

Role of Turnover as Intervening Variable on Relationship Between Team Work and Leadership Toward Employee Performance

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Abstract

The purpose of this study, to determine and analyze the influence of social media marketing and brand awareness on buying interest in mineral botanica. This study discusses the dimensions that exist in research variables which are then studied to determine the influence between variables and objects. This study used a quantitative method through a questionnaire survey distributed via Google form to 140 respondents who were then processed using SPSS version 25.0 with the sampling method being non-probability sampling. The results of the hypothesis test (T test) that social media marketing has a significant effect on purchase intention with t count of $6.346 \geq t$ table of 1.977. Brand awareness has a significant effect on purchase intention with t count of $7.059 \geq t$ table of 1.977 with a coefficient of determination of 71.9% . And social media marketing and brand awareness simultaneously have a significant effect on purchase intention. The implications of this research can provide understanding for marketers to pay attention to and build good social media marketing and brand awareness, especially for Mineral Botanica.

Kata Kunci: Brand Awareness; Social Media Marketing; Purchase Intention



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INTRODUCTION

In this Globalization Era, there is a lot of intense competition in the business world, both in the domestic and foreign markets. To be able to compete in foreign markets, prospective workers must have competencies that can be recognized worldwide. Not only foreign markets, even in the domestic market, we need to have high competence from other competitors. According to data from the Central Statistics Agency (BPS), the working age population in Indonesia as of February 2020 was 199.4 million people. When compared to February 2019, the working age population increased by 2.92 million. This means, based on BPS data, as prospective workers (work force) they must compete with 199.4 million Indonesians to enter the world of work. The working age population is the population aged 15 years and over (Pus. Stat. Agency, 2020). Where this competition requires prospective employees to have high competence in winning. Not only competency in the academic world, non-academic competence is also an added value in this competition. Competences are the selling points of prospective employees that can be offered to companies. The company will look at and look for prospective employees based on the competencies they have, in order to increase effectiveness and maximum performance and achieve maximum performance. Therefore, company resources need to be managed very well, one of which is human resources (HR).

Human resources (HR) can be a valuable asset in a company to achieve the goals of an organization or company. Well-managed human resources starting from recruitment, selection, placement, and training will affect the future performance of employees in the company. Human Resources must be controlled by the company to reduce company expenses and avoid problems. One of the problems that can arise due to a company's lack of control over human

resources (HR) is the phenomenon of employee turnover. The entry of Generation Z into the world of work supports this phenomenon as an unavoidable trend in the business world. As reported in the Journal ("Generation Z and Its Perception of Work," 2016) "The results of the study highlight generation Z's perception of the ideal workplace and working conditions, the main priorities in selecting a job and career its expectations and aspirations ". The influence of this phenomenon has been going on for the past few years which has become a concern which makes employers quite worried about it because it can hamper the company's work productivity.

This can be a serious problem in a company if the employee turnover is high. In addition, high employee turnover can have an impact on the high costs of recruiting, training new employees, and the workload of employees who are still living in the company. This can lead to a changing work environment so that it can result in changes in the character of employees who are still living in the company, such as being lazy to work, and stress because of the large amount of responsibility they got from before. This factor can trigger a desire in employees to leave or move (turnover intention) to another company that is more stable.

The object of this research is PT. Dreamaxtion International Technology by taking research online via chat through direct employees at PT. Dreamaxtion International Technology. PT. Dreamaxtion Teknologi Internasional is an integrated human resources solutions company committed to making recruitment and assessment better for employers, academics and talent. This company was founded in 2017 as a service and information technology in the field of Human Capital and technology-based self-assessment. Until now, PT. Dreamaxtion Teknologi Internasional has 2 offices in Jakarta, namely at One Pacific Place (SCBD) and Kelapa Gading. PT. Dreamaxtion International Technology has a superior product, Dreamtalent. Dreamtalent is an online psychometric testing platform for recruiting and predictive assessment. This platform can be accessed or used by both individuals and companies to find out their abilities and whether prospective employees are suitable in their fields. The role of dreamtalent at PT. Dreamaxtion International Technology as a place for managing employee data plays an important role and assists HRD in recruiting, training and placing employees in the company.

