
**THE INFLUENCE OF CREATIVE WORK, INTERPERSONAL
COMMUNICATION, AND TEAM COHESIVENESS ON TEAM PERFORMANCE
IN CULINARY UMKM IN CIREBON CITY**



Tsany Qania Labiba¹
Universitas Swadaya Gunung Jati, Cirebon, Indonesia
tsany.121020618@ugj.ac.id

Tia Afriyani²
Universitas Swadaya Gunung Jati, Cirebon, Indonesia
tiaafriyani17@gmail.com

Edy Hartono³
Universitas Swadaya Gunung Jati, Cirebon, Indonesia
edy.hartono@ugj.ac.id

Abstract

This research is conducted to explore the interaction between creative work, interpersonal communication, and team cohesiveness on team performance in micro, small, and medium enterprises (MSMEs) in the culinary field in Cirebon City. This research employs a quantitative methodology through the use of surveys, involving 75 respondents who are actively involved in culinary MSMEs. Data for this research were obtained using structured questionnaires and subsequently analyzed with multiple linear regression to determine the magnitude of the influence between the independent and dependent variables. The findings indicate that creative work positively and significantly affects team performance. Similarly, interpersonal communication also exerts a significant positive influence, signifying the importance of effective message exchange and mutual understanding among team members. In addition, team cohesiveness also made a strong contribution to performance improvement through collaboration, trust, and shared goals. The results of the simultaneous test indicate that the three variables collectively have a significant impact on enhancing team performance. This research contributes to the literature of human resource management and organizational behavior, especially in the MSME sector, by emphasizing the importance of non-technical factors in supporting teamwork results. This study recommends that MSMEs invest more in building team creativity, improving communication skills, and strengthening group unity. Future research is recommended to explore other psychosocial and contextual factors that influence team performance across different types of MSMEs.

Keywords: Creative Work, Interpersonal Communication, Team Cohesiveness, Team Performance

INTRODUCTION

Businesses in the hospitality industry such as in the culinary field have a very competitive business environment. workers experience unplanned or unexpected things in their work, their work environment, and emotional demands, and these conditions place great demands on the ability of business actors in each business, in large or small-scale businesses such as MSMEs (Prikshat et al., 2021). MSMEs are businesses run by individual entrepreneurs, households, or small-scale business entities. According to experts, the definition of MSMEs can be further clarified as follows: Kwartono (2023) defines MSMEs as economic activities carried out by the community with a maximum net asset value of IDR 200 million, excluding the value of land and buildings used as business premises.

MSMEs are an alternative business in the culinary sector that has good prospects and can be utilized to open a business for additional income. In the context of MSMEs in the culinary field, in addition to emphasizing the quality of taste, the provision of high-quality customer service is also a very important aspect. This contributes to the establishment of harmonious relationships between labor and consumers. The culinary industry is a highly diverse sector, characterized by reliance on a complex network of MSMEs (workers from different divisions and customers from different backgrounds) (Khassawneh et al., 2024). In connection with this, it is important to understand the dynamics of interactions between various elements in the industry to improve employee performance.

Table 1.

Micro, Small and Medium Enterprises (MSMEs) Business 2022-2024

Description Field	Culinary Field	Fashion Field	Automotive Field	Internet Technology	Other Fields
1. Number of Micro Enterprises					
Kejaksan	155	16	2	5	7
Lemah Wungkuk	62	0	2	0	41
Harjamukti	428	78	11	0	85
Pekalipan	200	20	0	0	12
Kesambi	57	15	0	0	30
2. Number of Small Businesses					
Kejaksan	12	4	0	3	10
Lemah Wungkuk	8	2	16	2	30
Harjamukti	101	33	15	2	63
Pekalipan	5	0	29	1	44
Kesambi	11	53	3	2	34
3. Number of Medium Enterprises					
Kejaksan	18	9	0	62	28
Lemah Wungkuk	10	2	5	0	28
Harjamukti	2	0	4	0	15
Pekalipan	1	0	0	0	14
Kesambi	5	1	0	0	14

Source: Department of Cooperatives, Small and Medium Enterprises, Trade, and Industry of Cirebon City

It can be seen in the table of Micro, Small and Medium Enterprises (MSMEs) by Business Sector 2022-2024 that the highest number is in the culinary sector, which means that MSMEs in the culinary field in Cirebon City are in great demand by business actors or consumers. The development of the culinary MSME industry in the city of Cirebon has resulted in the creation of competition which requires every business actor to be required to play an active role. Apart from the challenges associated with diversity, there are many opportunities to encourage a more innovative and creative workplace in employees who serve clients (Khassawneh & Mohammad, 2025).

Creative work, or any expression of creativity by business actors or employees, is regarded as a fundamental element for driving innovation within MSMEs. According to Hon and Lui (2016), creative work refers to the development of meaningful and beneficial services, concepts, or processes generated by individuals operating within social systems. In the process of forming creative work, it is influenced by the knowledge possessed by employees. Creativity provides exposure to a variety of experiences, viewpoints and knowledge bases to strengthen the use of different problem-solving abilities and to produce creative and innovative work employees (Apryani, 2023). Hence, MSME entrepreneurs should seek out individuals with high levels of creativity who demonstrate innovative and proactive work behavior in order to achieve exceptional outcomes. According to Kremer et al. (2019), every sector, including the culinary industry, requires individuals who are capable of solving problems creatively and working in a proactive manner. Guo et al (2021) in their research explained that many organizational factors affect employee performance, especially in the aspect of creativity, but individual creativity must be balanced with communication between employees, one of which is interpersonal communication.

