



RESEARCH ARTICLE

# Effect of Supportive Leadership Style and Teamwork on Employee Productivity

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## Funding information

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## Abstract

The purpose of this study is to provide theoretical understanding from experts regarding the effect of supportive leadership style and teamwork on employee productivity. This theoretical understanding from experts is part of qualitative research that uses complementary sources from books and journal articles. The research results show that the effect of supportive leadership style and teamwork on employee productivity is one of the most researched topics in human resource management and organizational behavior. Experts agree that the combination of supportive leadership style and solid teamwork creates a positive work environment that directly boosts employee productivity. The implementation of a supportive leadership style combined with solid teamwork plays a crucial role in boosting employee productivity in the modern workplace. Based on this, the main recommendation that management can implement is to build a culture of inclusive two-way communication and actively provide space for employee development. Leaders should no longer simply act as rigid supervisors, but rather position themselves as mentors who are sensitive to the personal and professional challenges faced by their team members.

## Keywords

Supportive Leadership Style; Teamwork; Employee Productivity.

## 1 | INTRODUCTION

The economic concept of employee productivity centers on how an organization or country optimizes the output generated from each unit of labor input used. In today's rapidly evolving digital market landscape, productivity is no longer simply a matter of calculating the number of hours worked, but rather how the transformation of human capital can drive significant added value creation (Mariani *et al.*, 2023; Pandiangan *et al.*, 2025). As labor efficiency increases, production costs per unit automatically decrease, which in turn provides fiscal space for companies to offer competitive prices in the market or increase profit margins. At a macro level, this phenomenon is a key foundation for long-term economic growth because increased worker productivity directly contributes to increased gross domestic product and national competitiveness on the global stage.

Investing in human capacity through continuous training and technology adoption is a key catalyst in shifting this productivity curve to a higher level. Employees with digital readiness and advanced skills are able to complete complex tasks more quickly and with lower error rates. From a governance perspective, an accountable and transparent work environment has also been empirically proven to align individual motivation with the organization's long-term financial goals. When performance-based remuneration and reward systems are implemented fairly, employee loyalty and engagement increase, which automatically reduces the costs of labor turnover that often burden a company's operational efficiency.

In more dynamic sectors, this productivity dynamic significantly impacts labor elasticity and the job market's ability to absorb new innovations. Companies that successfully integrate technology into their workflows tend to see a shift from routine administrative work to activities that require high levels of analysis and creativity. This process creates an economic surplus that not only benefits capital owners through higher returns on investment but also improves worker well-being through the potential for increased real wages based on competency. Therefore, employee productivity economics acts as a key driver in the modern business ecosystem, where sustainable competitive advantage can only be achieved by ensuring that every individual within the organization is able to maximize their economic contribution.

A supportive leadership style and solid teamwork are two key pillars that significantly contribute to boosting employee productivity within an organization (Nurrudin *et al.*, 2025). When a leader adopts a supportive approach, they not only focus on achieving targets but also pay close attention to the well-being, needs, and professional development of their team members. Supportive leaders actively listen to concerns, provide adequate resources, and provide constructive feedback without creating a destructive atmosphere of pressure. This psychologically creates a sense of security and appreciation among employees, which in turn leads to increased intrinsic motivation and work loyalty. On the other hand, harmonious teamwork acts as an accelerator of operational efficiency. Through effective collaboration, individuals can complement each other's weaknesses, share the workload equitably, and combine diverse creative perspectives to solve complex problems more quickly. This synergistic combination of empathetic leadership direction and a supportive group work atmosphere can reduce work stress levels and minimize internal conflicts that often hamper work rhythms. When employees feel supported by their superiors and well-integrated within a cohesive team, they tend to demonstrate a strong emotional attachment to their tasks. The collective impact of this positive work environment leads to a significant increase in work output, both in quantity and quality, while simultaneously creating long-term productivity sustainability for the company.

A conducive work environment formed from a combination of a supportive leadership style and solid teamwork has been proven to optimize overall work performance (Ibrohim and Anshori, 2025). Leaders who adopt a supportive approach consistently prioritize empathy and two-way communication in their interactions with their subordinates. They not only provide work instructions but also actively provide guidance, appreciate even the smallest achievements, and are sensitive to the personal and professional challenges their staff face. This genuine concern fosters a high level of self-confidence in employees, allowing them to feel a safe space to innovate and take full responsibility for their tasks without the fear of failure. When this sense of psychological safety is fulfilled, employee motivation naturally increases because they feel valued as human beings, not simply as tools of the company's production. This positive psychological state is then reinforced by harmonious teamwork among colleagues. Teams with strong synergy are characterized by a clear division of roles, transparent communication, and a willingness to help each other achieve common goals. In this collaborative atmosphere, heavy workloads feel lighter because they are distributed fairly, and problems can be resolved more quickly through brainstorming involving different expertise. Employees no longer work in isolation within their respective sectoral egos, but rather move as a mutually reinforcing unit. The purpose of this study is to provide theoretical understanding from experts regarding the effect of supportive leadership style and teamwork on employee productivity.