After 3 years of starting the business, PT. Dreamaxtion Teknologi Internasional doesn't have many permanent employees because recruiting permanent employees requires careful decisions from the CEO to the other employees. Prospective permanent employees cannot be just anyone because PT. Dreamaxtion Teknologi Internasional focuses on going international and holds individual data both in other companies and individuals themselves, obtained from Dreamtalent so that only people who are truly trusted and who have gone through many stages of selection will become permanent employees at PT. Dreamaxtion International Technology. The steps to becoming a permanent employee at PT. Dreamaxtion Teknologi Internasional are starting with filling out the Dreamtalent in the form of psychology quizzes and then becoming an apprentice, after the internship period ends, the staff up to the CEO will decide whether the employee can continue or not by becoming an apprentice within the company and then after that, the company enforces a work contract with the employee for 1 year and the employee becomes a permanent employee at Dreamaxtion. PT. Dreamaxtion Teknologi Internasional is active in recruiting apprentices to find the best talent from various regions to become employees and work in the company.

The validity period of apprentice employees at PT. Dreamaxtion International Technology is for 3 months. However, after 3 months of the internship period, interns can apply for an additional period of internship if they want to continue to learn more at Dreamaxtion. As apprentices, PT Dreamaxtion Teknologi Internasional also forms small groups so that apprentices do not have to work independently on assigned tasks and do not feel burdened.

Therefore, teamwork is also an important factor used at PT. Dreamaxtion Communication Technology. A good atmosphere, an open leader, accepting all suggestions from subordinates to upper level staff and the teamwork that is enforced make this company one of the ideal companies to add to the experience of young people to gain work experience, gain new knowledge and even add to relationships. However, like other companies, PT. Dreamaxtion also has problems with employee turnover.

Researchers have conducted a pre-survey through interviews that have been conducted with one of the employees of PT. Dreamaxtion International Technology via chat, the company recruits apprentices and applies an internship period of 3 months. However, according to the employee/recruitment staff at the company, not a few apprentices leave the company before their internship period ends. With the entry and exit of apprentice employees at PT. Dreamaxtion International Technology, will create its own problems in the company. The polemic that occurs will result in high turnover in the company. After getting anxiety from employees at PT. Dreamaxtion International Technology, Researchers began to ask, what are the basic things that can cause this problem to occur. The researcher wishes to conduct interviews with employees who choose to leave before their internship ends to get more information, why or what reasons can make interns want or decide to leave before their internship ends. However, the researcher's request was rejected by the recruitment employee for the reason that it was company data. However, recruitment employees released data on apprentices who chose to leave the company before the expiration of their apprenticeship, there were 4 out of 46 apprentices who were recruited.

PT. Dreamaxtion Teknologi Internasional has a problem with some apprentices choosing to leave before their apprenticeship ends, in other words apprentice turnover. To answer this problem, researchers conducted research at PT. Dreamaxtion International Technology what things affect employee turnover in the company. Does the leadership factor also influence interns choosing to leave the company or is it the improper placement of the team so that the teamwork doesn't go well that makes the interns decide to leave. Researchers will also conduct research whether the turnover of interns affects the performance of other teams in the company.

According to (Sulamuthu & Yusof, n.d, 2018) the majority of the studies had identified a negative relationship between leadership style and employees' turnover intention in various fields of industries. (Hadi Wibawa & Soedarsono, 2016) teamwork has no significant effect on turnover intention. They suggest that based on the results of their research, there is no relationship between leadership style and teamwork on employee turnover intention. However, according to (Kim Siew, 2017) the transformational leadership style has contributed the most to turnover intention within SMEs in Malaysia if compared with transactional leadership style. (Zaheer et al., 2019) teamwork perceptions positively affect turnover intentions. Kim Siew and Zaheer put forward the opposite fact that leadership style and teamwork have the most contribution to turnover intention. After seeing the results of the literature study, the researcher decided to conduct further research on the effect of leadership and teamwork on employee turnover in order to find out how much influence leadership and teamwork have on employee turnover. As well as how much influence employee turnover has on team performance at PT. Dreamaxtion International Technology.

To see an increase in employee performance in a company, it is important for superiors or leaders to provide support and value for employee efforts in contributing to the company by paying attention to employee welfare. Team performance at PT. Dreamaxtion International Technology can be assessed from the completion of the tasks given and participation in contributing to the company.

RESEARCH METHOD

Conceptual Research Method

The conceptual model is an overview of the concept of thinking about the relationship between variables that are believed to have an impact on other variables based on the theory in the literature review. This method was derived from four literature reviews, namely:

