) and (b), the third hypothesis stating "H3: There is an impact of individual attraction to the group on employee's adaptive performance" is accepted.

In testing the part (a) of the fourth hypothesis stating "H4a: There is an impact of the social aspect of group integration on employee's task performance", the results of the structural equation model showed a significant negative impact ($\beta = -0.132$, $p = 0.041 < 0.05$) of the social aspect of group integration on employee's task performance. Therefore, part (a) of the fourth hypothesis is accepted.

In testing the part (b) of the fourth hypothesis stating "H4b: There is an impact of the task aspect of group integration on employee's task performance", the results of the structural equation model showed no significant impact of the social aspect of group integration on employee's task performance ($\beta = -0.121$, $p = 0.133 > 0.05$). Therefore, part (b) of the fourth hypothesis is rejected.

After accepting part (a) and rejecting part (b), the fourth hypothesis stating "H4: There is an impact of group integration on employee's task performance" is accepted for the social aspect of group integration.

In testing the part (a) of the fifth hypothesis stating "H5a: There is an impact of the social aspect of group integration on employee's contextual performance", the results of the structural equation model showed a significant negative impact ($\beta = -0.215$, $p = 0.002 < 0.05$) of the social aspect of group integration on employee's contextual performance. Therefore, part (a) of the fifth hypothesis is accepted.

In testing the part (b) of the fifth hypothesis stating "H5b: There is an impact of the task aspect of group integration on employee's contextual performance", the results of the structural equation model showed no significant impact of the task aspect of group integration on employee's contextual performance ($\beta = 0.083$, $p = 0.366 > 0.05$). Therefore, part (b) of the fifth hypothesis is rejected.

After accepting part (a) and rejecting part (b), the fifth hypothesis stating "H5: There is an impact of group integration on employee's contextual performance" is accepted for the social aspect of group integration.

In testing the part (a) of the sixth hypothesis stating "H6a: There is an impact of the social aspect of group integration on employee's adaptive performance", the results of the structural equation model showed a significant negative impact ($\beta = -0.158$, $p = 0.013 < 0.05$) of the social aspect of group integration on employee's adaptive performance. Therefore, part (a) of the sixth hypothesis is accepted.

In testing the part (b) of the sixth hypothesis stating "H6b: There is an impact of the task aspect of group integration on employee's adaptive performance", the results of the structural equation model showed no significant impact of the task aspect of group integration on employee's adaptive performance ($\beta = 0.013$, $p = 0.873 > 0.05$). part (b) of the sixth hypothesis is rejected.

After accepting part (a) and rejecting part (b), the sixth hypothesis stating "H6: There is an impact of group integration on employee's adaptive performance" is accepted for the social aspect of group integration.

In testing the part (a) of the seventh hypothesis stating "H7a: There is an impact of the social aspect of organizational cohesion on employee's task performance", the results of the structural equation model showed a significant positive impact ($\beta = 0.185$, $p = 0.012 < 0.05$) of the social aspect of organizational cohesion on employee's task performance. Therefore, part (a) of the seventh hypothesis is accepted.

In testing the part (b) of the seventh hypothesis stating "H7b: There is an impact of the task aspect of organizational cohesion on employee's task performance", the results of the structural equation model showed no significant impact of the task aspect of organizational cohesion on employee's task performance ($\beta = 0.054$, $p = 0.384 > 0.05$). Therefore, part (b) of the seventh hypothesis is rejected.

After accepting part (a) and rejecting part (b), the seventh hypothesis stating "H7: There is an impact of organizational cohesion on employee's task performance" is accepted for the social aspect of organizational cohesion (OSV).

In testing the part (a) of the eighth hypothesis stating "H8a: There is an impact of the social aspect of organizational cohesion on employee's contextual performance", the results of the structural equation model showed no significant impact of the social aspect of organizational cohesion on employee's contextual performance ($\beta = 0.059$, $p = 0.481 > 0.05$). Therefore, part (a) of the eighth hypothesis is rejected.

