

The Effect of Peer Support and Supervisor Support on Employee Performance Mediated by Teamwork Cohesiveness

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Abstract

This study aims to analyze the influence of peer support and supervisor support on employee performance with teamwork cohesiveness as a mediating variable at Citra Purnama Catering. The research method used is quantitative with an explanatory research design. The study population was 90 employees, with a sample of 84 operational employees determined using a saturated sampling technique. Data in this study were collected through distributing questionnaires with a measurement scale of 1-10 and analyzed using SmartPLS 3.0 software. The results showed that peer support had a positive and significant effect on employee performance, while supervisor support had a positive but insignificant effect on employee performance. Teamwork cohesiveness had a positive and significant effect on employee performance. In addition, peer support and supervisor support had a positive and significant effect on teamwork cohesiveness. Teamwork cohesiveness was proven to partially mediate the relationship between peer support and employee performance, and fully mediate the relationship between supervisor support and employee performance.

Keywords: Peer Support, Supervisor Support, Teamwork Cohesiveness, Employee Performance.



INTRODUCTION

Employee performance is widely recognized as a key determinant of organizational success, particularly in service industries that rely heavily on the reliability of human resources in carrying out operational processes. In the catering industry, operational activities involve complex processes including production, distribution, and cross-functional coordination that occur simultaneously. These activities require high levels of accuracy, consistency, and teamwork in order to maintain service quality and customer satisfaction. Previous studies in human resource management highlight that workplace social support plays an important role in shaping employee attitudes and behaviors that influence job performance. Social support may originate from coworkers or supervisors, both of which function as job resources that help employees cope with work demands, enhance motivation, and strengthen commitment to their tasks. In practice, however, increasing operational demand does not always correspond with improvements in employee performance. This condition can be observed in Catering Citra Purnama, a catering service provider serving several factories in Cilegon City. Operational data show that the number of factories served increased from five in 2024 to six during the January-July 2025 period, while the average monthly order volume increased by 6.4%. Despite this growth, several operational performance indicators experienced a decline, as presented in Table 1.

Table 1. Operational Performance Indicators of Catering Citra Purnama

Indicator	2024 (Average/month)	Jan-Jul 2025 (Average/month)	Change
Factories served	5	6	+1 factory
Total orders (portions)	23,400	24,900	+6.4%
On-time delivery	95.2%	89.6%	-5.6%
Customer complaints	1.8%	3.4%	+1.6%
Rework	2.1%	3.8%	+1.7%
Setup delays	5.9%	10.7%	+4.8%
Absenteeism rate	3.1%	3.8%	+0.7%

Source: Catering Citra Purnama, 2025



In addition, internal performance evaluations show a shift in employee performance ratings between 2024 and the January-July 2025 period, as shown in Table 2.

Table 2. Employee Performance Evaluation

Year	Very Good	Good	Fairly Good	Poor
2024	30	32	18	4
2025 (Jan–Jul)	25	38	22	5

Source: Catering Citra Purnama, 2025

The data indicate that although operational demand increased, several performance indicators deteriorated. The decrease in on-time delivery and the increase in customer complaints, rework, setup delays, and absenteeism suggest that the increase in work demand has not been fully supported by improvements in employee performance. At the same time, the distribution of employee performance ratings shifted, with a decrease in the “Very Good” category and increases in the “Good” and “Fairly Good” categories. These findings indicate potential challenges in maintaining employee performance amid increasing operational demands.

