

Literature Study: Team Leadership in an Organization

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Abstract. Team leadership is one of the key factors that influence the effectiveness and performance of an organization. Team leadership is defined as the ability of a leader to lead, manage, and direct a group of people to work effectively as a synergistic unit. This research uses the literature study method to analyze leadership in team building. The literature study method involves searching and analyzing relevant literature sources, such as books, articles, journals, and other writings that discuss team leadership in an organization. The research aims to understand the notion of leadership in teams, on how leaders can coordinate subordinates to achieve organizational goals. A leader must be able to create a comfortable working atmosphere, motivate, and overcome obstacles that may arise. team leadership model explains how a leader can manage team dynamics through a series of processes that include decision making, leadership actions, and the effectiveness of team members. In addition, this research discusses the leader's role in balancing individual, team, and organizational goals.

Keywords: Leadership, team, model, organization.

1 Introduction

Organizations must pay attention to change and downgrade their structures in the era of globalization, leadership has been an issue in management for hundreds of years. This is because of the important role played by leadership in achieving and accomplishing social, political, and organizational goals [1]. Organizational targets can be achieved if the management of the organization functions properly. If a leader functions well as a leader, the management process can run smoothly.

The leadership style aspect is another important component that can have an impact on worker performance. Numerous studies have shown that leadership can improve worker performance[2]. In general, leadership has long been recognized as a discipline. However, over time, the understanding of the field has also evolved and raised some questions. Nonetheless, the long history and depth of knowledge that can be gained from the study of leadership has sparked discussion and the need to look carefully at the theories, basic ideas, and history of the subject. First, there is still disagreement among scholars who study leadership regarding its origins and evolution. In addition, Day and Antonakis cited in Gaol[3] explain that the trait approach to leadership, also known as the "strongman" approach, was the first concept to emerge in the early 20th century [3]. Gumus, Bellibas, Esen, & Gumus cited in Gaol[3] suggest that despite a common focus on individual traits, the two theories are actually not the same [3]. In

other words, there is still disagreement over the definition of leadership, which makes it a mystery. Lussier and Achua suggest that the prevailing reason for this is that most theories of leadership are formulated based on procedures at one of three levels of leadership analysis: individual, collective, or organizational [3].

In the 1960s and 1970s, the era of organizational development, research focused on team development and leadership effectiveness through intervening in existing work teams[2]. In the 1980s, competition from Japan and other countries led to a focus on quality teams, standard setting, and continuous improvement. By the 1990s, the focus on organizational teams, while still focusing on quality, had shifted to a global perspective that focused on organizational strategies to maintain competitive advantage.

There are many studies that focus on the problems that plague organizational work teams and how to make them more effective. They believe that teamwork increases productivity, more efficient use of resources, better methods of making decisions and solving problems, better goods and services, and inventiveness and creativity[5]. However, for teams to be successful, the organizational culture must support employee participation. Traditional authority structures do not support cooperation and shared decision-making, so many teams fail. Teams will experience many problems in an organizational culture that does not support collaboration. However, effort and time are needed to change the organizational culture to be more supportive.

An analysis of the research on teams reveals that research since 1998 has become more complex, focusing on more team variables, and no longer focusing solely on the outcomes of team performance. Recent research has also examined the role of affective, cognitive, and behavioral processes in team success and sustainability[5]. The role and impact of mediating processes such as trust, closeness, planning, adaptation, structure building, and learning are also studied, in relation to team performance and sustainability.

It is important to focus on and understand the critical function of leadership in teams. Zaccaro[18] states the development of a conceptual framework or model that differs from traditional leadership theory by focusing on leader-team interactions (team-centric), rather than leader-follower interactions (leader-centric). Traditional leadership approaches do not explain how leaders develop their teams. "A focus on team leadership requires attention to the process by which teams develop important skills. The conditions that prompt a change in leader action are related to the different tasks and dynamics of team development within the team.

To ensure the success of a team and prevent team failure, it is also important to understand the leadership function within the team. It should come as no surprise that a large body of research supports the claim that effective team leadership is necessary to achieve behavioral and emotionally grounded team outcomes. the most important element in team effectiveness is "effective leadership practices". On the other hand, poor leadership is often cited as the main cause of team failure.

