

THE INFLUENCE OF TEAMWORK AND LEADERSHIP STYLE TOWARDS EMPLOYEE PRODUCTIVITY IN RETAIL STORE

Sephia Jasmine, Charly Hongdiyanto
Universitas Ciputra Surabaya Indonesia

JEE
12, 2
Received, August '23
Revised, September '23
Accepted, September '23

Abstract: Employees are one of the most critical assets considered the driving force of operations in a company. Many companies can determine their success by paying attention to employee productivity. In the retail store, the employee's productivity relates to how employees can carry out daily operational to-do list targets, punctuality, and initiative. Several factors, such as Leadership, teamwork, and environment, can influence employees' productivity in a company. The support of the organization is critical in creating a comfortable environment for the employees to work. Trust can be given through Leadership and a comfortable co-team. With the proper support from the externals, the employee can perform better on the work. This research was conducted to analyze the effect of teamwork and leadership style on employee productivity with trust as a mediator. This research was conducted quantitatively, and the data will be analyzed using PLS. The subject includes employees of a store. The sampling technique used is saturated sampling. The results of this study indicate that trust mediates the effect of leadership style on employee productivity. In addition to the mediation test, it can be concluded that trust mediates the effect of teamwork on employee productivity.

Keywords: employee productivity, leadership style, teamwork, trust

INTRODUCTION

The retail industry is a business by which a producer delivers a product or service to a customer (Amadeo, 2021). The retail industry works in that a manufacturer will send the goods to the retailer and sell the goods to a customer through a platform. According to Naseri (2021), the retail market is a business that comprises all operations involving the direct sale of products or services by a corporation to the customer, which are often purchased for personal or family use. Retailers can work in both retail and institutional settings. They both have one thing in common: many small transactions. Instead, the wholesale market works between businesses (rather than indi-

vidual customers); some corporations perform both functions concurrently. Typically, the activities engaged in the retail industry may be classified into three distinct macro-areas (Hameli, 2018); the first is food items, which encompasses all activities that involve the distribution of food and associated products to customers. Second is consumer goods encompass include that sell products, many of which are used over time. The thirds are long-lasting products which include activities that provide consumers with longer-lasting products such as household appliances, furniture, or cookware.

Employee productivity is critical to any organization to ensure the employee can perform the best result for the company. According to Jarrar (2020), competence and psychological

*Corresponding Author.
e-mail: charly@ciputra.ac.id

relatedness can motivate the individual to initiate behavior to optimize the function and growth of the business. The success of an organization is affected by employee productivity, which is a factor in the organization's financial performance. In contrast, improved employee productivity positively affected organizational financial performance. Rehman et al. (2018) stated that Employees' efforts and engagement determine organizational productivity. In an organization, employees are considered the most valuable asset that the company has. In the retail industry, the employee's productivity is measured by the employee's discipline, punctuality, and initiative.

Toko Murah itself was founded in 1995. Toko Murah is a distributor, supplier, and trading company that sells food products, beverages, and all the goods people need in wholesale and retail. Along with the region's rapid development, many competitors demand that the company immediately change the sales system to a more modern one. Still, they need to eliminate the advantages of the previous system. The researcher has interest in analyzing Toko Murah Labuan Bajo since the researcher will become one of the family business successor in the future. Therefore, it is important for the business successor to understand and provide solutions in overcoming problem at Toko Murah Labuan Bajo.

According to Ciulla (2020), the leadership management of a business help to determine and shape its success of a business. The primary role of Leadership is to help arrange for the employees to work by the company's goal. The organization consists of employees who join to work under the same management. The employees are expected to work as a team to ease the work. The retail industry is a business that also requires coordination of leadership

and employee teams. The retail industry has an enormous scope of work and involves a lot of cooperation and coordination. Based on the previous journal by Zaman (2019) found that the best leadership style used in the current condition is transformational Leadership. Transformational Leadership focuses on creating difference and value for other people and not only on gaining profitability or personal interest. Based on that finding, the indicators and leadership style used in this research is Transformational Leadership. According to Build et al. (2019), the indicators of Transformational Leadership are Visionary, Supportive, Team Focus, Critical, Charismatic, and Professionalism.

In the organization, the employees are expected to work both individually and on a team. Although individual performance is essential, teamwork helps the company achieve its goals better. According to Chapman et al. (2022), the finding in research found that the support of teamwork in an organization can engage trust among employees, which leads to higher productivity in the organizations. Atatsi et al. (2019) also found that teamwork is one of the most critical factors affecting employee productivity.

A team is a collection of employees directed by a team leader or responsible for teaching all members to maximize productivity by providing advice, direction, encouragement, and inspiration so that any allocated responsibilities may be completed successfully (Lacerenza et al. 2018). Teamwork is a way for organizations to group individuals to help and complement each other in achieving the main goals. In a team, usually, the employees are formed with employees who have different characteristics, but they have the same goals and adequate capabilities to perform the job (Sanyal & Hisam, 2018). The team is formed to ease up the individual works, where the teams can achieve

more targets than the employees working individually.