From a human resource management perspective, workplace social support is considered an important factor in maintaining performance stability under increasing workloads. Support from coworkers and supervisors can function as job resources that help employees reduce work pressure, increase motivation, and strengthen commitment to their work. However, previous studies show inconsistent findings regarding the influence of these two forms of support on employee performance. Several studies report that peer support has a positive and significant influence on employee performance (Mughal, 2019; Alsakameh et al., 2022). Conversely, other studies report different results. Cruz et al. (2021) found that peer support does not significantly influence employee performance and in some contexts only affects attitudinal aspects without directly affecting performance outcomes. Similar inconsistencies are also found in the relationship between supervisor support and employee performance. Saleem et al. (2022) and Alvianita et al. (2023) concluded that supervisor support has a positive and significant influence on improving employee performance, indicating that guidance, attention, and work support from supervisors can enhance performance outcomes. However, McIlroy et al. (2025) and Amanda and Ekhsan (2024) reported that supervisor support does not significantly influence employee performance.



These inconsistent findings indicate that the relationship between peer support, supervisor support, and employee performance is not yet fully conclusive. It is possible that the influence of these variables does not always occur directly but is mediated by other mechanisms within the work environment. One relevant variable that may explain this mechanism is teamwork cohesiveness, which reflects the level of interpersonal bonding and coordination among team members in achieving shared goals. Previous studies indicate that team cohesiveness contributes to improved work performance and strengthens the relationship between psychological team factors and performance (Lieb et al., 2024; Li et al., 2020).

Based on this background, this study aims to analyze the influence of peer support and supervisor support on employee performance, with teamwork cohesiveness acting as a mediating variable. The findings of this study are expected to contribute theoretically to the development of human resource management literature, particularly in explaining the mediating role of teamwork cohesiveness in the relationship between workplace social support and employee performance. Practically, the results of this study are expected to provide insights for catering service organizations in designing strategies to improve employee performance through strengthening workplace support and team cohesion.

LITERATURE REVIEW

Social Exchange Theory (SET)

Social Exchange Theory (SET) is one of the primary theoretical frameworks used to explain social relationships in the workplace. The theory was first developed by Blau (1964), who proposed that social relationships are formed through rational and mutually beneficial exchanges between individuals. In social interactions, individuals evaluate the rewards and costs associated with their relationships. When the perceived rewards are equal to or greater than the costs, the relationship tends to be maintained and strengthened. SET also emphasizes the principle of reciprocity, which suggests that individuals tend to respond positively to favorable treatment they receive from others. In organizational contexts, support and positive treatment from supervisors, colleagues, or the organization can encourage employees to reciprocate through positive work behaviors such as cooperation, commitment, and improved performance.

Previous studies have highlighted the relevance of SET in explaining employee behavior within organizations. Hayuningtyas et al. (2018) argue that perceived organizational support and trust are important elements in building healthy exchange



relationships in the workplace. Similarly, Sulistiyani et al. (2022) found that perceived organizational support significantly influences work engagement and work–life balance. Conversely, an imbalance in social exchange relationships may lead to negative work behaviors, such as decreased trust and knowledge hiding (Zhang et al., 2025). In the context of the catering service industry, where work processes require high levels of coordination and collaboration, the principles of SET are particularly relevant. Support from colleagues and supervisors can be interpreted as forms of non-material social exchange that strengthen interpersonal relationships within the workplace. When employees perceive fair and supportive social interactions, they are more likely to demonstrate stronger commitment, improved teamwork cohesion, and higher employee performance.

Peer Support

Peer support refers to the assistance, encouragement, and positive interactions provided by colleagues to help individuals accomplish their work tasks (Fortuna et al., 2022). Support from co-workers can foster a sense of belonging and create positive social relationships in the workplace. According to Sarafino, cited in Nahrudin et al. (2024), peer support consists of several dimensions, including emotional support, informational support, appreciation support, instrumental support, and network support. These forms of support reflect the various ways colleagues can help individuals cope with work demands and improve their work effectiveness. In relation to employee performance, peer support plays an important role in facilitating task completion, knowledge sharing, and reducing work-related pressure. Singh et al. (2019) found that peer support positively influences employee performance both directly and indirectly through psychological flourishing. Similarly, Alsakarneh et al. (2022) and Mughal (2019) reported that support from colleagues strengthens employee motivation, connectedness, and organizational commitment, which ultimately contributes to improved performance.