1. The concept of the first model. According to Liu et al (2020) in his research "Modeling leadership and team performance: The mediation of collective efficacy and the moderation of team justice" states that the efficacy of complete freedom mediates the relationship between charismatic leadership and team performance and between attentive leadership and team performance. This was clarified again by Kindarto et al (2020) in his research "Full Range Leadership Styles and Government IT Team Performance: The Critical Roles of Follower and Team Competence" that transformational leadership is directly and indirectly related to team performance in the expected positive direction. Transactional leadership is largely ineffective, whereas passive/avoidant leadership has a complicated relationship with positive (direct) and negative (indirect through content) team performance.
2. The concept of the second model. The researcher conducted a literature study and found that according to Sulamuthu & Yusof (2018) in the research title "Leadership Style and Employee Turnover Intention" that the leadership style variable has a negative effect on employee turnover. This is reinforced by the results of research from Aldarmaki & Narimah (2019) with the research title "Leadership Style and Turnover Intention: The Moderating Role of Supervisor Trust" which states that the Leadership style variable has a negative relationship to turnover intention.
3. The third model concept. According to Weimar et al (2017) in his research "The Influence of Teamwork Quality on Software Team Performance" he concluded that the quality of teamwork is significantly related to team performance, as assessed by team members and stakeholders. This is explained in detail in the research "Relationship between perceived teamwork effectiveness and team performance in the banking sector of Serbia" (Berber et al., 2020) that factors such as innovative behavior of team members, quality of teamwork, and teamwork synergy have a relationship positive with teamwork performance.
4. The fourth Model Concept. Based on research from Osman et al (2016) with research "The Dynamic Role of Social Exchange and Personality in Predicting Turnover Intentions among Professional Workers" it is concluded that teamwork develops high commitment among team members and two-way communication encourages feedback, job expectations clear, and maintain a long-term relationship (turnover). This is reinforced by the conclusions of Hidayah & Chaerudin (2020) with the research title "The Influence of Workload, Work Environment and Teamwork Against Turnover Intention Which Mediated Through Organization Commitment (Case Study on Employee At Pt. Multipro Jaya Prima)", stating that the variable teamwork has a positive influence or influence on employee turnover.

Research Instrument

In this study there are four variables including Leadership, Teamwork, Turnover, and Team Performance and these variables are measured with a Likert scale measurement scale with a scale consisting of 1-5. This scale measures the opinion or perception of respondents based on their level of agreement or disagreement. The data generated from the Likert scale research instrument is an ordinal type that uses ranking (Priyatno, 2009). Researchers also get another definition regarding the Likert scale, which is a measurement used to show opinions on the agreement or disagreement of respondents, which begins with a statement.

Sample

The sample is part of the selected population or follows a certain procedure so that it can represent the population. Sampling in this study was a non-probability sampling or non-random sampling technique, namely individuals or respondents taken from the population were selected deliberately with certain considerations so that not all populations have the opportunity to become potential respondents (Purwanto & Sulistyastuti, 2017: 37-47). In this study the approach taken was a purposive sampling approach, sampling based on research needs, namely only individuals who worked at PT Dreamaxtion Teknologi Internasional and researchers obtained data by distributing questionnaires through the Google Form, which later the answers from the results of distributing the questionnaires would be used for academic purposes only. In the distributed questionnaires, researchers can collect data on the variables of Leadership, Teamwork, Turnover, and Team Performance at PT Dreamaxtion Teknologi Internasional. Determination of the sample in this study is the minimum sample size of 60 samples. So the minimum sample size in this study is 60 samples.

RESULT AND DISCUSSION

Leadership Has a Significant Influence on Team Performance

Based on the results of the research in the previous chapter, it shows that leadership has a significant effect on team performance at PT Dreamaxtion Teknologi Internasional with a t count of 4.222. Causal indicators can be identified through the results of the Pearson correlation where the indicators that have the highest value on the dimension of inspirational motivation are leaders who allow seeing problems for learning opportunities (**K1.1**) and leaders who encourage solving problems with a cool head (**K1.5**) and on dimensions intellectual stimulation with the leader who gives directions regarding the work to be carried out (**K2.1**) and the leader who listens to the ideas of his employees (**K2.5**) these four statements become items that influence the performance of the PT Dreamaxtion Teknologi Internasional team on the leadership variable.

This is in line with research conducted by Kindarto et al (2020), entitled "Full Range Leadership Styles and Government IT Team Performance: The Critical Roles of Follower and Team Competence." different effectiveness as direct and indirect predictors of team performance. Even though there is a slight difference in the results between this study and previous research, in general it can be interpreted that the leadership variable has a significant influence on team performance.

Teamwork Has a Significant Influence on Team Performance

Based on the results of the research in the previous chapter, it shows that teamwork has a significant effect on team performance at PT Dreamaxtion Teknologi Internasional with a t count of 3.121. With the highest Pearson correlation results on the Interacting with Teammates dimension, that is if each team member contributes both mind and energy (**TW1.2**) and if there is trust between one another (**TW1.4**). Whereas on the Conflict Management dimension, namely finding a solution together on each problem (**TW 2.5**) and being responsible for the quality of work (**TW 2.2**). The four statements are items that affect the performance of the PT Dreamaxtion Teknologi Internasional team on the teamwork variable.