Thus, the purpose of this research is to analyze the field of leadership to address the current gap. This research advances a thorough knowledge of the origins and evolution of the leadership field. Moreover, it will be easier to understand the basic theories and ideas of leadership by considering how they evolved at the individual, group, and organizational levels. An understanding of the history, theories, and core ideas of the leadership area is described in this study. Better leadership practices, for example, help managers, chairmen, directors, and other leaders of public and commercial enterprises to better understand their duties within the organization.

2 Research Method

This research uses descriptive methodology and is classified as qualitative research. Sukardi [4] stated that the purpose of descriptive research is to use precise words or sentences to methodologically explain the facts and properties of the things studied. This research also aims to describe the object or subject under study in accordance with the actual circumstances. In order to prepare this literature study, data collection methods were used to search, collect, and analyze relevant materials from various sources, including books, scientific journals, magazines, newspapers, and other sources related to team leadership. These sources were collected through discussion and interrelated with each other.

3 Results and Discussion

3.1 Definition of Leadership

Leader is the root word of leadership. Dahniar[5] says that leadership is the ability to influence human behavior both individually and in groups. As long as an individual can show that he can influence the behavior of people in his area, he is not limited by bureaucracy or rules, for example, if a person is able to influence the behavior of people in his community, this does not have to be governed by laws or regulations or communication structures; it can also be used in conjunction with networks that support more structures. A leader is defined as a person who leads a group by influencing other members to achieve a predetermined goal together [6].

According to Lora[7] leadership is the nature, habits, temperament, character and personality that distinguish a leader in interacting with others. Izzati and Mulyana say that good leaders always encourage their group members to do things that benefit the organization and their personal growth [8]. In this case, studying the actions, traits, and styles of individuals who are trusted to lead is an important aspect of understanding the concept of leadership. Although the application of leadership may vary from one person to another, the basic principles remain the same, depending on where the organization lives.

According to Rasjid [9] leadership is a process in which a leader shapes the behavior of his members to encourage collaboration and productive work in achieving organizational goals. Quoted from Yudawan's journal, according to Mursalin[10], leadership is the process of persuading, motivating, and empowering others to help achieve organizational success and success. Human resources are crucial to a company's ability to achieve its objectives, and a lack of productivity among employees may negatively affect the business's operations [11]. In this case, leadership is not just about directing or organizing, but also about how a leader can influence and motivate others. Leaders must be able to encourage team members so that they feel motivated to help the organization achieve common goals and facilitate them to achieve those goals.

There are several important elements included in the definition of leadership. (1) The ability to influence others, both individually and in groups; (2) The ability to control the behavior of others or subordinates; (3) The ability to persuade group members to comply, either voluntarily or by force; (4) The ability of arts and techniques to influence a group of people to follow and comply to achieve predetermined goals.

From the above definition, it is clear that influence is the main component that defines someone as a leader. The next element is the submission of those under the influence of a leader, regardless of whether this submission is a result of acceptance of his or her leadership or of compulsion.

According to Tugiah [12], a leader must have eight characteristics in leading (1) Energetic, having mental and physical stamina; (2) Having stable emotions, not prejudiced against subordinates, not easily agitated, and having high self-confidence; (3) having knowledge of human relations; (4) personal motivation, having the drive to be a leader and being able to inspire oneself; (5) communication skills, the capacity to communicate, and (6) the capacity to instruct, clarify, and develop subordinates. To gain the trust and loyalty of subordinates, one must have (7) social skills, which include being helpful, happy when subordinates make progress, friendly, and adaptable when interacting with others; (8) technical skills, which include the ability to analyze, plan, organize authority, make decisions, and formulate concepts.

3.2 Definition of Team Leadership

Research on leadership in organizational work teams is becoming increasingly popular and growing rapidly. Shofiyah states that a Team is a unique type of group in which all members must work together to achieve a common goal, depend on each other, and coordinate their efforts to achieve it [13]. According to Nabila [14], Team leadership is a person's ability to lead and mobilize individuals or team members to achieve organizational goals to be more effective and appropriate. Team leadership has a very important role in achieving success, good leadership is able to improve team performance and strengthen cooperation among its members, so that achieving common goals becomes easier.