Costa et al. (2018) defined teams as people collaborating to complete a job or project. A team is a distinct group of two or more individuals that engage dynamically, interdependently, and adaptively toward a valued objective and mission, each allocated to execute a specific function or task with a finite life-span of membership. Similarly, Kozlowski (2018) defined a team as a group of two or more people who work together to fulfil and achieve a common and particular goal. An employee team is a group of people who are interdependent in their work and share responsibility for the desired outcomes. Each team member needs to collaborate with each other in order to achieve the expected goals. The teams' success relies on individual capabilities to work with each other.

Based on the previous research by Dahmardeh and Nastiezaie (2019), trust significantly affects employee performance. Trust can make the employees increase their participation and commitment. The employees feel supported and engaged with the work in the organizations. More than a company's leader's support is needed to make the employees more committed. Interpersonal things such as trust can make the employees have better relationships with their leaders and co-working teams (Rezvani et al., 2019).

Trust is defined as individual beliefs regarding the dependability and reliability of another person. Trust is the individual's belief regarding others' ability to do a task (Kloutsiotis & Mihail, 2018). Trust includes the confidence to believe in the other person to perform regarding their expected expectation. Trust can be interpreted as an individual willingness to trust other people or things regarding thinking of good intentions and honesty of other

parties in implementing competencies and reliability toward their relationship with one another (Iqbal et al., 2019). Trust is very crucial in the relationship between two or more parties. The foundation of trust is essential to ensure continuous expectation and willingness to keep the competencies.

The environmental support of leaders and teamwork is crucial for the employee's convenience at work. The research was conducted to help Toko Murah Labuan Bajo resolve the business problem. Currently, employee productivity is declining as there have been 16 employees in the company who decided to resign in the past 5 months. The research aims to identify the factors that affect employee productivity hampered by resignation.

In this research, the Grand Theory used is Social Exchange Theory. Social Exchange Theory argues that all human connections are shaped by subjective cost-benefit, which is rooted in three vital areas: economics, psychology, and sociology (Almaaitah et al., 2017). In addition, the interactions between parties are usually seen as mutually dependent and contingent on the actions made by the other person. According to Almaaitah et al. (2017), social exchange is a negotiated exchange between parties in which both parties take responsibility for and strongly depend on each other. A social exchange relationship in a typical work setting determines the continuous retention or termination of a contract from either party. In this research, the social exchange theory will apply to psychology and sociology: implementing employee conditions based on Leadership, team, and trust. The employees need a solid fundamental relationship with their leader and team members to perform well. The relationship between the leaders and the team will be mediated through trust. The employees need to feel

secure and build trust in the work environment. The success of trust building will strengthen employee relationships with leaders and teams to increase their work productivity (Jena et al., 2018).

Relationship between Teamwork toward Trust

When people work together in an organization or a team, each individual knowledge, skill, and ability are combined to achieve goals. Members of effective teams trust each other, and they also exhibit trust in their leaders. Interpersonal trust among team members facilitates cooperation. trust among the team members comes when members of the teams develop confidence in each other competence. According to Fulmer (2021), there is a positive relationship between team performance and trust. Alabi (2021) stated that trust in the team helps to build a stronger bond between members. Trust is an inevitable aspect when the individual is working with other people. Without trust, the team would not be able to work altogether. Kashif et al. (2021) found that trust positively affects teamwork. Trust helps the employee's ability to have a positive relationship with the existing co-members in order to work together with each other. Therefore, the suggested hypothesis is H1: The team work affects the employee's trust.

Relationship between Leadership toward Trust

Leadership is the anchor of the organization to direct and navigate the employee's accordance with the goals. The leader's job is to give a sense of encouragement and trust among the employees. A supportive leader can engage and foster trust in the hierarchy and fellow employees. According to the previous research

by Phong et al. (2018), Leadership positively affects employee trust. Syakur et al., (2020), an effective transformational leadership style, were able to create mutual trust in the relationship between leaders and employees. To execute the specified task in a collaboration situation, team members collaborate and rely on the skill and professionalism of other team members. Members of a team who have yet to build cognitive trust among themselves are unwilling to put up additional effort to coordinate their activities in order to complete the task at hand. (Höddinghaus and Hertel, 2021). Therefore, the suggested hypothesis is H2: The leadership style affects the employee's trust.