In addition to influencing individual performance, peer support also contributes to strengthening social relationships within teams. Supportive interactions among colleagues encourage open communication, mutual trust, and stronger collaboration among team members. These conditions enhance teamwork cohesion, which refers to the level of unity, solidarity, and attachment among team members in achieving shared goals. Empirical studies indicate that peer support has a positive influence on team cohesion. Sari et al. (2025) found that peer support significantly increases teamwork cohesion, while Pietrantoni (2024) explained that social support among colleagues



strengthens social bonds within teams and improves the quality of workplace relationships. Based on the above discussion, the following hypotheses are proposed:

H1: Higher levels of peer support lead to higher employee performance.

H4: Higher levels of peer support lead to stronger teamwork cohesion.

Supervisor Support

Supervisor support refers to the assistance and attention provided by direct supervisors to employees in carrying out their daily work tasks (De Vries et al., 2022). This support reflects the extent to which supervisors are involved in helping employees complete their responsibilities and overcome work-related challenges. According to Eisenberger, cited in Le et al. (2025), supervisor support can be reflected through several aspects, including recognizing employee achievements, showing concern for employee well-being, assisting employees when they face difficulties, providing feedback related to work, and considering employees' goals and values. In relation to employee performance, support from supervisors plays an important role in enhancing employee motivation, work engagement, and confidence in completing job tasks. Employees who perceive strong support from their supervisors tend to demonstrate higher levels of job satisfaction and organizational commitment, which ultimately contribute to improved employee performance (Hidayati et al., 2025).

Beyond its influence on individual performance, supervisor support also contributes to strengthening teamwork cohesion within organizations. Supervisors who provide guidance, coordination, and facilitation can create a supportive work environment that encourages collaboration among team members. Lee et al. (2022) explain that leadership support in the form of direction, motivation, and work facilitation promotes more effective communication and coordination within teams. Based on the above discussion, the following hypotheses are proposed:

H2: Higher levels of supervisor support lead to higher employee performance.

H5: Higher levels of supervisor support lead to stronger teamwork cohesion.

Teamwork Cohesion

Teamwork cohesion refers to the strength of the relationships that keep team members committed to remaining part of the group and working together to achieve shared goals. Teams with high levels of cohesion tend to demonstrate more effective collaboration, stronger interpersonal relationships, and better team performance (Grossman et al., 2021). In this study, teamwork cohesion is measured using indicators



developed by Lieb et al. (2024) through the Erlangen Team Cohesion at Work Scale (ETC), which includes mutual support among members, effective communication, a sense of belonging, fair task distribution, and constructive conflict resolution. Teamwork cohesion plays an important role in improving employee performance. Teams with strong cohesion are more likely to coordinate tasks effectively, maintain open communication, and demonstrate stronger commitment to achieving work objectives. Previous studies have shown that teamwork cohesion has a positive influence on employee performance. Iwan et al. (2023) found that team cohesion significantly improves employee performance, while Wei et al. (2024) and Grossman et al. (2021) reported that higher levels of teamwork cohesion are associated with better individual work outcomes.

In addition to its direct effect on employee performance, teamwork cohesion can also function as a mediating variable in the relationship between workplace social support and employee performance. Peer support can strengthen social interaction, trust, and solidarity among team members, which in turn enhances teamwork cohesion and facilitates more effective collaboration in completing work tasks (Yang et al., 2020; Salcinovic et al., 2022; Pietrantonio et al., 2024). Similarly, supervisor support contributes to strengthening teamwork cohesion by providing guidance, facilitating communication, and helping resolve conflicts within the team. Such support can create more harmonious working relationships and improve team effectiveness, which ultimately leads to higher employee performance (Azizan et al., 2021). Based on the above discussion, the following hypotheses are proposed:

H3: Higher levels of teamwork cohesion lead to higher employee performance.