The results of research conducted by Weimar et al (2017) show that the results of teamwork quality are significantly related to team performance. And this research is in line with research conducted by Hwang (2018) whose research results state that good teamwork is likely to result in higher team performance and satisfaction. Thus, in general it can be interpreted that

the teamwork variable has a significant influence on team performance.

Turnover Does Not Significantly Affect Team Performance

Based on the results of the research in the previous chapter, it shows that turnover has no significant effect on team performance at PT Dreamaxtion Teknologi Internasional with a t count of 1.152. With the results of the Pearson correlation, although the highest score is on the Job Embeddedness dimension, employees will leave this company if there is an offer from another company that provides a higher salary (**TO1.1**) and employees are happy with their current job because it suits their abilities (**TO1.4**). Meanwhile, on the Commitment dimension, employees feel that this company has contributed a lot to my life (**TO 2.5**) and it is the employee's wish to continue working at this company (**TO 2.3**). These four statements are items that do not affect team performance even though they have the maximum value in each dimension in PT Dreamaxtion Teknologi Internasional on the variable turnover.

The results of this study are in line with research conducted by Barreira et al (2019), whose research results state that they cannot find an effect of a higher turnover rate on team performance. Even though there is a slight difference in the results between this study and previous research, in general it can be interpreted that the turnover variable can have an influence or can mediate on team performance depending on the company itself.

Discussion of Test F

Based on the results in the previous sub-chapter, when the test was carried out simultaneously it showed that in equation one, the leadership and teamwork variables simultaneously had a significant effect on the turnover variable and in equation two, a follow-up test was carried out and found that the leadership, teamwork, and turnover variables were simultaneous effect on team performance. In other words, the turnover variable can intervene in the team performance variable.

Discussion of Multiple Linear Regression Tests

From the calculation of the coefficient table, it is found that multiple linear regression (Path Analysis), the conclusions are as follows:

1. In the path analysis test, it is known that the turnover variable is unable to intervene in the team performance variable, so that the leadership variable and teamwork variable have a direct effect on team performance.
2. After retesting using the Sobel test, it can be seen that the turnover variable is able to intervene in team performance variables, so that the leadership and teamwork variables do not have a direct effect on team performance.
3. By carrying out these two tests, it can be concluded that each company in assessing and improving team performance can have different results and return to the company itself. Turnover can intervene in team performance, it can also not intervene.

CONCLUSION

The purpose of this study was to determine how much influence leadership and teamwork have on team performance, and whether turnover can interfere with PT Dreamaxtion Teknologi Internasional's team performance. In this study, data were obtained by distributing questionnaires to 60 respondents with certain criteria, then the data was then processed using a statistical analysis tool in the form of a program, namely SPSS 20.0. The results of the data processing are summarized as follows: The leadership variable (X1) has an influence and is significant on Team Performance (Y) of PT Dreamaxtion Teknologi Internasional with Tcount

(4.222) \geq Ttable (2.002) and a significance value of $0.000 < 0.05$. The teamwork variable (X2) has an influence and is significant on Team Performance (Y) at PT Dreamaxtion Teknologi Internasional with Tcount (3.121) \geq Ttable (2.002) and a significance value of $0.003 < 0.05$. Turnover variable (Z) has no effect or does not intervene simultaneously on PT Dreamaxtion Teknologi Internasional Team Performance (Y) with Tcount (1.152) $<$ Ttable (2.002) and a significance value of $0.254 > 0.05$.

Managerial advice is a combination of management components that can contribute to the level of productivity and efficiency of a company. Based on the research results that have been discussed in the previous chapter, produce managerial suggestions that can be applied and are expected to make a practical contribution to the management of PT Dreamaxtion Teknologi Internasional. Based on the results, it can be seen that the variables of leadership and teamwork have a significant influence on performance, either by testing partially or simultaneously. But the turnover variable cannot intervene or affect team performance.