Relationship between Trust toward Employee's Productivity

Trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance of employees. The development of trust within the organization is the responsibility of the individuals. Creating a conducive and trustable environment for synergistic teamwork is the responsibility of organizations. Mistakes minimization, quality outputs, increase in productivity, and customer satisfaction is the variety of criteria through which the team performance is measured (Kloutsiniotis & Mihail, 2018). Tate et al. (2021) found that trust affects employee productivity. Trust makes employees believe in the direction that impacts employee productivity because they are able to perform better. Jaðkeviðiùtë (2021) trust helps to increase employee's commitment and reduce their desire to leave the company. Trust has led to employees' higher commitment to work and employee productivity. According to Zakaria et al. (2021), a recent study found that employee

trust has significantly affected employee productivity. Therefore, the suggested hypothesis is H3: Trust affects employee productivity.

Relationship between Teamwork toward Employee's Productivity

Teams have a significant influence on employee performance and the organization's future. According to the research on the issue, the notion of teams is beneficial in facilitating organizational growth and improving employee performance. Said, the major goal of teamwork is to use an effective way to increase employees' occupational performance as well as their personal abilities and talents that fulfil workplace needs. The relevance of teamwork in the organization depicts that the idea of two or more people tends to be better than the concept of one individual, that the result of a team is much better than all the rest of its parts (individual members), that members of the team could indeed completely trust each other, that they might help each other, and that working in a team can cause interaction to be built up well, resulting in positive changes. Therefore, the suggested hypothesis is H4: The team work affects the employee's productivity.

Relationship between Leadership toward Employee Productivity

The leader's function in a team is to organize and lead the employee's in their work. With adequate surveillance and direction, the employees can perform and meet the organizational expectation. The leader exists to help the employees on making maximal contributions toward the team and company. Recent studies by Saha et al. (2018) found that Leadership has significantly influenced employee productivity

in organizations. Ali et al. (2021) found that Leadership has positively affected employee productivity. With good Leadership, the employee can have clear direction to make their work better and more productive. Agustina and Kristiawan (2021) also support the recent finding that Leadership has significantly affected employee productivity. The employees need to be directed and taught by the leaders to work correctly. The leader has the job of guiding the employees to work better and meet the company's standards. Therefore, the suggested hypothesis is H5: The leadership style affects the employee's productivity.

METHOD

The research was conducted with quantitative methods. Expatiating on this definition, Bloomfield and Fisher (2019) describe quantitative research methods as the explaining of an issue or phenomenon through gathering data in numerical form and analyzing with the aid of mathematical methods, in particular statistics. In this research, the data that has been gathered will be analyzed using PLS. The research uses trust as mediating variable. A mediating variable explains the association between the independent and dependent variables. The research use Toko Murah Labuan Bajo as the research object. The characteristic of retail stores is the retail business will deal directly with consumers. Retail businesses need to have a product payment system and process that is not complicated, fast, and easy. Being involved in the retail business also means understanding market price competition in order to provide the best price for consumers and get maximum profit. Many retail businesses provide more services in reaching consumers such as providing offline and

online stores, shopping consultations, and many other extra things. In this research, the subject is the employees working at Toko Murah Labuan Bajo, which consists of 53 people. The data will be gathered through a Survey, in which the respondent will be given sets of questions in printed papers to record their answers. The survey is a technique of gathering information by having respondents fill out a list of questions. The questions given will be close-ended. The questionnaire will be distributed among private company employees and measured using a Likert scale.

The validity test is used to determine the questionnaire's validity. The convergence validity determines the correlation between the index and variable scores. Suppose the loading factor is more significant than 0.7, and the average variance extracted (AVE) is more significant than 0.5. In that case, the indicator is considered adequate, and it can be concluded that it meets the convergence validity criterion (Sobri et al., 2019). Reliability is the degree of accuracy of testing tools in measurement settings. To use all metrics as a

measurement instrument for their respective systems, the total reliability value must be greater than 0.7. Cronbach's alpha is a statistical method for assessing the reliability of testing instruments by measuring internal accuracy (Sobri et al., 2019).

Internal model testing is also known as structural model testing. The inner model aims to analyze the present values to identify the effect of the independent factors on the dependent variable. The extent of the influence that the dependent variable contributes and the significance of the predictions may all be utilized to establish the model's inner fit. This model may be tested using the contribution of R-square (R^2) or the coefficient of determination and direction coefficients (Abdullah & Hartono, 2015). R^2 measures the importance of the independent variable (X) in characterizing the dependent variable (Y) and the mediating variable (Z) (M). In the test, the R^2 value will be between 0 and 1. If R^2 is greater than 0.5, it is considered good. In comparison, the more the R^2 value gets to 1, the better the study model is