H6: Teamwork cohesion mediates the relationship between peer support and employee performance.

H7: Teamwork cohesion mediates the relationship between supervisor support and employee performance.

METHOD

This study employs a quantitative approach using an explanatory research design to examine the influence of peer support and supervisor support on employee performance, with teamwork cohesion acting as a mediating variable. The research was conducted at Catering Citra Purnama, with a population of 90 employees. The sampling technique used was saturated sampling; however, the respondents were limited to operational employees directly involved in catering service activities. Therefore, the final sample consisted of 84 employees. Data were collected through a questionnaire using a

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IJEBIR, Volume 05 Issue 03, 2026



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rating scale ranging from 1 to 10. The collected data were then processed and analyzed to obtain information relevant to the research objectives. Data analysis in this study consisted of two stages: descriptive analysis and inferential analysis.

Descriptive Analysis

The descriptive analysis of respondent characteristics was conducted to provide an overview of the demographic profile of the participants involved in this study. These characteristics include gender, age, education level, and years of service. Understanding the distribution of these demographic factors is important to describe the background of the respondents and to provide context for the interpretation of the research findings. The detailed distribution of respondent characteristics is presented in Table 3.

Table 3. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	49	58.33%
	Female	35	41.67%
	Total	84	100%
Age	20-30 Years	48	57.14%
	31-40 Years	34	40.48%
	41-50 Years	2	2.38%
	Total	84	100%
Education	Junior High School	13	15.48%
	Senior High School	68	80.95%
	Bachelor's Degree	3	3.57%
	Total	84	100%
Years of Service	1-3 Years	68	80.95%
	4-6 Years	11	13.10%
	7-9 Years	5	5.95%
	Total	84	100%

Source: Processed Research Data, 2025

Based on Table 3, the respondents were dominated by male employees (58.33%), reflecting the operational characteristics of the catering industry which often requires physical mobility and endurance, although female participation (41.67%) remains



significant, particularly in service and administrative roles. Most respondents were aged between 20 and 30 years (57.14%), indicating a workforce dominated by productive-age employees with high adaptability and energy. In terms of education level, the majority were senior high school graduates (80.95%), suggesting that the company prioritizes practical work readiness and operational skills rather than formal academic qualifications. Regarding years of service, most respondents had worked for 1-3 years (80.95%), indicating a relatively young workforce in an adaptive and productive stage.

Inferential Analysis

Inferential analysis was conducted to examine the causal relationships among the research variables. This study employed Structural Equation Modeling based on Partial Least Squares (PLS-SEM) using SmartPLS 3.0 software. The analysis stages included the normality test, measurement model evaluation (outer model), structural model evaluation (inner model), hypothesis testing through bootstrapping, and mediation analysis.

Normality Test

The normality test was conducted to ensure that the data distribution did not show extreme deviations. The assessment was based on skewness and kurtosis values. According to Hair et al. (2017), data are considered normally distributed if skewness values range between -2 and +2, and kurtosis values range between -7 and +7.

Measurement Model Evaluation (Outer Model)

The measurement model evaluation aims to assess the validity and reliability of the indicators in representing the latent constructs. This evaluation includes tests of convergent validity, discriminant validity, and reliability to ensure that the measurement instruments are appropriate and consistent in measuring the constructs used in this study. The criteria used for evaluating the measurement model are presented in Table 4.



Table 4. Measurement Model Evaluation Criteria

Evaluation Criteria	Indicator	Criteria	Interpretation
Convergent Validity	Loading Factor	> 0.70 retained; 0.40-0.60 considered; < 0.40 eliminated	Valid
	Average Variance Extracted (AVE)	≥ 0.50	Valid
Discriminant Validity	Cross Loading	Higher loading on its construct than others	Valid
	Fornell–Larcker Criterion	Square root of AVE greater than inter-construct correlations	Valid
	HTMT	< 0.90	Valid
Reliability	Cronbach's Alpha	> 0.70	Reliable
	rho_A	> 0.70	Reliable
	Composite Reliability	> 0.70	Reliable

Source: Hair et al., 2017

Structural Model Evaluation (Inner Model)

The structural model evaluation aims to assess the relationships between latent constructs and the model's ability to explain the dependent variables. The evaluation indicators include Variance Inflation Factor (VIF), R-Square (R^2), and F-Square (f^2), as shown in Table 5 below.