In testing the part (b) of the eighth hypothesis stating "H8b: There is an impact of the task aspect of organizational cohesion on employee's contextual performance", the results of the structural equation model showed no significant impact of the task aspect of organizational cohesion on employee's contextual performance ($\beta = 0.068$, $p = 0.234 > 0.05$). Therefore, part (b) of the eighth hypothesis is rejected.

After rejecting parts (a) and (b), the eighth hypothesis stating “H8: There is an impact of organizational cohesion on employee’s contextual performance” is rejected.

In testing the part (a) of the ninth hypothesis stating “H9a: There is an impact of the social aspect of organizational cohesion on employee’s adaptive performance”, the results of the structural equation model showed a significant positive impact ($\beta = 0.151$, $p = 0.042 < 0.05$) of the social aspect of organizational cohesion on employee’s adaptive performance. Therefore, part (a) of the ninth hypothesis is accepted.

In testing the part (b) of the ninth hypothesis stating “H9b: There is an impact of the task aspect of organizational cohesion on employee’s adaptive performance”, the results of the structural equation model showed a significant positive impact ($\beta = 0.130$, $p = 0.041 < 0.05$) of the task aspect of organizational cohesion on employee’s adaptive performance. Therefore, part (b) of the ninth hypothesis is accepted.

After accepting parts (a) and (b), the ninth hypothesis stating “H9: There is an impact of organizational cohesion on employee’s adaptive performance” is accepted.

3.8 Discussion

The current research showed very high reliability of the scale measuring organizational social cohesion (OSC) with Cronbach’s alphas exceeding 0.95. KMO coefficients and factor loadings of indicators based on the scale and their dimensions confirm the intercorrelations between the items. Moreira et al. (2016) confirmed the validity of a social cohesion scale in Brazil after it was extensively validated in the United States. Such results instil confidence in using social cohesion scales, especially the OSC scale suggested by the current study, in measuring social cohesion in organizational contexts.

Results of the current study show a moderate to strong impact of the dimensions of organizational social cohesion on the three dimensions of employee performance: task performance (R square = 0.619), contextual performance (R square = 0.603), and adaptive performance (R square = 0.593), as per the structural equation model. However, the nature of the effect differed between the different dimensions of organizational social cohesion. Where the individual attraction to the group showed positive impacts on the three dimensions of employee performance, the social aspect of group integration showed negative impact with the task aspect demonstrating no significant impacts on any of the dimensions. Organizational shared values had

positive impacts on task performance and adaptive performance, while organizational needs and goals had a positive impact on adaptive performance only. These results are demonstrated through hypothesis testing.

The results can explain the nature of the relationships between the different aspects of organizational social cohesion that were shown in the literature. The first study of Lvina, et al. (2015) found a positive moderate correlation was found between task cohesion and performance ($r = 0.67$), while the rest of the relationship showed positive weak correlations. In the second study in an organizational context, the relationship between cohesion indicators showed positive correlations ranging between weak and moderate. It was also found that social cohesion had a negative impact on the impact of political skills on objective performance. It is understood through the findings of the current research that positive impacts are mainly driven by the individual indicators rather than the group integration indicators that had negative impacts. However, the studies of Lvina, et al. (2015) used individual indicators without distinguishing, which explains their results.

Nonetheless, Brawley et al. (1987) concluded their study with a positive moderate correlation between GEQ dimensions and the performance aspect of team climate scale, as well as correlation to attraction to the group. Iskandar (2019) confirmed a direct relationship between group cohesiveness and productivity. Furthermore, the findings of the research concluded that there is a direct impact of group cohesiveness on job satisfaction was accepted as well as the study found that the higher the group's cohesiveness the higher is the job satisfaction of employees. These results contradict the findings of the current research, where group integration dimensions demonstrated either negative impact or no impact on employee performance dimensions. The study of Brawley et al. (1987) considered team performance and not individual performance. Iskandar (2019) measured productivity and job satisfaction, which do not conform to the employee performance measure used in the current research. Thus, the findings of the research show that group integration factors have different effects on individual and team indicators with the possibility of it hindering individual performances.