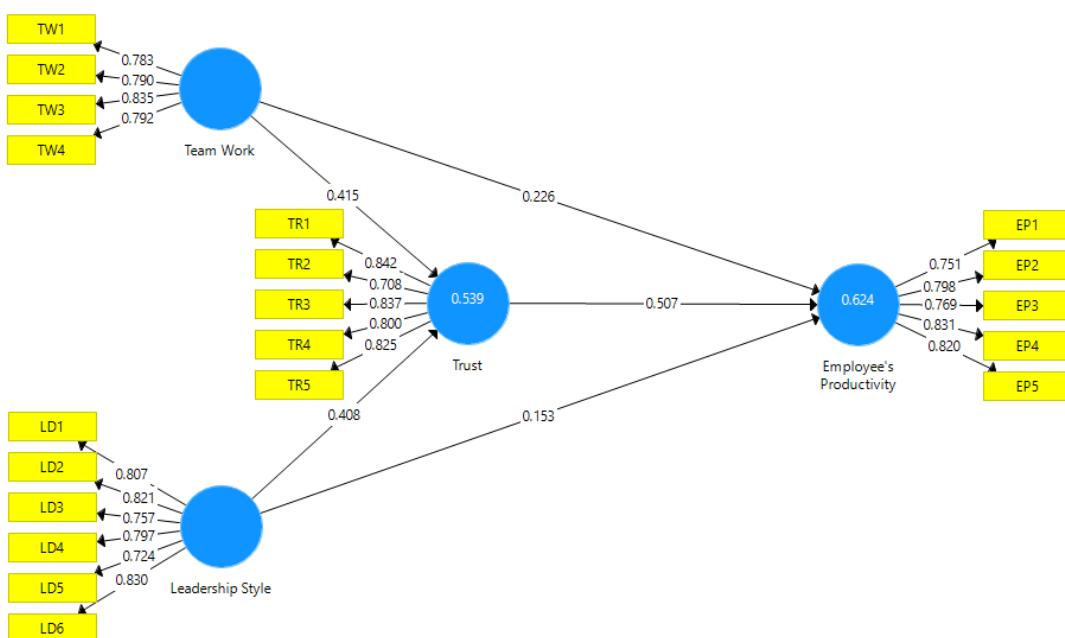


Figure 1 PLS Analysis Model

for the independent variables to describe the dependent and mediating variables.

A hypothesis is a swift response to the study's objectives (Dutta et al.,2020). The outcome of hypothesis testing will be a research decision on whether to accept or reject the hypothesis. In order to have a significant effect on other factors while testing this assumption, the t-test value must be more than 1.96. Furthermore, if the calculated t - value is less than 1.96, the variable is believed to have no impact on other variables. In this study, the amount of hypothesis testing is positive, with an alpha value of 5%.

Each variable in the core notion of SEM analysis may have a moderating effect on the relationship between the independent and dependent variables. The dependent variable (X) can influence the mediating variable (M), and the mediating variable (M) can affect the dependent variable (X) (Y). The mediation impact

of the independent variable on the dependent variable is examined via mediation testing. This mediation test paradigm is classified into three types: complete mediation, partial mediation, and no mediation. The research model is shown in Figure 1.

RESULTS

All items on the questionnaire in this study can be extracted perfectly and have a loading factor value > 0.7 . The analysis shows that the items used in this study have an excellent ability to explain constructs. The result shows that the study indicators have already passed and are considered valid according to convergent validity. In order to be considered valid, the value of AVE must be greater than 0.5. The analysis result indicates that all data variables have passed the criteria, where all AVE values are more significant than 0.5.

Table 1 Outer Loading

	Employee's Productivity	Leadership Style	Team Work	Trust
EP1	0.751			
EP2	0.798			
EP3	0.769			
EP4	0.831			
EP5	0.820			
LD1		0.807		
LD2		0.821		
LD3		0.757		
LD4		0.797		
LD5		0.724		
LD6		0.830		
TR1				0.842
TR2				0.708
TR3				0.837
TR4				0.800
TR5				0.825
TW1			0.783	
TW2			0.790	
TW3			0.835	
TW4			0.792	

The finding of the Fornell Larcker test criterion has been met following the standard. All variables are valid because each variable's AVE root value is greater than that variable's correlation value to other variables. As a result, all of the variables analyzed have passed the discriminant validity. The loading value of a construct is greater than the loading value of the construct on other constructs. The analysis indicated that all variables had passed and completed the standard testing. In conclusion, all data variables can be used and considered valid since they have already passed the convergent and discriminant validity tests.

The composite reliability result is considered reliable if the value exceeds 0.7. The next test conducted to test the data reliability is Cronbach Alpha, where the data is considered valid if the variable value is more significant than 0.6. All variables are reliable because the composite reliability value is more significant than 0.7 or Cronbach's alpha is greater than

0.6. According to the composite reliability and Cronbach Alpha results, it can be known that the data used in this research are dependable.