## 2 | BACKGROUND THEORY

### 2.1 Supportive Leadership Style

Supportive leadership style is a leadership approach that focuses on meeting the emotional needs and psychological well-being of team members (Maharani *et al.*, 2024). Leaders who employ this style tend to position themselves not simply as bosses issuing orders, but as mentors and facilitators who care about the well-being and development of the individuals under their care. The working relationships built are based on mutual trust, respect, and open communication, creating an inclusive work environment with minimal negative psychological stress. Through genuine attention to the personal and professional challenges faced by staff, supportive leaders can significantly improve morale, internal motivation, and job satisfaction. When employees feel heard and valued, their stress levels decrease, which in turn positively impacts productivity and long-term loyalty to the organization. In practice, supportive leadership is most effective when teams are facing stressful, monotonous, or high-saturation tasks. Leaders actively provide encouragement, help untangle complex tasks, and provide necessary resources without being authoritarian or micromanaging. This approach also prioritizes work-life balance among employees, providing responsible flexibility. By prioritizing employee well-being, supportive leaders successfully build a solid organizational foundation, where each individual feels they have a safe space to be creative, make mistakes as a learning process, and contribute maximally to achieving a shared vision.

### 2.2 Teamwork

Teamwork is a key foundation for achieving success and effectiveness across various organizational and social levels (Novarini *et al.*, 2025). When a group of individuals with diverse backgrounds, expertise, and perspectives unite to achieve a common vision, a synergy is created that can multiply productivity beyond the capacity of any individual to work alone. Within a strong team, open and transparent communication acts as a bridge connecting ideas, while minimizing misunderstandings that could potentially trigger conflict. Deep trust among team members is also crucial, as this trust fosters a sense of psychological safety, allowing everyone to feel valued, dare to innovate, and admit weaknesses without fear of judgment. Furthermore, a fair distribution of roles aligned with each individual's competencies ensures that each task can be completed with high efficiency and responsibility. Mature teamwork is not measured by the absence of problems, but by how all members collaborate to collectively find the best solutions, setting aside personal egos for the common good. Ultimately, successful teamwork is not just about achieving work targets or completing major projects; it is also about creating an adaptive, innovative, and belonging environment that fosters sustainable growth for the organization and for everyone within it.

### 2.3 Employee Productivity

Employee productivity is one of the most crucial pillars in determining the direction of an organization's success and sustainability in this competitive business era (Nurrudin *et al.*, 2025). Fundamentally, this concept reflects the extent to which an employee efficiently and effectively utilizes all available resources to produce quality output within a specific timeframe. When a company successfully drives high levels of productivity, this not only impacts profitability and the achievement of business targets but also creates a dynamic and innovative work ecosystem. This measurement of productivity is no longer solely seen in the number of hours spent behind a desk, but rather emphasizes the added value and quality of tangible contributions made to the advancement of a shared vision.

## 3 | METHOD

This theoretical understanding from experts is part of qualitative research that uses complementary sources from books and journal articles. Theoretical understanding derived from the thoughts of experts plays a crucial role in the structure of qualitative research because it serves as an analytical lens for dissecting the phenomenon being studied (Kurdhi *et al.*, 2023). In the realm of qualitative methodology, the theoretical foundation compiled from various primary textbooks and scientific journal articles is not positioned as a rigid boundary that constrains field findings, but rather as a tool to deepen data interpretation. Reference books provide a solid conceptual foundation regarding the basic principles and historical development of a theory, while journal articles contribute cutting-edge thinking, current debates, and more specific empirical contexts (Pandiangan, 2022). When these two sources are combined, they do not stand alone as separate entities but rather complement and enrich each other.