Salas et al. (2015) suggested through a study of literature data that cohesion is more important than ever and is considered as team success, since the organizations are seeking their competitive advantage, teams are looking for the facilitating

knowledge, creativity, and morale. However, the authors addressed those concepts for the whole team and did not consider their impacts on the individual performance of the team members. The self-comparison of individual employees to the team performance could be a reason to negatively evaluate group integration as an undermining factor to their efforts within the team.

Kaymak (2011) investigated a relationship between social cohesion, focusing on the social aspect, and performance, where the results showed a weak positive correlation between the variables valid at the 0.05 level. The social aspects in the current research had their highest impacts on employee performance dimensions on all three levels: individual, group, and organizational. However, the nature of the study and analysis conducted by Kaymak (2011) did not aloe the identification of the three factors and their separate relationships with performance. This has been adjusted through the current research that showed different modelling of employee performance by each of the three main dimensions of organizational social cohesion.

Lee & Ko (2019) confirmed the effect of social cohesion on performance through a beta value of 0.196 significant at the 0.01 level, while the effect of leadership skill was confirmed through a beta value of 0.294 significant at the 0.001 level. The author stressed the importance of the nature of the industry in yielding such results, as more cooperation and coherence are needed in industrial companies. Higher levels of impact of organizational social cohesion were demonstrated through high R square values as shown in the current research. Misoc (2017) presented findings demonstrating the effect of team cohesion on team performance; however, the extent of the impact was not included in the study.

Nonetheless, there were studies in the literature that presented results that contradict the findings of the current research. Data from Brawley et al. (1987) was not able to demonstrate a significant correlation between the individual aspect of social cohesion and performance. Banwo, et al. (2015) found that shared values among employees had a negative relationship with turnover intention. Moreover, organizational cohesion was found to be negatively related to team performance. The organizational dimension of OSC had mainly positive impacts or no impacts in the current study. Fung (2014) was not able to demonstrate a relationship between team cohesion and effectiveness with the mediating role of team satisfaction. The study included more than 200 questionnaires from organizations in Malaysia.

CONCLUSION

Final Results

An evaluation of the measuring scale and the used sample was conducted where the OSC scale was found reliable in measuring organizational social cohesion with a reliability coefficient of 0.971. The reliability of the employee performance scale was confirmed with a reliability coefficient of 0.966. Intercorrelations between the indicators of OSC were confirmed (KMO = 0.967) and the model was deemed fit through confirmatory factor analysis. For organizational social cohesion, model fitness indicators as per the confirmatory factor analysis were deemed acceptable with IFI = 0.879, CFI = 0.878, and RMSEA = 0.084. For employee performance, model fitness was also deemed acceptable with IFI = 0.933, CFI = 0.933, and RMSEA = 0.074. These results confirm that both scales can measure the variables and indicate that their utilization facilitates the acquisition of representing samples in different population types.

The organizational cohesion was tested for the whole sample and compared for differences between native and immigrant employees. Native employees (Turkish) had aggregated higher mean scores in the majority of OSC and EP dimensions. However, both Turkish and immigrant employees have aggregated mean scores that are moderate to high. Both OSC and EP scales were evaluated on a 6-point Likert scale. For OSC, Turkish employees aggregated 4.467 for IS dimension, 5.146 for IT, 3.782 for GS, 4.651 for GT, 5.056 for OSV, 4.564 for ONG, and 4.547 for the whole OSC variable. For EP, immigrant employees aggregated 4.308 for IS dimension, 4.788 for IT, 3.883 for GS, 4.426 for GT, 4.615 for OSV, 4.321 for ONG, and 4.353 for the whole EP variable.

The impact of organizational social cohesion on employee performance is demonstrated by using the OSC scale. The nature and extent of the impacts varied from one dimension to another. Positive, negative, or no impacts significant at the 0.05 level were shown through a structural equation modelling analysis. The highest positive moderate impact was found for IT on all employee performance dimensions, while IS had a positive low impact on them. GS dimension had a negative low impact on all employee performance dimensions. OSV dimension had a positive low impact on task

performance and adaptive performance, while a positive low impact was found by ONG dimension on adaptive performance.