Interpersonal relationships play an important role in fostering work competence and improving performance as evidenced by various recent studies (Chauhan & Goyal, 2024). When employees foster positive relationships with their coworkers, supervisors, and customers, they experience increased work competence and perform better in their roles. Especially in industries that require interpersonal interactions, organizations are advised to provide communication and emotion regulation training to employees in order to enhance their skills and sensitivity during such interactions (Li et al., 2024). Effective interpersonal communication between employees and consumers has many benefits, especially in increasing customer satisfaction. Customers who feel valued and respected through good communication tend to express satisfaction regarding the services delivered by the company (Wulanda, 2023). Research conducted by Riyadi et al (2023) indicates that interpersonal communication skills among employees contribute to increasing their cohesiveness.

The definition of group cohesiveness is a portrait where members are interested in each other (Indrawanto, 2024). It can be concluded from all the opinions of the figures that group cohesiveness is the desire and motivation of individuals to stay in their groups. For an organization to succeed in its performance, the team must be able to work together effectively. A cohesive team is the backbone of any productive workplace. For a team to be cohesive, the team contributes equally to team activities; there must be open and honest communication among team members; they must freely share and exchange ideas (creative

work); they must be able to resolve conflicts within the team; they must have strong interpersonal bonds; and they must be able to cope and solve problems (Nkasirim, 2024).

In the explanation above, it can be seen that these three variables are closely related to one another. From the observations of researchers, there are still few research efforts that consider the role of creative work, interpersonal communication and team cohesiveness on employee performance so that there is a research gap, where this study as a point of departure seeks to examine the connection between creative work, interpersonal communication and team cohesiveness on performance in culinary MSMEs in Cirebon City. In addition, there are inconsistencies in research results which are another research gap in this study. An important study by Hidayat (2019) states that cohesiveness in work groups shows no statistically significant influence on employee performance, meanwhile, studies conducted by Iwan et al. (2024) and Larasati (2017) suggest that group cohesiveness has a significant effect on employee performance.

The purpose of this study is to fill the research gap regarding variables that impact employee performance. where the variables of creative work, interpersonal communication and team cohesiveness simultaneously with the subject on employees in the culinary sector have not been widely used, researchers in this case feel that there is a need for further study on the topic. Thus, the intention of this analysis is to conduct a study of how the role of creative work, interpersonal communication and team cohesiveness on team performance in culinary SMEs in Cirebon City.

REVIEW OF LITERATURE

Creative Work

Creativity is inherently flexible and dynamic, with variations occurring among individuals. In this study, work creativity is understood as the proactive involvement of employees in generating beneficial ideas or solutions to problems (Asbari et al., 2021). It involves the process of generating ideas or solving issues and contributes to the formulation of practical and applicable outcomes. The componential model of the creative work process is a series of components that innovate creativity and show the stages that organizations and individuals go through from motivational tasks to generate creative ideas (Zhou et al., 2024). The literature review proposed by Jean (2023) shows that if a person's intelligence is low, their level of creativity tends to be low. However, if intelligence is high enough (above average to genius level), all levels of creativity can be found. So, it can be said, the diversity in creativity of smarter individuals is much greater than that of individuals who have below-average intelligence.

Interpersonal Communication

Social life inherently demands that individuals form connections with one another, creating mutual emotional bonds that develop into a pattern of interaction known as interpersonal communication (Lewaherilla & Sijabat, 2022). Interpersonal communication includes direct, face-to-face communication between two or more individuals, allowing the sender to deliver messages directly and the receiver to respond immediately. In the workplace, this form of communication significantly impacts team performance due to factors such as collaboration, social support, and trust among team members (Owunna et al., 2023). Interpersonal communication is communication carried out between a person and

other people in a community or organization, both business and non-business organizations, using communication media and language that is easily understood to achieve goals (Burhanudin, 2015). Meanwhile, according to research by Jelita (2024), interpersonal communication is a transaction process that is carried out selectively, systematically, and uniquely to share knowledge with others. Interpersonal communication has many important purposes, there are six main purposes of interpersonal communication: knowing yourself and others, knowing the outside world, creating and maintaining meaningful relationships, changing attitudes and behaviors, playing and seeking entertainment, and helping others.