Leaders are those who grow up with a strong sense of self-confidence. The power of self-confidence is a form of strong basic construction, its strength is able to influence the course of the organization's work further. One of the ways that can be done to realize this if a leadership culture is built among company management. Selective power. Competent leaders are leaders who can foster a leadership culture in every member of the organization. When everyone in the group has a leadership mindset, the organization can run without constant supervision if all group members have a leadership spirit, the organization can operate more independently without the need for strict supervision.

According to Robbins, organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and conventions that are common and must be shared by a group [15]. Specifically, the culture in the organization is influenced by the leader, the team work environment, organizational characteristics, and administrative procedures in place. The behaviors embedded in the team hierarchy and the standards of behavior that each member adheres to are what make team culture important. Culture is a form of reflection of employee actions in carrying out their duties and responsibilities and maximizing performance in an organization [16]. Riza and Anisah [17] says that The process of evaluating employee performance involves comparing the results of their work over a period of time with predetermined standards.

From the various definitions of leadership in teams and the definition of leaders that have been explained, there is a difference between the two. The term "leader" is more often used to describe those who hold leadership positions, while leadership is the character of a person in influencing others to achieve certain goals. A team with strong leadership can coordinate. In addition, good leadership has the ability to recognize and develop the potential of each team member. Therefore, a good leader is not only determined by the number of people who follow him, but a good leader has the ability to develop the next generation of leaders. The ability of a

team to achieve its goals is highly dependent on the ability of its leader. At the very least, a team leader should have the following four skills:

- a. **Conceptual Skill**
Conceptual skills within a team are essential for a leader. These skills include bringing together the various interests of the team and managing them. In addition, leaders are expected to see the team as a whole and understand the relationships among its various components. These skills are meant to give leaders the capacity to gather, analyze, and interpret information from various sources[6]
- b. **Communication Skill**
One important ability that leaders must possess is communication skills. These skills are needed to build cooperation, understanding, and motivate team members. Leaders utilize this ability to encourage participation from team members and provide direction in achieving common goals [6]
- c. **Administrative Skill**
In exercising leadership, especially in a team, administrative skills are essential. These skills cover all aspects of management, from planning to supervision. This is something that all leaders should know when it comes to rules, managing team finances, and other administrative responsibilities[6]
- d. **Technical Skill**
Although operational activities are not entirely the responsibility of the team leader, an understanding of technical matters is still important in the leadership process. To effectively lead a team and produce desired results, team leaders must have technical knowledge relating to the use of tools, processes, or methods in a particular industry, such as machinery or accounting. Technical ignorance will make the leader in the team less effective as they may give the wrong instructions[6]

3.3 Team Leadership Models

By using a leadership model, a leader (or any other team member performing a leadership role) can gain an understanding that helps them identify the problems facing the team and establish appropriate solutions.

According to the functional leader model, the leader's responsibility is to coordinate scheduling and then take the necessary steps to guarantee the team's effectiveness. With the help of this model, one can better understand the complex phenomenon of team leadership, which involves initial assessment, taking action, and ultimately identifying signs of team effectiveness.

It is the job of leaders to take actions that will contribute to the effectiveness of the team. From this point of view, leadership is seen as a form of problem solving that takes place within the team. The leader analyzes the situation both internally and externally, chooses the best course of action, and implements it to ensure the team works as one, it is primarily the leader's job to take actions that will contribute to the effectiveness of the group. In addition, [18] indicate that leaders must make decisions about which problems need to be addressed, and make choices about which solutions are most appropriate. Appropriate solutions vary depending on the situation and focus on what should be done to make the team more effective.

- a. **Leadership Action**

There are two types of leadership actions: external (environment) and internal (tasks and relationships). The factors that prevent a team from achieving its goals must be identified and understood by the team leader. After that, they must decide strategically and respond accordingly. Leaders should determine the appropriate steps to address task issues when members show poor team performance, such as goal setting, standard setting, or training. If the problem is related to team development, leaders need to decide how best to handle the interpersonal issues, such as managing disagreements or fostering commitment. If the problem is identified as an environmental issue, the leader must decide on the most effective way to address it, such as by communicating, giving advice or sharing information.