On the hypotheses proposed, H1: Teamwork affects the employee's trust. According to Table 3, Team Work has a significant positive effect on trust because the t statistics value is 2.785. The result shows that teamwork positively affects trust since the result of the t-statistic value is greater than 1.96, and the p-value is 0.006, which is smaller than 0.05. The conclusion of the first hypothesis, teamwork has a significant and positive relationship with the employee's trust. This finding is supported by Sanyal et al. (2018), where teamwork affects employees' trust. Dahmardeh and Nastiezaie (2019) stated that teamwork could increase employee commitment, engagement, and trust.

On the hypotheses proposed, H2: The leadership style affects the employee's trust. According to Table 3, Leadership style has a significant positive effect on trust because the t

Table 2 AVE

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee's Productivity	0.853	0.854	0.895	0.631
Leadership Style	0.879	0.884	0.909	0.625
Team Work	0.813	0.816	0.877	0.640
Trust	0.862	0.865	0.901	0.646

Table 3 Path Coefficient Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Team work (X1) trust (Z)	0.415	0.415	0.149	2.785	0.006
Leadership style (X2) to trust (Z)	0.408	0.407	0.159	2.558	0.011
Trust (Z) employee's productivity (Y)	0.507	0.494	0.135	3.763	0.000
Team work (X1) employee's productivity (Y)	0.226	0.224	0.104	2.168	0.031
Leadership style (X2) to employee's productivity (Y)	0.153	0.170	0.135	1.135	0.257

statistics value is 2.558. The result shows that leadership positively affects trust since the result of the t-statistic value is more significant than 1.96, and the p-value is 0.011, which is smaller than 0.05. The second hypothesis concludes that leadership style has a significant and positive relationship with the employee's trust. This finding is supported by Jena et al. (2018) and Phong et al. (2018), who found that leadership style affects employee trust. According to Islam et al. (2021), a leader can cultivate the employee's trust in the organization to increase employee engagement in work.

On the hypotheses proposed, H3: Trust affects employee productivity. According to Table 3, trust has a significant positive effect on employee productivity because the t statistics value is 3.763. The result shows that trust positively affects employee productivity since the result of the t-statistic value is more significant than 1.96, and the p-value is 0.000, which is smaller than 0.05. The conclusion of the third hypothesis is, trust has a significant and positive relationship with the employee's productivity. This finding of research supported by Braganza et al. (2021), where trust is founded, significantly affects employee productivity. Another research by Jena et al. (2018) also found a positive relationship between employee trust and productivity. Kloutsiniotis and Mihail (2018)

stated that with trust, employees are easier to direct, which leads to better work productivity.

On the hypotheses proposed, H4: Teamwork affects the employee's productivity. According to Table 3, team work has a significant positive effect on Employee Productivity because the t statistics value is 2.168. The result shows that teamwork positively affects employee productivity since the result of the t-statistic value is more significant than 1.96, and the p-value is 0.031, which is smaller than 0.05. The fourth hypothesis concludes that teamwork has a significant and positive relationship with the employee's productivity. Jama (2018) supports this finding by stating that teamwork significantly affects employees' productivity. Another research conducted by Mughal and Iraqi (2020) found that teamwork positively affects employee productivity. Teamwork will build mutual dependency where different people will unite to achieve similar goals (Suhaimi et al., 2018)

On the hypotheses proposed, H5: The leadership style affects employee productivity. According to Table 3, leadership style has no significant effect on employee productivity because the t statistics value is 1.135. The result shows that Leadership has no significant effect on employee productivity since the result of the t-statistic value is smaller than 1.96. Also, the p-value is 0.257, which is greater than 0.05. The conclu-

Table 4 Mediation Testing Table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership style (X1) -> trust (Z) -> employee's productivity (Y)	0.207	0.193	0.082	2.532	0.012
Team work (X2) -> trust (Z) -> employee's productivity (Y)	0.210	0.212	0.101	2.083	0.038

sion of the fifth hypothesis is, leadership has an insignificant effect on the employee's productivity. Ma and Jiang (2018) also found that leadership has negatively affected employee productivity. The research shows that transactional Leadership is more likely to show a positive relationship with increasing employee productivity. The finding is supported by Setiawan et al. (2021) and the research by Eliyana and Ma'arif (2019) that shows leadership style insignificantly affects employee productivity.

According to the mediation testing, it can be concluded that trust mediates the influence of leadership style on employee productivity. The t-statistic value is 2.532, which is greater than 1.96. The p-value is 0.012 of the test is also smaller than 0.05. Based on the conclusion of mediation testing, trust significantly and positively mediates the leadership style toward the employee's productivity. According to the mediation testing, it can be concluded that trust mediates the influence of teamwork toward employee productivity. Based on Table 4.11, the t-statistic value is 2.083, which is greater than 1.96. The p-value is 0.038, which is smaller than 0.05. Based on the conclusion of mediation testing, trust significantly and positively mediates teamwork toward the employee's productivity.