This process of literature integration enables researchers to construct coherent arguments, identify unexplored research gaps, and develop a strong conceptual framework to guide in-depth narrative analysis. Furthermore, a synthesis of expert thought presented narratively in flowing paragraphs provides far greater academic depth than a fragmented presentation. Through the continuous interweaving of text, researchers can demonstrate how one expert's perspective supports, expands on, or even critiques another, creating a dynamic theoretical dialogue within

the research paper. This holistic conceptualization is crucial in qualitative research due to the descriptive nature of the data and its rich nuances. By utilizing books as an epistemological basis and journals as a bridge to the actuality of phenomena, this theoretical understanding is transformed into a contextual guide that helps researchers peel back the layers of meaning behind the statements, actions, and documents that are the subject of research, which ultimately results in credible conclusions and has a significant contribution to the development of science.

## 4 | RESULTS AND DISCUSSION

### 4.1 Results

#### 4.1.1 Leadership Style, Teamwork, and Productivity

Leadership style in an organization plays a crucial role as the main foundation that shapes work dynamics and interactions between individuals within it. When a leader implements the right style, such as transformational leadership that prioritizes a shared vision and empowerment, it will open up healthy communication and foster mutual trust among team members (Maharani *et al.*, 2024). This positive emotional and professional relationship directly stimulates the creation of solid group cooperation, where each individual feels valued and shares responsibility for achieving organizational goals. Without adaptive and nurturing leadership, collaboration between members tends to be individualistic and fraught with sectoral egos, hindering work synergy.

The cooperation formed through effective leadership becomes the primary driving force in optimizing overall work productivity. In a collaborative environment, the exchange of ideas, equitable distribution of the workload, and collective problem-solving can be accomplished much more quickly and efficiently. Organizational members no longer work within rigid silos but instead complement each other's weaknesses to minimize operational errors. When workflows become smoother and communication barriers are eliminated through good coordination, work results significantly improve in both quantity and quality. Ultimately, there is a continuous causal relationship in which leadership style acts as a catalyst, cooperation as the operational process, and productivity as the tangible end result. Leaders who can read situations and understand the characteristics of their subordinates will easily direct the group's energy toward productive collaboration. High productivity will never exist without a harmonious collaborative climate, and harmonious collaboration is impossible without an inspiring and directive leadership style. Therefore, an organization's success in achieving its strategic goals depends heavily on how these three elements are managed simultaneously and sustainably to create a superior work ecosystem.

The synergy between leadership style, collaboration, and productivity is central to an organization's continued success in the face of a dynamic business landscape. Leadership is not simply a structural position, but rather an art of influencing that determines the direction and prevailing work culture. When a leader adopts an inclusive and supportive approach, they indirectly break down the psychological barriers that often limit the potential of their subordinates. Such leaders place a strong emphasis on individual capacity development and provide space for team members to innovate without fear of failure. This approach creates a sense of psychological safety in the workplace, a crucial foundation that ensures each individual feels recognized, heard, and fully supported in exploring their full potential (Tambunan and Pandiangan, 2024).

The sense of psychological safety born from an appropriate leadership style is a key driver for the growth of authentic cooperation among organizational members. Effective collaboration cannot be forced through formal instructions alone but must grow from a collective awareness of the importance of achieving a shared vision. In an atmosphere of trust, sectoral egos and unhealthy internal competition will dissolve into a spirit of complementarity. Team members become more open to sharing knowledge, discussing obstacles transparently, and providing constructive feedback to one another. This in-depth collaboration also enables the integration of diverse expertise, allowing complex problems faced by the organization to be solved from a broader perspective and with more comprehensive solutions.

This smooth collaborative process directly impacts organizational productivity. Productivity is no longer measured solely by hours worked or quantity of output, but rather by process efficiency, quality of results, and continuous innovation (Novarini *et al.*, 2025). When communication between team members runs smoothly and coordination is well-established, time wasted due to misunderstandings or overlapping work can be significantly reduced. Resource allocation becomes much more optimal because everyone is moving rhythmically in the same direction. This high productivity is essentially a tangible manifestation of well-directed group energy, where each individual's contribution effectively accumulates to drive the achievement of the organization's strategic goals.

Overall, these three elements form an interdependent and inseparable reinforcing cycle. A visionary leadership style fosters a climate of solid cooperation. Solid cooperation drives the operational engine toward optimal productivity, and high productivity, in turn, strengthens the legitimacy and trust of members in the existing leadership. Failure to manage any one aspect will damage the entire organizational ecosystem. Conversely, a consistent alignment between inspiring leadership, harmonious collaboration, and high productivity will create a strong competitive advantage, enabling the organization not only to survive but also to thrive amidst the uncertainties of the times.