Table 5. Structural Model Evaluation Criteria

Evaluation Indicator	Criteria	Interpretation
VIF	< 5	No multicollinearity
R-Square (R^2)	0.75 (strong); 0.50 (moderate); 0.25 (weak)	Model explanatory power
F-Square (f^2)	0.02 (small); 0.15 (medium); 0.35 (large)	Effect size

Source: Hair et al., 2017



Hypothesis Testing (Bootstrapping)

Hypothesis testing was performed using the bootstrapping procedure to obtain stable parameter estimates. The evaluation was based on the path coefficient (β) to determine the direction and strength of the relationships among variables. In addition, the analysis considered the Standard Error, T-value (> 1.96), and P-value (< 0.05) to determine statistical significance at the 95% confidence level. The analysis also examined bias values and confidence intervals (5% and 95%) that do not cross zero as indicators of parameter stability.

Mediation Analysis

Mediation analysis was conducted to determine whether teamwork cohesion mediates the relationship between the independent variables and employee performance. The type of mediation was determined based on the significance of both direct and indirect effects, including partial mediation, competitive partial mediation, full mediation, direct-only nonmediation, and no-effect nonmediation (Hair et al., 2017). Furthermore, the strength of the mediation effect was assessed using the epsilon (ε) effect size proposed by Lachowicz et al. (2018), calculated as follows:

$$\varepsilon = \frac{(a \times b)}{(a \times b) + c'}$$

where a represents the effect of the independent variable on the mediator, b represents the effect of the mediator on the dependent variable, and c' represents the direct effect of the independent variable on the dependent variable. The ε value indicates the strength of the mediation effect, categorized as low ($\varepsilon \geq 0.02$), medium ($\varepsilon \geq 0.075$), and high ($\varepsilon \geq 0.175$).

DISCUSSION

The analysis of the research data was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with the assistance of SmartPLS 3.0 software. The analysis was carried out in several stages to ensure the adequacy of the measurement and structural models. The stages included the normality test, measurement model evaluation (outer model), structural model evaluation (inner model), hypothesis testing using bootstrapping, and mediation analysis.



Normality Test Results

The normality test was conducted to examine whether the distribution of the data falls within acceptable statistical limits. In PLS-SEM analysis, although strict normality is not a primary requirement, assessing the distribution of data remains important to ensure that the dataset does not exhibit extreme deviations. The evaluation was performed using skewness and kurtosis values, as presented in Table 6.

Table 6. Skewness and Kurtosis Test Results

Indicator	Mean	Median	Min	Max	Std. Dev	Excess Kurtosis	Skewness
PS1	9.179	9.000	8.000	10.000	0.538	0.085	0.116
PS2	9.167	9.000	8.000	10.000	0.508	0.399	0.257
PS3	9.131	9.000	8.000	10.000	0.507	0.637	0.218
PS4	9.190	9.000	8.000	10.000	0.545	-0.020	0.087
PS5	8.655	9.000	7.000	10.000	0.764	-0.143	-0.294
SS1	8.750	9.000	7.000	10.000	0.722	0.403	-0.544
SS2	8.810	9.000	8.000	10.000	0.732	-1.084	0.318
SS3	9.024	9.000	8.000	10.000	0.636	-0.486	-0.020
SS4	8.964	9.000	7.000	10.000	0.680	0.496	-0.417
SS5	8.786	9.000	8.000	10.000	0.638	-0.623	0.223
KT1	8.976	9.000	8.000	10.000	0.617	-0.322	0.015
KT2	8.738	9.000	7.000	10.000	0.758	-0.242	-0.184
KT3	8.762	9.000	7.000	10.000	0.766	-0.254	-0.208
KT4	8.881	9.000	8.000	10.000	0.680	-0.826	0.154
KT5	8.798	9.000	8.000	10.000	0.752	-1.165	0.358
KK1	8.631	9.000	8.000	10.000	0.686	-0.703	0.638
KK2	8.655	9.000	8.000	10.000	0.681	-0.739	0.569
KK3	8.726	9.000	8.000	10.000	0.730	-0.998	0.482
KK4	8.881	9.000	7.000	10.000	0.746	-0.442	-0.150
KK5	8.893	9.000	8.000	10.000	0.707	-0.987	0.158