DISCUSSION

According to the result above, teamwork significantly affects employee productivity. Meanwhile, leadership style has no significant effect on employee performance. Teamwork and leadership style shows a significant effect in impacting employees' trust in an organization. Trust mediates the influence of leadership style on employee productivity. Trust also

mediates the influence of teamwork on employee productivity. This research indicates that the increased trust of the employees will also increase the employee's productivity.

Based on the findings, Toko Murah Labuan Bajo should focus on building teamwork and employee trust in increasing employee productivity. Since the leadership style cannot directly affect employee productivity, Toko Murah Labuan Bajo should explore other leadership styles more suitable for employee characteristics and behavior. In conclusion, Toko Murah Labuan Bajo should cultivate employees' trust in the organization to increase employee productivity at work. The business has to pay attention to employees' openness and communication in order to grow trust among the employees.

Based on the result of this research, Toko Murah Labuan Bajo should focus on cultivating employees' trust and teamwork in the organization. The employee's trust can be engaged through open communication, member acceptance, willingness to work together, and accepting constructive criticism. Teamwork in the organization can be engaged by ensuring that each employee already works according to their responsibilities and ensuring that employees can work together to achieve business goals together. Toko Murah Labuan Bajo should maintain teamwork and employee trust since it can influence employee productivity. Instead of focusing more on the currently applied leadership style, which is the transformational leadership style, Toko Murah Labuan Bajo should explore other leadership styles that are more suitable to be applied in the organization. Transformational leadership is not significantly affected employee productivity. The insignificant effect happens since the employee's characteristic is reluctant

to be directed. However, Toko Murah Labuan Bajo should explore more regarding the possibilities of applying transactional leadership, where it can be used as the essential mutual relationship between the employees and the management to increase employee productivity.

This research can be used as a reference to find the effect of leadership and teamwork with trust as mediation toward employee productivity. For future research, researchers can examine other variables other than leadership style and teamwork to measure students' employee productivity. Mediation other than trust can also be used to find the mediation effect between the independent variable(s) and the dependent variable. Future researchers can also examine different leadership styles toward employee productivity and trust.

REFERENCES

Abdillah, W. & Hartono, J. (2015). *Partial Least Square (PLS): Alternative Structural Equation Modeling (SEM) dalam Penelitian Bisnis*. Yogyakarta: Penerbit Andi.

Agustina, M. & Kristiawan, M. (2021). The Influence of Principal's Leadership and School's Climate on the Work Productivity of Vocational Pharmacy Teachers in Indonesia. *Online Submission*, 3(1), 63–76. <https://doi.org/10.33369/ijer.v3i1.11858>.

Alabi, J. T. (2021). Teamwork and Organizational Performance of Manufacturing Companies in Lagos Nigeria Simeon. *Hallmark University*, 152.

Ali, B. J. & Anwar, G. (2021). An Empirical Study of Employees' Motivation and Its Influence On Job Satisfaction. *International Journal of Engineering, Business, and Management*, 5(2), 21–30. <https://doi.org/10.22161/ijebm.5.2.3>.

Almaaitah, M. F., Harada, Y., Sakdan, M. F., & Almaaitah, A. M. (2017). Integrating Herzberg and Social Exchange Theories to Underpin Human Resource Practices, Leadership Style, and Employee Retention in the Health Sector. *World Journal of Business and Management*, 3(1), 16–34. <http://dx.doi.org/10.5296/wjbm.v3i1.10880>.

Amadeo, K. (2021). *The Retail Industry and Its Impact on the Economy*. The Balance. www.thebalance.com/what-is-retailing-why-it-s-important-to-the-economy-3305718,

Atatsi, E. A., Stoffers, J., & Kil, A. (2019). Factors Affecting Employee Performance: A Systematic Literature Review. *Journal of Advances in Management Research*, 16(3), 329–351. <https://doi.org/10.1108/JAMR-06-2018-0052>.

Bloomfield, J. & Fisher, M. J. (2019). Quantitative Research Design. *Journal of the Australasian Rehabilitation Nurses Association*, 22(2), 27–30. <https://search.informit.org/doi/10.3316/informit.738299924514584>.

Braganza, A., Chen, W., Canhoto, A., & Sap, S. (2021). Productive Employment and Decent Work: The Impact of AI Adoption on Psychological Contracts, Job Engagement and Employee Trust. *Journal of Business Research*, 131, 485–494. <https://doi.org/10.1016/j.jbusres.2020.08.018>.

Buil, I., Martínez, E., & Matute, J. (2019). Transformational Leadership and Employee Performance: The Role of Identification, Engagement and Proactive Personality. *International Journal of Hospitality Management*, 77, 64–75. <https://doi.org/10.1016/j.ijhm.2018.06.014>.

Chapman, G., Thomas, J. M., & White, P. (2022). *Making Things Right at Work: Increase Teamwork, Resolve Conflict, and Build Trust*. Chicago: Moody Publishers.