Based on the conclusions obtained in this study, the researcher can provide several suggestions that can be implemented and are expected to be useful and make a good contribution to the management of PT Dreamaxtion Teknologi Internasional as the object of this research. This suggestion is given based on the highest and lowest average indicator values of each dimension. In the Leadership variable, there are two dimensions and ten statement indicators that represent the formation of team performance at PT Dreamaxtion Teknologi Internasional. Based on the respondents who are scattered with the age group of teenagers to adults between 19-26 years or as many as 60 respondents. The results obtained from the inspirational motivation dimension among all statements obtained the highest score on the indicator **(K1.1)** with the leader's statement that allows seeing problems for learning opportunities. The researcher suggests to the management of PT Dreamaxtion Teknologi Internasional to maintain the existing leadership, so that employees continue to learn from problems that have occurred and the same problems do not occur, which are likely to have an impact on the company's management. While the lowest score is on the indicator **(K1.3)** with my leader's statement showing me that he recognizes my achievements. This illustrates that the management or leaders of PT Dreamaxtion Teknologi Internasional do not or lack appreciation for their fellow employees, so researchers can provide advice for management to give more appreciation for the performance of their employees. For the intellectual stimulation dimension, the highest score is on the indicator **(K2.1)** with the leader's statement giving directions regarding the work to be carried out. This is a positive value for management with information about the tasks assigned, can easily improve team performance, so researchers suggest management to always provide clear directions so that team performance can be maintained. And based on the lowest indicator value **(K2.4)** found in the leader's statement, I always give suggestions that are different from the others. Based on this, the researcher suggests company management to be more creative and innovative or listen to solutions from other colleagues so that they can propose suggestions that may be different for each problem.

On the Teamwork variable in the dimension of interacting with teammates with the indicator **(TW 1.2)** producing the highest score with the statement my team contributes both energy and thought to each other. It can be seen from the results obtained that in teamwork, all group members work together so that the researchers suggest maintaining this point because team performance will continue to be maintained. While the lowest score with the indicator **(TW1.5)** in this case states that I always take over the leadership of the group. It can be seen based on the results of this study that PT Dreamaxtion Teknologi Internasional's teamwork already has good team performance because in teamwork, no one takes over each other so that fights within the team can be avoided. While on the conflict management dimension the highest

score is **(TW2.5)** with the statement that my team is looking for a joint solution to every problem, the researcher suggests to the management to continue working by forming a team or it can be said that the team owned by PT Dreamaxtion Teknologi Internasional have a healthy team. While the lowest score with the indicators **(TW 2.3 and TW 2.4)** with the team's statement, I respond if there is a fight in the team and I am willing to give in so as not to prolong the problems that exist in the team. This indicates that the team members still have to have the right leader so that they can mediate problems and be able to decide what solutions will be taken in the future.

The Turnover variable produces the highest value on the job embeddedness dimension through the indicator **(TO 1.1)** with the statement I will leave this company if there is an offer from another company that pays a higher salary. In determining team performance in a company, it can be seen through the team, that employees will be more loyal if they have income or benefits that match their expectations. Therefore, in order to improve team performance, management can negotiate more deeply regarding this compensation or build a good and pleasant atmosphere in the work environment. While the lowest score on the indicator **(TO1.5)** is this company is the company where I achieve my career goals. Based on the results obtained, that the company has good career prospects, so the researchers suggest giving more feedback or appreciation to employees in terms of career paths. While the highest score is on the commitment dimension, namely on the indicator **(TO2.5)** with me feeling that this company has contributed a lot to my life. This can be both a threat and an advantage in the company. Thus, researchers can suggest to management to be able to explain or provide appropriate feedback to employees so that employees work sincerely without having to feel indebted to the company. While the minimum score is in the statement I find it difficult to leave this company for fear of not getting a job opportunity elsewhere **(TO2.4)**. Based on the results obtained, the researchers suggest management to be able to share connections or be able to invite employees to participate in collaborating with other companies.

In the Team Performance variable, the results obtained from the discipline dimension among all statements obtained the highest score on the indicator **(KT1.1)** with the statement I obey the rules set by the institution. Researchers suggest to management to retain existing employees, so that performance can be maintained and to be more selective in order to get employees who are in accordance and comply with company rules. While the lowest score is on the indicator **(KT1.2)** with the statement I feel that leaders who dare to act decisively apply punishment will be recognized by their leadership. This illustrates that it does not require a firm leader to maintain team performance, so researchers can suggest that leaders maintain their attitude because with the current actions and attitudes, employees feel satisfied and can be seen with their performance. For the co-worker dimension, the highest score is on the indicator **(KT2.1)** and I feel that employee discipline will be created if human relations within the agency are going well. This is a positive value for management with good relationships or socialization, can increase high team performance, so researchers suggest management to give a certain time to socialize as an example of company gathering. And based on the lowest indicator score **(KT2.2)** found in the statement I feel comfortable being paired with anyone in the work group. Based on this, the researchers suggest that in forming a team, leaders or management can pay attention to this matter more carefully because, if forced to be paired in a team, team performance will decrease and have an impact on the company itself.

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