Team Cohesiveness

Team cohesiveness is the extent to which individuals are drawn into a group because of the favorable social relationships among its members (Described as the extent to which members feel drawn to the group due to their assigned duties), or the degree to which individuals are drawn to a group due to shared responsibilities and commitment to collective goals, a form of cohesion that is likely to enhance group performance (Watanabe et al., 2024). According to Indrawanto (2024), the characteristics of organizations that have high group cohesiveness include high commitment to each member, the emergence of interactions between members with cooperation without competition, and having the same goals among members in the organization. However, team cohesiveness is an important part of management, especially in MSMEs (Riisla et al., 2021). Group cohesiveness can be interpreted as the interest between members who want to continue to be together in an organization, as well as the interest between members in the organization or study group they are involved in which is influenced by factors of social strength, unity in the group, member attachment to the group, trust and cooperation, tendency to stay together, and attraction between members. Organizations that have high cohesiveness can achieve the goals of the organization. Thus, an individual can have the desire or can get encouragement to stay in the organization because they have the same goal (Damayanti, 2023).

Team Performance

According to Wulandari (2024) reveals teamwork is a group that individually has efforts that can produce greater performance than the number of inputs made individually. It is concluded that Teamwork produces better performance than individual performance in an organization or company. Effective team performance can be fostered through clear, transparent, and sincere communication, which facilitates better task coordination, minimizes misunderstandings, and strengthens trust among team members (Rusady et al., 2024). The relevance of teamwork is clearly reflected by self-organizing teams. In self-organizing teams, team members can divide the workload or shifts according to the needs and suitability of the group, and team members participate in the rapid decision-making process (Albien & Markovic, 2023). Each team member is regarded as performing well when they are able to fulfill their duties according to their assigned responsibilities. Performance itself represents the outcome of an employee's hard work in a certain period, which is following the main duties and functions that have been determined based on company rules. This aims to attain the company's predetermined objectives.

RESEARCH METHOD

The research applies a quantitative methodological approach. As explained by Sugiyono (2019), quantitative research is in accordance with positivist philosophy and is

designed to observe particular populations or samples. Data collection is carried out using standardized research tools and subsequently analyzed using statistical or quantitative methods to evaluate the proposed hypotheses. This study utilized purposive sampling as its sampling method, which entails choosing participants according to predetermined criteria. The researcher chose this method because not all potential participants met the requirements set for the study. Therefore, certain criteria were established to determine the appropriate samples, which in this case were employees working in the culinary sector MSMEs who reside in Cirebon.

This study employs both primary and secondary data sources. Primary data were assembled via a Google Form questionnaire administered to employees working in culinary sector MSMEs based in Cirebon. The measurement of indicators in the Google Form utilized a Likert scale, a tool commonly applied to assess a person's or group's stance, viewpoint, and interpretation of social issues (Sugiyono, 2019). Participants expressed how much they agreed or disagreed with various statements by selecting their preferred responses, either by checking a box or placing a mark. The questionnaire included a range of prompts. This study also incorporated secondary data drawn from diverse materials, such as academic sources, physical and electronic publications, earlier scholarly articles, and theoretical overviews (Hair et al., 2019).

The number of samples was determined using Hair's formula, which suggests that the minimum number of samples should be 5 to 10 times the number of indicator items. In this study, with a total of 35 indicators, the required sample size was 175 respondents ($N = 5 \times Q$, where N is the sample size and Q is the number of questions). To analyze the data, the researcher utilized multiple linear regression through SPSS software, as the study incorporates several independent variables to determine the variance observed in the dependent variable.

RESULTS AND DISCUSSION

Characteristics of Respondents

Respondent characteristics are used to provide an overview of the data and respondents. Supported by the **collected information**, the characteristics of the respondents can be explained as follows:

Table 2.
Characteristics of Respondents

Characteristics	Category	Frequency	Percentage
Genders	Male	80	46%
	Female	95	54%
Age of Respondent	<25 Years	53	30%
	26-30 Years	61	35%
	31-35 Years	17	10%
	36-40 Years	31	18%
	41-45 Years	11	6%
	46-50 Years	2	1%
	>51 Years	0	0%

Respondent Education	SD	11	6%
	SMP	48	27%
	SMA/SMK	85	49%
	Diploma	0	0%
	S1	28	16%
	S2	3	2%
	S3	0	0%
Period of Employment	<5 Years	104	60%
	5-9 Years	58	33%
	10-14 Years	11	6%
	15-19 Years	2	1%
	>20 Years	0	0%

Validity Test

Table 3.
Validity Test Results

No	Variable	Unit	R Count	R Table	Description
1	Creative Work	X1.1	0.636	0.1476	Confirmed acceptable
		X1.2	0.665	0.1476	Confirmed acceptable
		X1.3	0.676	0.1476	Confirmed acceptable
		X1.4	0.572	0.1476	Confirmed acceptable
		X1.5	0.526	0.1476	Confirmed acceptable
		X1.6	0.625	0.1476	Confirmed acceptable
		X1.7	0.819	0.1476	Confirmed acceptable
		X1.8	0.735	0.1476	Confirmed acceptable
2	Interpersonal Communication	X2.1	0.606	0.1476	Confirmed acceptable
		X2.2	0.761	0.1476	Confirmed acceptable
		X2.3	0.779	0.1476	Confirmed acceptable
		X2.4	0.872	0.1476	Confirmed acceptable
		X2.5	0.861	0.1476	Confirmed acceptable
		X2.6	0.774	0.1476	Confirmed acceptable
		X2.7	0.798	0.1476	Confirmed acceptable
		X2.8	0.872	0.1476	Confirmed acceptable
		X2.9	0.861	0.1476	Confirmed acceptable
		X2.10	0.774	0.1476	Confirmed acceptable
3	Team Cohesiveness	X3.1	0.746	0.1476	Confirmed acceptable
		X3.2	0.845	0.1476	Confirmed acceptable
		X3.3	0.751	0.1476	Confirmed acceptable
		X3.4	0.864	0.1476	Confirmed acceptable
		X3.5	0.787	0.1476	Confirmed acceptable
		X3.6	0.788	0.1476	Confirmed acceptable
		X3.7	0.540	0.1476	Confirmed acceptable
		X3.8	0.536	0.1476	Confirmed acceptable