Ciulla, J. B. (2020). The Importance of Leadership in Shaping Business Values. In Mollie Painter & Frank den Hond: The search for ethics in leadership, business, and beyond (pp. 153–163). Cham: Springer. https://doi.org/10.1007/978-3-030-38463-0_10.

Costa, A. C., Fulmer, C. A., & Anderson, N. R. (2018). Trust in Work Teams: An Integrative Review, Multilevel Model, and Future Directions. *Journal of Organizational Behavior*, 39(2), 169–184. <https://doi.org/10.1002/job.2213>.

Dahmardeh, M. & Nastiezaie, N. (2019). The Impact of Organizational Trust on Organizational Commitment through the Mediating Variable of Organizational Participation. *Management Researches*, 12(44), 155–180. <https://doi.org/10.22111/jmr.2019.23818.3788>.

Dutta, S., Wei, D., Yueksel, H., Chen, P. Y., Liu, S., & Varshney, K. (2020). *Is There a Trade-Off Between Fairness and Accuracy? A Perspective Using Mismatched Hypothesis Testing: Proceedings of the 37th International Conference on Machine Learning* (pp. 2803–2813). PMLR. <https://proceedings.mlr.press/v119/dutta20a.html?ref=blog.salesforceairresearch.com>.

Eliyana, A. & Ma'arif, S. (2019). Job Satisfaction and Organizational Commitment Effect in the Transformational Leadership towards Employee Performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>.

Fulmer, C. A. (2021). Toward a Configurative Approach to Team Trust. *Academy of Management Proceedings* (Vol. 2021, No. 1, pp. 16050). NY: Academy of Management. <https://doi.org/10.5465/AMBPP.2021.16050abstract>.

Hameli, K. (2018). A Literature Review of the Retailing Sector and Business Retailing types. *ILIRIA International Review*, 8(1), 67–87.

Höddinghaus, M. & Hertel, G. (2021). Trust and Leadership: Implications of Digitization. In *Trust and Communication: Findings and Implications of Trust Research* (pp. 185–203). Cham: Springer. https://doi.org/10.1007/978-3-030-72945-5_9.

Iqbal, N., Ahmad, M. and Allen, M. M. C. (2019). Unveiling the Relationship between e-HRM, Impersonal Trust and Employee Productivity. *Management Research Review*, 42(7), 879–899. <https://doi.org/10.1108/MRR-02-2018-0094> <https://doi.org/10.1108/MRR-02-2018-0094>.

Islam, M. N., Furuoka, F., & Idris, A. (2021). Mapping the Relationship between Transformational Leadership, Trust in Leadership and Employee Championing Behavior During Organizational Change. *Asia Pacific Management Review*, 26(2), 95–102. <https://doi.org/10.1016/j.apmrv.2020.09.002>.

Jama, A. S. (2018). *Teamwork and Employee Productivity in Dahabshil Bank, Mogadishu, Somalia*. [Doctoral dissertation, Kampala International University]. KIU Institutional Repository.

Jarrar, A. S. (2022). Strategic Human Resource Practices and Employee's Engagement: Evidence from Jordanian Commercial Banks. *European Journal of Business and Management Research*, 7(1), 66–72. <https://doi.org/10.24018/ejbm.2022.7.1.1163>.

Jaškevičiūtė, V. (2021). Trust in Organization Effect on the Relationship between HRM Practices and Employee Well-Being. *SHS Web of Conferences*: (Vol. 120, pp. 1–11). EDP Sciences. <https://doi.org/10.1051/shsconf/202112002021>.

Jena, L. K., Pradhan, S., & Panigrahy, N. P. (2018). Pursuit of Organizational Trust: Role of Employee Engagement, Psychological Well-Being and Transformational Leadership. *Asia Pacific Management Review*, 23(3), 227–234. <https://doi.org/10.1016/j.apmrv.2017.11.001>.

Kashif, S., Ali, M., Salahuddin, T., Qaim, S., & Imtiaz, A. Impact of Trust, Individualism, and Job Characteristic on Teamwork in Telecom Sector of Pakistan. *International Journal of Advanced Research in Engineering and Technology (IJARET)*, 12(3), 472–480.

Kloutsiniotis, P. V. & Mihail, D. M. (2018). The Link between Perceived High-Performance Work Practices, Employee Attitudes and Service Quality: The Mediating and Moderating Role of Trust. *Employee Relations*, 40(5), 801–821. <https://doi.org/10.1108/ER-08-2017-0201>.

Kozlowski, S. W. (2018). Enhancing the Effectiveness of Work Groups and Teams: A Reflection. *Perspectives on Psychological Science*, 13(2), 205–212. <https://doi.org/10.1177/1745691617697078>.