Differences between study groups based on demographics and skills were investigated through one-way ANOVA. Considering the majority of dimensions, no significant differences at the 0.05 level were found between gender, age, marital status, work experience, income, and team size groups in their OSC and EP evaluations. On the contrary and considering majority of dimensions, the significant differences at the 0.05 level were found between education level, Turkish language proficiency, nationality, and work level groups in their OSC and EP evaluations.

Recommendations and Future Research

Based on the findings of the research, it is recommended to implement programs within business organizations, especially NGOs, that empower further integration between domestic and immigrant employees. The suggested programs should have clear solutions for cohesion on the individual, group, and organizational levels. There are social cohesion issues, as shown from the results of the current research. Thus, the management of the organization should give more focus on immigrant workers, as well as domestic, and make sure that their policies, systems, and processes do not discriminate between them in any aspect. Moreover, training and development programs should consider elevating the skills of immigrant workers to be able to socially and professionally integrate into the domestic market.

Future research on the subject should recommend using the OSC scale in measuring social cohesion in organizations. The ability to repeat the utilization of the scale in different business environments and countries would confirm the validity and reliability of the scale, in addition to highlighting differences that may reveal development opportunities. Furthermore, the organizational social cohesion using the OSC scale can be used to establish relationships with other business and organizational indicators, including organizational performance, job satisfaction, customer satisfaction, and quality management. Differences within the sample based on demographical data are essential to study in any further research to compare these results of different contexts with the current findings.

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ANNEX-1. QUESTIONNAIRE TEMPLATE

ORGANIZATIONAL SOCIAL COHESION OF MIGRANTS IN THE WORKPLACE AND EMPLOYEE PERFORMANCE: A STUDY OF NGO'S

Dear valued participant,

This is a questionnaire investigating the relationship and impact of organizational social cohesion on employee performance in NGOs in Turkey. The research is conducted as part of a PhD research at Atilim University. We would appreciate it if you could take a few minutes of your time to answer the questions in each section, which is supposed to take around 20 minutes. Thank you for your time and cooperation.

Regards,
The researcher

Section 1: Demographics

1	Gender	O Male	O Female
2	Age Category	O Less than 21 O 30 to 39 O 50 and more	O 21 to 29 O 40 to 49
3	Marital status	O Single	O Married
4	Nationality/ Ethnicity	O Turkish	O Foreigner
5	Education Level	O Primary sch. O Secondary Sch. O Higher education	O Middle sch. O University degree
6	Work Level	O Worker O Supervision/ Management O Top Management	O Staff
7	Level of profession in Turkish language	O None O Intermediate O Native	O Beginner O Advanced
8	Years of experience with current employer	O Less than 1 O 4 to 7	O 1 to 3 O 8 years and more
9	Number of people working in your team	O Less than 10	O 11 to 50

10	Monthly income level (Turkish lira)	O 51 to 100 O 2000 and less O 3000 to 4000 O More than 5000	O More than 100 O 2000 to 3000 O 4000 to 5000

Section 2A: Individual attraction to group (Social)

Please evaluate each statement according to your experience within your work team NOTE (not part of questionnaire text): Yellow: GEQ scale (Carron, et al. 1998; Widneyer, et al. 1985) Green: GEQ scale (Bayraktar, 2017) Blue: OCI scale (Li and Zhang, 2010)		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
1	I enjoy participating in social activities with my team						
2	As a team, we enjoy our social time together						
3	I miss my team on holidays and vacations						
4	I have best friends amongst the members of my team						
5	I enjoy social activities with my team more than similar activities with other people						
6	My team is the most important social group for me						
7	I feel warmth and sincerity when I am working with my team						
8	I have a special sense of belonging to my team and I am proud of it						

Section 2B: Individual attraction to group (Task)

Please evaluate each statement according to your experience within your work team		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
1	I am happy with the desire of my team to achieve goals and win						
2	My team provide me with the needed support and opportunities to enhance my personal performance						
3	I like my roles and responsibilities within the team						
4	I feel responsible towards my group members, tasks, and leaders						