4	Team Performance	Y.1	0.568	0.1476	Confirmed acceptable
		Y.2	0.653	0.1476	Confirmed acceptable
		Y.3	0.827	0.1476	Confirmed acceptable
		Y.4	0.821	0.1476	Confirmed acceptable
		Y.5	0.837	0.1476	Confirmed acceptable
		Y.6	0.773	0.1476	Confirmed acceptable
		Y.7	0.813	0.1476	Confirmed acceptable
		Y.8	0.830	0.1476	Confirmed acceptable
		Y.9	0.656	0.1476	Confirmed acceptable

Supported by the validity test results listed in Table 3, it can be seen that the r-count value for every item shows a correlation value higher than the established r-table criterion. This shows that all items tested have a high level of validity, due to the fact that the r-count value, which is higher than the r-table, indicates that the item is able to measure the intended construct properly. In other words, each statement in the tested variables makes a significant contribution to the measurement of their respective constructs.

Thus, this analysis concludes that all questionnaire items in this research are valid and contribute positively to the measurement of the intended construct; therefore, they can serve as a foundation for subsequent analysis and data-driven decision making.

Reliability Test

Table 4.
Reliability Test Results

No	Variable	Cronbach Alpha	Threshold value	Description
1	Creative Work	0,810	0,60	Reliable
2	Interpersonal Communication	0,932	0,60	Reliable
3	Team Cohesiveness	0,877	0,60	Reliable
4	Team Performance	0.904	0,60	Reliable

In this study, a reliability test was conducted to examine the reliability of the variables under study. One method commonly used to measure reliability is to calculate the Cronbach's Alpha value. This value provides an indication of how well the items in a measurement instrument correlate with each other and contribute to the measurement of the same construct. The results of the reliability test in Table 4 show that the Cronbach's Alpha value for each examined variable exceeds 0.60. In other words, every variable within the present study has fulfilled the necessary dependability standards, making them reliable for further analysis.

Normality Test

Table 5.
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		175
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	4.61565631

Most Extreme Differences	Absolute	.046
	Positive	.040
	Negative	-.046
Kolmogorov-Smirnov Z		.608
Asymp. Sig. (2-tailed)		.853

This test is conducted for both the outcome and predictor variables in the regression analysis to evaluate normality. When SPSS indicates that the dataset’s pattern is normal or close to normality, it means the regression model can be considered reliable. According to the following table, the Kolmogorov-Smirnov significance value is 0.853, exceeding the 0.05 threshold at a 95% confidence level. Therefore, it can be concluded that the dataset adheres to a normal pattern.

Multicollinearity Test

Table 6.
Multicollinearity Test Result

Model	Tolerance	VIF
1 Creative Work	.812	1.231
Interpersonal Communication	.829	1.206
Team Cohesiveness	.786	1.272

a. Dependent Variable: Total Team Performance

The multicollinearity test examines the connection among the independent variables. Analysis of the data revealed that all independent variables had tolerance values above 0.1 and VIF values below 10. The results demonstrate that there is no significant connection among the independent variables that could affect the stability of the regression model. Therefore, it can be concluded that multicollinearity is not present in the variables studied, allowing the regression model to be used for further analysis without concerns of bias or inaccurate estimates.

Multiple Linear Regression Test

Table 7.
Multiple Linear Regression Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.372	3.974		2.107	.037
Creative Work	.401	.114	.260	3.525	.001
I.Communication	.184	.062	.216	2.962	.003
T. Cohesiveness	.226	.095	.178	2.381	.018

Based on the statistical analysis performed using the SPSS software, as presented in Table 7 the resulting multiple linear regression equation is as follows:

$$Y = \alpha + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 8.372 + 0.401X_1 + 0.184X_2 + 0.226X_3 + e$$

The interpretation of this regression equation is as follows:

- 1) The constant value (α) is 8.372, indicating that if creative work (X1), interpersonal communication (X2), and team cohesiveness (X3) remain unchanged, the baseline value of team performance in culinary MSMEs in Cirebon City is 8.372. This suggests a positive starting point and implies that all three variables have a positive relationship with team performance.
- 2) The coefficient for creative work (X1) is 0.401, meaning that for every one percent increase in creative work, team performance increases by 40.1 percent. This reflects a positive and linear relationship between creative work and team performance.
- 3) The coefficient for interpersonal communication (X2) is 0.184, which means that a one percent increase in interpersonal communication leads to an 18.4 percent improvement in team performance. This indicates a direct and positive association.
- 4) The coefficient for team cohesiveness (X3) is 0.226, showing that each one percent increase in team cohesiveness results in a 22.6 percent rise in team performance. This confirms a one-way positive relationship between the two variables.