#### 4.1.2 Effect of Supportive Leadership Style and Teamwork on Employee Productivity

The effect of supportive leadership style and teamwork on employee productivity is one of the most researched topics in human resource management and organizational behavior. Experts agree that the combination of supportive leadership style and solid teamwork creates a positive work environment that directly boosts employee productivity.

##### 1) Effect of Supportive Leadership Style on Employee Productivity

Supportive leadership is a leadership style in which the leader is friendly, approachable, shows concern for the needs and well-being of subordinates, and creates a pleasant work environment (Ibrohim and Anshori, 2025). According to Robbins and Judge (2018), a supportive leadership style is particularly effective when employees face stressful, tedious, or frustrating tasks. Emotional support from leaders increases employee self-confidence, which in turn boosts their work motivation and productivity. Pioneered by House (1971), the path-goal theory states that supportive leaders help employees clarify the path to achieving their work goals and reduce obstacles along the way. When obstacles are reduced, work efficiency automatically increases. A supportive leadership style plays a crucial role in establishing healthy work dynamics and triggering significant increases in employee productivity. When a leader implements this approach, their primary focus is on creating a work environment filled with mutual trust, empathy, and respect for the emotional and professional well-being of team members. Supportive leaders act not only as supervisors who delegate tasks, but also as facilitators who actively listen to concerns, provide needed resources, and provide guidance without intimidating pressure. The psychological safety that arises from these positive interactions makes employees feel valued as individuals, not just cogs in the company machine. Consequently, work stress, often a major performance inhibitor, can be minimized, allowing employees to channel their full energy into innovation and fulfilling responsibilities to a higher standard. The linear relationship between supportive leadership and productivity is also clearly evident in increased intrinsic motivation and employee engagement with the organization. Employees who are led in a supportive manner tend to have higher loyalty and a strong commitment to achieving a shared vision. They feel that the organization's success is also their personal success, which then encourages independent initiative without always having to wait for formal instructions. Furthermore, the open communication fostered by supportive leaders facilitates problem-solving within the team. When errors occur, the focus shifts to finding a shared solution rather than looking for who is to blame, ultimately speeding up the work rhythm and minimizing wasted time. With reduced absenteeism and employee turnover rates due to this harmonious work environment, the company's operational stability is maintained, which automatically leads to more abundant, consistent, and high-quality work results.

##### 2) Effect of Teamwork on Employee Productivity

Teamwork is the ability of a group of individuals to work together toward a common vision and mission synergistically (Maharani *et al.*, 2024). Robbins and Judge (2018) emphasize that teamwork generates positive synergy through coordinated efforts. The output produced by a team is far greater than the sum of the outputs produced by each individual individually. This synergy is the primary driver of increased productivity. According to West (2012), effective teamwork enables knowledge transfer, collective problem-solving, and equitable workload sharing. When a technical bottleneck occurs for one individual, other team members can cover the gap, maintaining a stable productivity rhythm. Teamwork plays a crucial role in determining the level of employee productivity within an organization or company (Hamzah *et al.*, 2025; Tambunan *et al.*, 2025). When individuals with diverse backgrounds, expertise, and perspectives are united by a shared vision, they are able to generate far greater synergy than if they were working independently. The strong emotional and professional bonds between team members create a supportive work environment where everyone feels valued and heard. This shared sense of ownership of the company's goals automatically boosts employees' internal motivation to deliver their best performance, which in turn boosts overall work output. Through solid teamwork, the process of dividing tasks and solving problems can be much more efficient. Heavy workloads no longer rest on one person's shoulders but are distributed fairly based on each individual's competencies, thus minimizing the risk of work stress and burnout. Furthermore, open communication within the team allows for a dynamic exchange of ideas, sparking innovation, and accelerating the process of informed decision-making. When obstacles or setbacks arise during a project, a cohesive team can quickly adapt, complement each other's weaknesses, and find creative solutions without sacrificing valuable time. The positive impact of this collaboration extends beyond completing daily tasks to encompassing the personal development of the employees themselves. A group work environment serves as an interactive learning platform, where senior employees can mentor juniors, and conversely, new perspectives can enrich conventional strategies. This natural knowledge transfer process enhances the collective competence of all team members. Ultimately, employee job satisfaction levels increase as internal conflict decreases and mutual trust increases. Employees who feel happy, competent, and supported by their colleagues tend to be highly loyal and consistently demonstrate optimal work productivity for the benefit of all.