Section 3A: Group integration (Social)

Please evaluate each statement according to your experience within your work team		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
1	Members of our team prefer spending time together rather than other people						
2	We always arrange our social activities together and prioritize them over other social activities						
3	Our team desire to spend times together on holidays and vacation						
4	Members of our team care about each other's problems and issues beyond working hours						
5	We have strong relationships amongst our teams that developed over time						
6	We invest our time and efforts collectively in making our team solid and successful						

Section 3B: Group integration (Task)

Please evaluate each statement according to your experience within your work team		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
1	Our team works together with strong unity to achieve our performance goals						
2	All members of our team share responsibility for any shortcomings in performance or losses						
3	We do not have conflicting objectives or aspirations towards the performance of our team						
4	During carrying out the daily tasks, we offer help to each other to complete them collectively						
5	Our team has a clear and free communication style about individual and shared responsibilities in performing tasks						
6	Our own needs do not matter when we work to achieve our tam goals and complains are expressed by team members because of that						
7	Our team is motivated and has high morale that keeps us going towards our goals						

Section 4A: Organizational (Shared values)

Please evaluate each statement according to your experience within your work team and organization		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
1	The strategic objectives and goals of our organization are accepted and supported by its employees						
2	Employees in our organization work for a unified and common set of goals						
3	The values advocated by our organization are accepted and supported by its employees						
4	We trust our supervision and we are willing to follow their instructions at all times						

Section 4B: Organizational (Needs and goals)

Please evaluate each statement according to your experience within your work team and organization		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
1	The development of my organization takes into consideration the benefits, needs and goals of my team and mine						
2	Individuals within my team has adequate opportunities to grow with the growth of our organization						
3	The organization defines its benefits as mutual ones with our benefits						
4	Members of our organization are supported in challenges and recognized for their efforts						

Section 5A: Task performance

Please evaluate each statement according to your performance and experience NOTE (not part of questionnaire text): Scale taken from and validated by Pradhan and Jena (2017)		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
1	I use and maintain high work standards						
2	I can multitask among several assignments to fulfil team's and organization's goals						
3	I have a high level of passion for my work						
4	My team recognize me as a high performer in the organization						
5	I am used to completing my tasks on time						
6	I am capable of handling and controlling my tasks with minimal supervision						

Section 5B: Contextual performance

Please evaluate each statement according to your performance and experience		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
1	I like to have additional responsibilities						
2	My team is satisfied with my support and advice to them						
3	I constantly share ideas and knowledge with my team members						
4	I always take part in meetings and group discussions						
5	I offer my help to my colleagues when they need it or ask for it						
6	I coordinate tasks well with my team members						
7	I always encourage my colleagues and praise them for their good work						
8	When my colleagues are in trouble, I always express my empathy and sympathy						
9	I tend to help new members of the team, even if I am not directly responsible for them						
10	I solve problems through effective communication with my colleagues						

Section 5C: Adaptive performance

Please evaluate each statement according to your performance and experience		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
1	I respond well and fast to changes in my role based on the need of a situation						
2	I am comfortable with the flexibility of my job						
3	I believe in solutions emerging from mutual understanding between the members of my organization						
4	I stay calm and do not lose my temper as a response to criticism from my team members						
5	I can adapt to change efficiently in performing tasks with the members of my team						
6	I can adapt my performance according to information shared from my team members						
7	I know how to cope with constant organizational changes						

Survey is completed

THANK YOU

Emad Anwer Thesis

ORİJİNALLİK RAPORU

%10	%8	%4	%6
BENZERLİK ENDEKSİ	İNTERNET KAYNAKLARI	YAYINLAR	ÖĞRENCİ ÖDEVLERİ

BİRİNCİL KAYNAKLAR

1	www.ipinnovative.com İnternet Kaynağı	%2
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Alıntıları çıkart	üzerinde	Eşleşmeleri çıkar	Kapat
Bibliyografyayı Çıkart	üzerinde		

RESUME

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Work Place	**Position**	**Year**
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SGDD- ASAM	Project officer	2015 - 2020

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Date:13.12.2021