1. Internal Task Leadership Actions:
 - a) Goal-focused (explaining, getting agreement).
 - b) Establishment of result-oriented structures (planning, forecasting, clarifying roles, delegating tasks).
 - c) Supporting decision-making (providing information, exercising control, coordinating, mediating and combining, and focusing on the problem)
 - d) Training (educate, develop)
 - e) Maintaining organizational standards (evaluating group and individual performance, addressing substandard performance).
 2. Internal Relationship Leadership Actions.
 - a) Develop interpersonal skills among team members.
 - b) Working together (collaboration, engagement).
 - c) Handling conflict (avoiding confrontation).
 - d) Develop dedication and a sense of unity through positive attitudes, creativity, vision, social interaction, appreciation, and recognition.
 - e) Meeting the needs of each member (advising, supporting, and trusting).
 - f) Set a good example in terms of morality and ethics (fair, consistent, normative).
 3. External Environment Leadership Actions.
 Actions that leaders can take to improve the environment in which the team interacts are referred to as external leadership actions. When environmental monitoring suggests a leadership intervention, the leader should choose one of the following roles:
 - a) Participate in building alliances in the neighborhood (gain information, expand influence).
 - b) Advise and act as an outside team spokesperson.
 - c) Seek team recognition, resources and assistance by negotiating support.
 - d) Protect group members from outside environmental disruptions.
 - e) Check external environmental indicators (performance, ratings, and surveys) to determine team effectiveness.
 - f) Provide information about the organization's external environment to the team.
- b. Team Effectiveness
- Anom and Sinaga [19] say: "*work team are group whose member work intensively on a specific, common goals using their positive synergy, individual and mutual accountability and complementary skill.*" Work teams consist of individuals who collaborate closely to achieve a common goal, utilizing complementary abilities, accountability, and positive synergy. When individual efforts are combined, teams can

function at a higher level compared to the sum of each member's contribution. Furthermore, Auliana stated: *"A second aspect of team effectiveness is team commitment, which is sometimes called team viability. Team viability refers to the likelihood that the team can work together effectively into the future."* Team commitment, otherwise known as team survival, is the second component of a successful team. Team viability refers to the goal of keeping the team functioning as a cohesive group in the future. Based on the various viewpoints expressed above, the effectiveness of a work team is determined by its ability to perform highly and the presence of individuals who are committed to giving their best efforts for the group. Effectiveness means the extent to which a leadership style can influence the performance of subordinates in terms of motivation, job satisfaction, productivity, and willingness to try harder[20]. Task completion or performance and development, are two important components of team effectiveness. Team performance refers to "the effectiveness of decision-making, the capacity to implement decisions, the outcome of collaborative efforts in which problems and tasks are solved, and finally, the level of institutional leadership provided by the team." On the other hand, team development refers to the unity of the group and the capacity of members to achieve their personal goals while working well with each other. Team leaders need to understand these performance standards and be able to evaluate their team's level of achievement to find areas of ineffectiveness. An assessment of how well the team is functioning compared to existing indicators of success is an important source of information that helps team leaders take appropriate steps to improve team success.

3.4 Team Leadership in Organization

In an organization, being a team leader means recognizing the importance of collaboration and cooperation. To outperform individual performance, a leader must be able to recognize and harness the abilities and potential of each team member. The ability to manage resources guides team leadership efforts.

The ability to create an inspiring vision and set clear goals is an essential requirement of team leadership. To ensure that team members are focused on the same goal, the team leader must effectively communicate the vision to the group. Leaders must also be able to motivate, encourage innovation and creativity, and foster a sense of teamwork. Effective team leadership also requires the ability to adapt to changes and challenges in the organization. In the business world, change is inevitable, therefore a leader must be able to handle ambiguity, adapt to changing circumstances, and communicate changes to team members in an understandable way.

The ability to establish and maintain a positive working environment among team members is another aspect of team leadership. The team leader should mediate disputes, encourage cooperation, and foster teamwork. When there is a disagreement, the group leader should resolve the issue in a way that is solutive to all participants by being impartial, open and fair. A team leader must have the ability to make wise and rational decisions. This requires the ability to analyze information, consider multiple points of view, and make decisions that are in line with team and organizational goals. A leader should also be prepared to take responsibility for decisions and, if necessary, involve team members in the decision-making process.