T Test (Partial Test)

Based on the results shown in Table 7, the following conclusions can be drawn:

- 1) The t-value for creative work is 3.525, which is greater than the t-table value of 1.976, and the significance value is 0.001, which is less than the alpha level of 0.05. This indicates that creative work has a statistically significant partial effect on team performance in culinary MSMEs in Cirebon City.
- 2) The t-value for interpersonal communication is 2.962, exceeding the t-table value of 1.976, with a significance value of 0.003, which is also below the 0.05 threshold. This suggests that interpersonal communication has a partially significant influence on team performance in culinary MSMEs in Cirebon City.
- 3) The t-value for team cohesiveness is 2.381, which is higher than the t-table value of 1.976, and the significance level is 0.018, which is less than 0.05. Therefore, team cohesiveness also has a significant partial impact on team performance in culinary MSMEs in Cirebon City.

F Test (Simultaneous Test)

Tabel 8. F Test Results (Uji F)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1209.489	3	403.163	18.598	.000 ^b
Residual	3706.945	171	21.678		
Total	4916.434	174			

a. Dependent Variable: Team Performance

b. Predictors: (Constant), Creative Work, Interpersonal Communication, Team Cohesiveness

The results shown in Table 9 demonstrate that creative work, interpersonal communication, and team cohesiveness have a significant impact on team performance within culinary MSMEs in Cirebon City. To see the significance of the test simultaneously, the calculated F value must be greater than the F Table.

The independent variables in this study were 3 variables and the number of samples was 175. Then DF1 is 3 and DF2 is 175-3-1. So the DF2 is 171. F Table at a probability of 0.05 from the above calculations is 2.42. The findings in this test show the significance between the variables, with F-count 18,598 > 2.42 F-table and sig. 0.000 < 0.05 alpha.

Discussion

H1: The Influence of Creative Work on Team Performance

The results from hypothesis testing and data analysis show that creative work is an effective strategy to improve team performance in culinary MSMEs in Cirebon City. This conclusion is supported by a t-value of 3.525, which is higher than the critical t-table value of 1.976, and a p-value of 0.001, which is less than the 0.05 significance level. Therefore, it can be inferred that creative work has a positive and significant effect on team performance in this setting. These findings align with previous research by Panglipurningrum (2022), Sadewa (2024), and Syahmirza (2022).

To foster creativity within an organization, it is essential to encourage all employees to generate and express new ideas freely. To sustain creativity over time, employees should be empowered and permitted to make decisions within defined boundaries. Moreover, communication among employees must be of high quality, avoiding messages that could trigger emotional responses such as anxiety. Providing a safe and supportive work environment is crucial, along with placing trust in employees to achieve success (Wahyudi et al., 2022). Research conducted by Sadiva et al (2024), states that the higher the level of innovation and creative work, the greater the effect on team performance in MSMEs. Creativity plays a vital role in enhancing the competitiveness of MSMEs. Innovation and creative work contribute significantly to improving team performance by encompassing various essential aspects that add value to MSMEs' competitive advantage, including product development, operational processes, management practices, and other related areas.

H2: The Influence of Interpersonal Communication on Team Performance

The results of hypothesis testing and data analysis reveal that interpersonal communication effectively improves team performance in culinary MSMEs in Cirebon City. This is demonstrated by a t-value of 2.962, which surpasses the critical t-table value of 1.976, along with a p-value of 0.003, falling below the 0.05 significance threshold. These results suggest that interpersonal communication has a statistically significant and positive impact on team performance. This conclusion is as stated by previous research conducted by Melawati et al. (2022) and Salfa et al. (2025).

MSME owners are encouraged to prioritize interpersonal communication to enhance team performance among employees. Effective communication among colleagues is essential for aligning perceptions toward organizational goals, fostering cooperation, and encouraging strong collaboration. Interpersonal communication within the workforce serves as a key factor in enabling internal processes and boosting team performance (Umpain et al., 2024). The more interactive and connected employees are, the better the performance outcomes. Clear communication between supervisors and subordinates, as well as among peers, enables accurate information exchange and helps reduce errors in task execution.

H3: The Influence of Team Cohesiveness on Team Performance

The data reveal hypothesis testing and data analysis demonstrate that team cohesiveness is an effective factor in enhancing team performance within culinary MSMEs

in Cirebon City. This conclusion is supported by a t-value of 2.381, which exceeds the critical t-table value of 1.976, and a p-value of 0.018, which is below the 0.05 significance threshold. Therefore, it can be concluded that team cohesiveness significantly and positively influences team performance. This result is consistent with the studies by Davcheva and González-Romá (2023) and Listyarini (2024).