Lacerenza, C. N., Marlow, S. L., Tannenbaum, S. I., & Salas, E. (2018). Team Development Interventions: Evidence-Based Approaches for Improving Teamwork. *American Psychologist*, 73(4), 517. <https://psycnet.apa.org/doi/10.1037/amp0000295>.

Ma, X. & Jiang, W. (2018). Transformational Leadership, Transactional Leadership, and Employee Creativity in Entrepreneurial Firms. *Journal of Applied Behavioral Science*, 54(3), 302–324. <https://doi.org/10.1177/0021886318764346>.

Mughal, M. U., & Iraqi, K. M. (2020). The Impact of Leadership, Teamwork and Employee Engagement on Employee Performances. *Saudi Journal of Business and Management Studies*, 5(3), 233–244. <https://doi.org/10.36348/sjbms.2020.v05i03.008>.

Naseri, R. N. N. (2021). Issues and Challenges of Online Shopping Activities on the Impact of Corona Pandemic: A Study on Malaysia Retail Industry. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(10), 7682–7686. <https://doi.org/10.17762/turcomat.v12i10.5680>.

Phong, L. B., Hui, L., & Son, T. T. (2018). How Leadership and Trust in Leaders Foster Employees' Behavior toward Knowledge Sharing. *Social Behavior and Personality: International Journal*, 46(5), 705–720. <https://doi.org/10.2224/sbp.6711>.

Rehman, S., Rahman, H. U., Zahid, M., & Asif, M. (2018). Leadership Styles, Organizational Culture and Employees' Productivity: Fresh Evidence from Private Banks of Khyber-Pakhtunkhwa, Pakistan. *Abasyn Journal of Social Sciences, AICTBM-18*, 1–15.

Rezvani, A., Barrett, R., and Khosravi, P. (2019). Investigating the Relationships among Team Emotional Intelligence, Trust, Conflict, and Team Performance. *Team Performance Management*, 25(1/2), 120–137. <https://doi.org/10.1108/TPM-03-2018-0019>.

Saha, R., Cerchione, R., Singh, R., & Dahiya, R. (2020). Effect of Ethical Leadership and Corporate Social Responsibility on Firm Performance: A Systematic Review. *Corporate Social Responsibility and Environmental Management*, 27(2), 409–429. <https://doi.org/10.1002/csr.1824>.

Sanyal, S. & Hisam, M. W. (2018). The Impact of Teamwork on Employees' Work Performance: A Study of Faculty Members at Dhofar University. *IOSR Journal of Business and Management*, 20(3), 15–22.

Setiawan, R., Cavaliere, L. P. L., Navarro, E. R., Wisetsri, W., Jirayus, P., Chauhan, S., Tabuena, Almighty C., & Rajan, R. (2021). The Impact of Leadership Styles on Employees Productivity

in Organizations: A Comparative Study among Leadership Styles. *Productivity Management*, 26(1), 382–404. <https://dx.doi.org/10.2139/ssrn.3875252>.

Sobri, A. Y., Bafadal, I., Nurabadi, A., & Gunawan, I. (2019). Validity and Reliability of Questionnaire Problematics Leadership Beginner School Principals. *Thought*, 362, 020.

Suhaimi, S. A., Abdullah, S. A., Mohamad, M., Yahya, K. S., Razali, N. I., & Marzuki, W. N. F. W. (2018). The Effects of Employee Empowerment, Teamwork and Training towards Organizational Commitment among Hotel Employees in Melaka. *Global Business & Management Research*, 10(3), 250–254. <https://doi.org/10.2991/coema-19.2019.51>.

Syakur, A., Susilo, T. A. B., Wike, W., & Ahmadi, R. (2020). Sustainability of Communication, Organizational Culture, Cooperation, Trust and Leadership Style for Lecturer Commitments in Higher Education. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 3(2), 1325–1335. <https://doi.org/10.33258/birci.v3i2.980>.

Tate, T. D., Lartey, F. M., & Randall, P. M. (2021). Do Performance Goals and Development, Feedback and Recognition, and a Climate of Trust Improve Employee Engagement in Small Businesses in the United States? *International Business Research*, 14(6), 1–1. <https://doi.org/10.5539/ibr.v14n6p1>.

Zakaria, Z., Hassan, N. F. N., Ngah, N. E., Abdullah, N. K., Ismail, R., & Siahaan, E. (2021). A Review of Organizational Relationship Quality, Trust, Commitment and Lecturers' Perceived Performance in Institution of Higher Learning. *Journal of Intellect*, 16(2), 70–78. <https://doi.org/10.24191/ji.v16i2.402>.

Zaman, U., Nawaz, S., & Nadeem, R. D. (2020). Navigating Innovation Success through Projects: Role of CEO Transformational Leadership, Project Management Best Practices, and Project Management Technology Quotient. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(4), 1. <https://doi.org/10.3390/joitmc6040168>.