Thus, team leadership in an organization refers to one's skill to direct, manage, and motivate a team of several individuals as a cohesive team. It requires abilities in goal setting,

development, communication, coaching, decision-making, and conflict resolution in addition to the ability to forge a positive vision and work culture. Employee satisfaction is defined by Arifin [21] as the attitudes and sentiments that employees have about their work as a result of their opinions about their occupations and how they perceive their superiors. Effective team leadership can increase overall organizational success and encourage creativity, productivity, quality of work, and team member happiness. It can also create a pleasant working atmosphere, where employees feel valued, supported and inspired to give their best.

3.5 The Critical Role of Leadership in Team Building

Strong leadership is essential to creating a productive team. Effective leadership can significantly influence positive attitudes, actions and work outcomes within a team.

- a. **Setting Vision and Mission**
Setting a clear and well-defined vision and mission for the team requires strong leadership. For all team members to work towards the same goal, leaders must be able to clearly communicate the vision they have for the group.
- b. **Defining Roles and Responsibilities**
Leaders must ensure that the roles and responsibilities of each team member are clear. In this case, the leader is responsible for ensuring that each member understands their obligations and works in harmony.
- c. **Encourage Open Communication**
To encourage honest and efficient communication among team members, leadership is essential. Each member should feel free to voice their thoughts and opinions, according to the leader. The team leader should also be able to resolve any disputes or issues that may arise among team members.
- d. **Developing Team Members' Skills and Potential**
To ensure that every team member has the opportunity to learn and grow in their position, a leader must be able to help them reach their full potential. The leader should inspire other team members to take responsibility and exercise leadership in their areas of expertise.
- e. **Giving Praise and Criticism**
A leader should be able to give constructive criticism and praise to team members. In this situation, the group leader should ensure that everyone feels valued and their contributions are recognized. To help team members perform better, the leader should also provide constructive criticism.

3.6 The Importance of Leadership in Forming and Directing Team

Having strong leadership is essential for forming and managing teams. A strong leader can encourage, inspire, and lead a group of people to achieve a common goal [22]. The following are some of the reasons why leadership is essential for team development and direction:

- a. **Coordination of goals:** By providing clear direction, a leader helps align the team's vision, mission, and goals. They also help in defining and creating appropriate goals and inform team members about what is expected of them.

- b. Inspire and motivate: Leaders must inspire and motivate their team to perform at the highest level. They foster a good atmosphere, boost morale, and build trust. Leaders can motivate their team to achieve outstanding results by offering encouragement and incentives.
- c. Building solid teamwork and cooperation: A leader has an important role in building strong cooperation within the team. They encourage productive collaboration and recognize each individual's abilities and talents. By creating an environment where team members feel valued, listened to and recognized, a leader can build a solid team and motivate its members.
- d. Division and direction of tasks: It is the duty of the team leader to direct the members in the right way. Leaders assess the talents and abilities of each team member and distribute responsibilities based on their competencies. Leaders can ensure that work gets done successfully and efficiently by doing this.
- e. Overcoming obstacles and challenges: Conflicts and challenges are inevitable for any team. Competent leaders know how to defuse tensions and come up with solutions that work for everyone. They can also assist the group in overcoming obstacles by providing guidance, encouragement and the tools they need.
- f. Developing team members: Competent leaders are interested in the growth and progress of each team member. Leaders enable team members to realize their full potential by offering training, growth and career development opportunities, and constructive criticism.

Overall, effective leadership is essential to forming and managing a team. Great leaders can forge strong bonds of cooperation, inspire their followers, and direct the group towards a common goal.

4 Conclusion

Team leadership is a key factor in organizational effectiveness and performance. A team leader must have the ability to influence, direct and motivate his/her team members in achieving common goals. Important traits of a leader include energy, emotional stability, communication skills, and technical proficiency. In the context of teams, effective leadership is not only about directing, but also about building a culture of leadership throughout the organization. Successful team leaders must master four key skills: conceptual, communication, administrative and technical. These skills enable the leader to coordinate the team, understand organizational dynamics, and make informed decisions. It is important to distinguish between leaders as individuals and leadership as a process. Effective team leadership not only generates followers, but also creates new leaders. By understanding and applying the principles of team leadership, organizations can improve performance, strengthen cooperation, and achieve common goals more effectively.

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