High team cohesiveness means that each employee in the group interacts with each other, gets their goals and helps each other and if the team cohesiveness is not compact, each employee member will dislike each other, and of course it will reduce team performance in MSMEs. Team cohesiveness can actually be seen in the extent to which employees can relate to one another and feel part of the company. employees with high cohesion will attract every other employee member to work well. Meanwhile, employees with a low level of cohesion will not be able to attract each other (Fauziah, 2022). Team cohesiveness is a crucial element in creating a productive and harmonious work environment, especially in the context of micro, small and medium enterprises (MSMEs). MSME owners must be able to divide roles and responsibilities. When each employee knows what is expected of them, it reduces the chances of overlapping work or confusion about their respective tasks. As such, focus on individual tasks can be enhanced, strengthening team performance.

H4: The Influence of Creative Work, Interpersonal Communication and Team Cohesiveness on Team Performance

The results of hypothesis testing and data processing show that creative work, interpersonal communication and team cohesiveness are effective strategies to improve team performance in culinary MSMEs in Cirebon City. This result refers to the F-count value of the effect of creative work, interpersonal communication and team cohesiveness on team performance, which is 18,598, this value is greater than 2.44 (F Table), and the p-value of 0.000 which is smaller than 0.05. Therefore, it can be concluded that creative work, interpersonal communication and team cohesiveness have a positive and significant effect on team performance in culinary MSMEs in Cirebon City.

Overall, the relationship between creative work, interpersonal communication and team cohesiveness is closely related to team performance. These three elements support each other; creative work requires good communication for ideas to be expressed effectively, while cohesiveness creates an environment where creativity can flourish and clear communication ensures that all members understand their respective roles as well as common goals, thereby improving coordination in task execution. Thus, MSME players need to pay attention to these three aspects to achieve optimal team performance results.

CONCLUSION

This research delivers a detailed analysis of the connection between creative work, interpersonal communication, and team cohesiveness on team performance in culinary MSMEs in Cirebon City. The analysis shows that (1) creative work has a positive and significant influence on team performance partially (2) interpersonal communication has a positive and significant influence on team performance partially (3) team cohesiveness has a positive and significant influence on team performance partially (4) creative work, interpersonal communication, and team cohesiveness have a positive and significant influence on team performance simultaneously. These three variables support each other;

creative work requires good communication for ideas to be expressed effectively, while cohesiveness creates an environment where creativity can flourish and clear communication ensures that all members understand their respective roles as well as common goals, thus improving coordination in task execution. Thus, MSME players need to focus on these aspects to achieve optimal team performance results.

For future researchers, it is recommended to further develop this study by incorporating additional variables that may influence team performance. Expanding the scope of research subjects and broadening the theoretical framework related to the variables used could also enrich the findings. Additionally, employing alternative data analysis methods may provide valuable insights and serve as a useful reference for subsequent studies. Such efforts would contribute to promoting intellectual development, particularly in the fields of management and human resource management.

REFERENCES

- Albien, A. J., & Markovic, G. (2023). Team Learning as a Mediator in the Relationship Between Agile Practices and Team Performance. *Academy of Management Proceedings*, 2023(1). <https://doi.org/10.5465/AMPROC.2023.19377abstract>
- Apryani, K. (2023). Pengaruh Kreativitas Kerja, Pengalaman Kerja, dan Motivasi Kerja terhadap Kinerja Karyawan PT Indo Kreasi Grafika. *SEIKO : Journal of Management & Business*, 6(1).
- Arghashi, V., & Okumuş, A. (2022). Country-of-origin image; SMEs and emerging economies – evidence from a case study of manufacturing SMEs from Turkey. *Journal of Islamic Marketing*, 13(4), 956–974. <https://doi.org/10.1108/JIMA-04-2020-0106>
- Asbani, M., Purba, J. T., & Evo Sampetua, H. (2021). From Leadership to Innovation: Managing Employee Creativity. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 4(1).
- Asis, M. (2023). The Influence of Leadership Behavior, Interpersonal Communication, and Work Discipline on Employee Performance at the Secretariat of the Regional House of Representatives (DPRD) Kendari City. *Jurnal Manajemen, Bisnis Dan Organisasi (JUMBO)*, 7(3).
- Burhanudin. (2015). *Komunikasi Bisnis*. . Pustaka Pelajar.
- Chauhan, S., & Goyal, S. (2024). A meta-analysis of antecedents and consequences of green trust. *Journal of Consumer Marketing*, 41(4), 459–473. <https://doi.org/10.1108/JCM-10-2023-6335>
- Damayanti, L. (2023). Analisis Kohesivitas Kelompok Guna Meningkatkan Kinerja Organisasi Kspm Galeri Investasi Universitas Nusantara PGRI Kediri. *Simposium Manajemen Dan Bisnis*, 2.
- Dani, A. R. (2021). Pengaruh Servant Leadership, Beban Kerja Dan Kreativitas Terhadap Kinerja Karyawan Dinas Perhubungan Kabupaten Bangkalan Madura Dengan Komitmen Organisasi Sebagai Variabel Intervening. *Media Mahardhika*, 19(3).
- Davcheva, M., & González-Romá, V. (2023). Proportion of women in work teams and team performance: a moderated mediation model. *Current Psychology*, 42(29), 25028–25041. <https://doi.org/10.1007/s12144-022-03534-9>