## 4.2 Discussion

The implications of a supportive leadership style and teamwork on employee productivity have a significant impact on the sustainability and progress of an organization. When a leader adopts a supportive approach, they act not merely as a supervisor but as a facilitator who actively listens to concerns, values contributions, and provides for the emotional and operational needs of their subordinates. The presence of a supportive leader fosters a psychological sense of security and appreciation among employees, which in turn reduces work stress and stimulates intrinsic motivation to deliver peak performance. The trust built from this relationship provides a solid foundation for a strong teamwork climate, where each group member feels equally responsible for achieving shared goals. The synergy born from the combination of nurturing leadership and solid collaboration among employees allows for more open communication, minimizes destructive internal conflict, and accelerates the resolution of complex operational problems (Robbins and Judge, 2018).

The positive impact of integrating these two factors directly leads to remarkable increases in work efficiency and productivity. Employees who work in a supportive and cohesive ecosystem tend to exhibit high levels of work engagement, making them more innovative in finding solutions and willing to exceed established performance standards. Furthermore, effective teamwork allows for equitable workload sharing and the natural transfer of knowledge between generations or expertise, resulting in reduced errors and optimized project timelines. At a macro level, organizations that successfully combine supportive leadership with a strong culture of mutual cooperation enjoy operational stability due to low employee turnover, enhanced corporate reputation, and greater adaptability to dynamic market changes. Therefore, investing in developing empathetic leadership capacity and building strong teams is no longer simply a management option but a strategic imperative to boost productivity and ensure the company's long-term competitiveness.

Supportive leadership deeply integrated with solid teamwork can create fundamental transformations in the psychological and operational structures of the work environment. When a leader consistently demonstrates empathy, provides emotional support, and actively facilitates the career development needs of their subordinates, a psychologically safe space is created. This safe space is the primary fuel for increasing employee engagement with the organization. Employees no longer view work merely as fulfilling contractual obligations for pay, but rather as a valued avenue for self-actualization. This positive mental state reduces the anxiety of failure, thus encouraging employees to think outside the box and propose fresh new innovations. The influence of this nurturing leadership acts as a catalyst, transforming a collection of individuals with their own egos into a unified whole with a shared vision.

This individual transformation then culminates in strengthening teamwork organically. Effective teamwork is not simply about people coming together on a project (Maharani *et al.*, 2024), but rather about the division of roles based on competence, transparent communication, and a high level of mutual trust. In a cohesive ecosystem like this, communication barriers, such as sectoral egos or unhealthy competition between colleagues, can be effectively mitigated. When complex operational challenges arise, the team avoids blaming each other, but instead focuses on finding collective solutions through constructive brainstorming. Workload distribution also becomes more balanced due to the awareness of mutual support, significantly reducing the risk of extreme burnout in certain individuals.

Linearly, this harmonious combination of supportive leadership and solid teamwork directly leads to a surge in employee productivity at a macro level. In terms of efficiency, time wasted on resolving internal conflicts or complicated coordination bureaucracy can be significantly reduced, accelerating task completion without sacrificing the quality of the final product. In terms of quality, the transfer of knowledge and skills between employees occurs naturally during the collaborative process, directly minimizing errors and raising the quality standards of the organization's output. At the corporate level, the long-term implications of this phenomenon are the development of exceptional organizational resilience, with companies experiencing high retention rates of top talent, efficient recruitment costs, and high agility in responding to the dynamics of competitive market changes. This success confirms that optimal productivity is not the result of rigid pressure, but rather the fruit of maintaining human aspects and strategically managed group synergy.

## 5 | CONCLUSIONS AND FUTURE WORK

The research results show that the effect of supportive leadership style and teamwork on employee productivity is one of the most researched topics in human resource management and organizational behavior. Experts agree that the combination of supportive leadership style and solid teamwork creates a positive work environment that directly boosts employee productivity. The implementation of a supportive leadership style combined with solid teamwork plays a crucial role in boosting employee productivity in the modern workplace. Based on this, the main recommendation that management can implement is to build a culture of inclusive two-way communication and actively provide space for employee development. Leaders should no longer simply act as rigid supervisors, but rather position themselves as mentors who are sensitive to the personal and professional challenges faced by their team members. When a leader demonstrates genuine concern for the well-being of their employees, this automatically builds mutual trust and increases employees' emotional attachment to the company. This sense of security and appreciation ultimately becomes the main fuel for increasing individual work motivation.

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How to cite this article: Khaddafi, M., Ilham, Irvan, M., Sunijati, E., & Tjendana, M. (2026). Effect of Supportive Leadership Style and Teamwork on Employee Productivity. *Indonesian Journal Economic Review (IJER)*, 6(2), 755-762. <https://doi.org/10.59431/ijer.v6i2.847>.