- Fauziah, H. (2022). The Importance Of Cohesivity Level To Performance Of Forum Komunikasi Mahasiswa Kesejahteraan Sosial Regional Jawa Barat. *Focus : Jurnal Pekerjaan Sosial*, 1(1).
- Guo, M., Ahmad, N., Adnan, M., Scholz, M., Khalil-ur-Rehman, & Naveed, R. T. (2021). The Relationship of CSR and Employee Creativity in the Hotel Sector: The Mediating Role of Job Autonomy. *Sustainability*, 13(18), 10032. <https://doi.org/10.3390/su131810032>
- Hair, J. F., Black, W. C., Babin, B. J. , & Anderson, R. E. (2019). *Multivariate data analysis (8th ed.)*. Cengage. <https://doi.org/https://doi.org/10.1002/9781119409137.ch4>
- Hidayat, D. I. T. (2019). Pengaruh Keterlibatan Kerja Dan Kohesivitas Dalam Kelompok Kerja Terhadap Kinerja Karyawan (Suatu Studi pada Lembaga Masyarakat Kelas II-B Ciamis). *Business Management and Entrepreneurship Journal*, 1(4).
- Hon, A. H. Y., & Lui, S. S. (2016). Employee creativity and innovation in organizations. *International Journal of Contemporary Hospitality Management*, 28(5), 862–885. <https://doi.org/10.1108/IJCHM-09-2014-0454>
- Hosseini, E. (2020). The impact of entrepreneurial skills on manager’s job performance. *International Journal of Human Capital in Urban Management (IJHCUM)*, 5(4).
- Indrawanto, M. F. (2024). Hubungan Antara Kohesivitas Kelompok dengan Organizational Citizenship Behavior (OCB) Pada Pegawai Dinas Kesehatan. *INNOVATIVE: Journal Of Social Science Research*, 4(4).
- Iwan, P. R. I., Miftahudin, M., Latif, L., & Ardi Noegraha, R. (2024). Pengaruh Kohesivitas Kelompok Terhadap Kinerja Karyawan Pada Perusahaan Asuransi. *Jurnal Minfo Polgan*, 12(2), 2742–2747. <https://doi.org/10.33395/jmp.v12i2.13357>
- Jean, C. V. L. (2023). Kreativitas Karyawan sebagai Variabel Mediasi antara Motivasi dan Kinerja Karyawan. *Perspektif: Jurnal Ekonomi & Manajemen Universitas Bina Sarana Informatika*, 21(1).
- Jelita, F. (2024). Pengaruh Perceived Organizational Support Dan Pengaruh Komunikasi Interpersonal Terhadap Kinerja Karyawan (Studi pada Perumda Tirta Terubuk Kabupaten Bengkalis). *TRANSEKONOMIKA: Akuntansi, Bisnis Dan Keuangan*, 4(3).
- Khassawneh, O., & Mohammad, T. (2025). The Influence of Workforce Diversity on Organizational Performance in the UAE Hospitality Sector: The Moderating Role of HR Practices. *Sage Open*, 15(1). <https://doi.org/10.1177/21582440241277859>
- Khassawneh, O., Mohammad, T., Bouchon, F., & Behery, M. (2024). Eco-innovation and customer satisfaction in the hospitality industry in Dubai: the role of green leadership. *Journal of Human Resources in Hospitality & Tourism*, 23(3), 413–438. <https://doi.org/10.1080/15332845.2024.2335120>
- Kremer, H., Villamor, I., & Aguinis, H. (2019). Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing. *Business Horizons*, 62(1), 65–74. <https://doi.org/10.1016/j.bushor.2018.08.010>
- Kwartono, M. (2023). *Pengertian UMKM, Kriteria, dan Perannya dalam Ekonomi RI*. OCBC. <https://www.ocbc.id/id/Article/2021/04/07/pengertian-umkm>
- Larasati, M. M. (2017). Pengaruh Kohesivitas dan Kepuasan Kerja Terhadap Kinerja Tenaga Kependidikan di Institut Pertanian Bogor. *Scientific Journals of IPB University*, 9(3).

- Lewaherilla, N. C., & Sijabat, A. (2022). The Role of Competency and Interpersonal Communication In Improving Performance. *Quantitative Economics and Management Studies*, 3(5), 795–800. <https://doi.org/10.35877/454RI.qems1097>
- Li, M., Wang, X., & Paşamehmetoğlu, A. (2024). Vicarious abusive supervision among restaurant frontline employees: the role of employee industry tenure. *International Journal of Contemporary Hospitality Management*, 36(7), 2501–2520. <https://doi.org/10.1108/IJCHM-02-2023-0151>
- Listyarini, D. (2024). Pengaruh Kohesivitas Kelompok dan Motivasi Kerja terhadap Kinerja Biro Sumber Daya Manusia, Organisasi, dan Tata Laksana, Sekretariat Kabinet. *Jurnal Ilmiah Universitas Batanghari Jambi*, 24(3).
- Melawati, D., Hartono, E., & Wibowo, S. N. (2022). The Influence of Leadership and Work Communication on Organizational Citizenship Behavior . *International Journal of Education and Social Science*, 3(1).
- Nkasirim, O. C. (2024). Fostering A Positive Work Environment and Team Cohesiveness of Registered Hospitality Sectors in South-South, Nigeria. *International Journal of Social Sciences and Management Research*, 10(8).
- Owunna, R., Abd Aziz, M. F. Bin, Musa, S. N. S., & Ajobi, A. O. (2023). Impact of Working Conditions and Interpersonal Relationships on Performance of Non-Academic Staff. *International Journal of Academic Research in Business and Social Sciences*, 13(12). <https://doi.org/10.6007/IJARBS/v13-i12/20344>
- Panglipurningrum, Y. S. (2022). Influence Of Compensation, Team Cooperation And Creativity Against Employee Performance (Case Study On Mcdonald’s Solo Area). *Kelola : Jurnal Bisnis Dan Manajemen*, 9(2).
- Prikshat, V., Rajesh, J. I., & Rajaguru, R. (2021). The growth satisfaction in jobs among hospitality employees: the role of transformational leadership, interpersonal communication satisfaction and trust. *Journal of Human Resources in Hospitality & Tourism*, 20(1), 48–74. <https://doi.org/10.1080/15332845.2020.1821427>
- Riisla, K., Wendt, H., Babalola, M. T., & Euwema, M. (2021). Building Cohesive Teams— The Role of Leaders’ Bottom-Line Mentality and Behavior. *Sustainability*, 13(14), 8047. <https://doi.org/10.3390/su13148047>
- Riyadi, S., Sutikna, N., & Setiansah, M. (2023). Manajemen Komunikasi Interpersonal Pimpinan Dalam Membentuk Kohesivitas Karyawan Perusahaan Konstruksi Fajar Utama Karya. *Nivedana : Jurnal Komunikasi Dan Bahasa*, 4(1), 161–171. <https://doi.org/10.53565/nivedana.v4i1.833>
- Rusady, M. V., Fauzy, A., & Bachri, A. T. S. (2024). Conflict Management Strategies : Improving Team Performance Through Collaboration and Communication (Human Resource Management Literature Study). *DIJEMMS*, 5(5).
- Sadewa, A. A. P. (2024). Pengaruh Kreativitas dan Perilaku Kerja Inovatif Terhadap Kinerja Karyawan Milenial Dimoderasi Oleh LMX. *Jurnal Dinamika Ekonomi Dan Bisnis*, 21(2).
- Sadiva, N. V., Wulanda, B. Z., Dwinandan Viana, & Hartono, E. (2024). Development Of Innovation And The Role Of Human Capital In Good Corporate Governance In Improving Company Performance Pt. Kilang Pertamina International Ru Vi Balongan. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 7(3).

- Salfa, G. Z., Muttaqin, R., & Rahmi, P. P. (2025). Pengaruh Komunikasi Interpersonal, Motivasi Kerja, dan Pengembangan Karir terhadap Kinerja Pegawai Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Bandung. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 11(1).
- Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. . Alfabeta. https://scholar.google.com/citations?view_op=view_citation&hl=id&user=MGOs5rkAAAAJ&citation_for_view=MGOs5rkAAAAJ:yD5IFk8b50cC
- Syahmirza, J. (2022). Peran Kreativitas dan Keterikatan Karyawan Sebagai Pemediasi Pada Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Milenial. *INOBIS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 5(4).
- Tajpour, M. (2023). The effect of team performance on the internationalization of Digital Startups: the mediating role of entrepreneurship. *International Journal of Human Capital in Urban Management (IJHCUM)*, 8(1).
- Umpain, S. H., Herachwati, N., Setiadi, Y., & Hanorsian, A. E. (2024). A systematic literature review of interpersonal communication strategies for optimizing government employee performance in the digital era. *F1000Research*, 13, 979. <https://doi.org/10.12688/f1000research.149729.1>
- Wahyudi, W., Kurniasih, D., & Haryadi, D. (2022). Strategy To Improve Employee Performance. *Enrichment: Journal of Management*, 12(5).
- Watanabe, W. C., Shafiq, M., Nawaz, M. J., Saleem, I., & Nazeer, S. (2024). The impact of emotional intelligence on project success: Mediating role of team cohesiveness and moderating role of organizational culture. *International Journal of Engineering Business Management*, 16. <https://doi.org/10.1177/18479790241232508>
- Wulanda, O. D. (2023). Peran Komunikasi Interpersonal Front Office Dalam Meningkatkan Pengalaman Tamu Di Asialink Hotel By Prasanthy Batam. *JURNAL MEKAR*, 3(1).
- Wulandari, L. E. (2024). Strategi Manajemen Diversitas Dalam Meningkatkan Kinerja Tim. *OPTIMAL: Jurnal Ekonomi Dan Manajemen*, 4(2).
- Zhou, Y., Cheng, Y., Liu, G., Zhang, Z., & Zhu, H. (2024). How does empowering leadership promote employee creativity? The sequential mediating mechanism of felt obligation for constructive change and job crafting. *Journal of Vocational Behavior*, 148, 103955. <https://doi.org/10.1016/j.jvb.2023.103955>