Source: SmartPLS 3.0 Output

Based on Table 6, all indicators have skewness values ranging from -0.544 to 0.638 and kurtosis values ranging from -1.165 to 0.637. These values fall within the



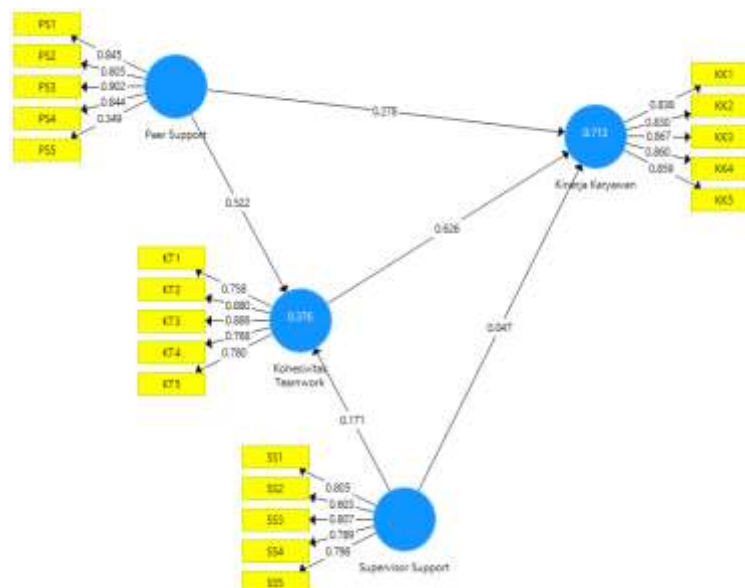
acceptable thresholds recommended by Hair et al. (2017), where skewness should be between -2 and +2 and kurtosis between -7 and +7. This indicates that the data distribution does not show extreme deviations and can be considered statistically normal. Therefore, the dataset satisfies the normality assumption and can be further analyzed using the PLS-SEM approach.

Measurement Model Evaluation (Outer Model)

Convergent Validity

Convergent validity was evaluated using outer loading values and Average Variance Extracted (AVE). Indicators are considered valid when the loading value is ≥ 0.70 and the construct AVE value is ≥ 0.50 . The initial evaluation was conducted by estimating the initial PLS-path model, which examines the relationship between indicators and latent constructs before model modification, as shown in Figure 1 below.

Figure 1. Initial PLS-Path Model



Source: SmartPLS 3.0 Output

The initial estimation results indicate that most indicators already meet the convergent validity criteria with loading values above 0.70. However, several indicators do not satisfy the recommended threshold. In the peer support construct (X1), indicator PS5 shows a loading value of 0.349, which is below the minimum acceptable limit.

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Therefore, this indicator was removed from the model. Meanwhile, within the supervisor support construct (X2), indicator SS2 has a loading value of 0.603, which falls within the acceptable range of 0.40–0.60. According to PLS-SEM guidelines, indicators within this range may still be retained if the overall construct validity remains adequate. Therefore, the decision to retain SS2 was further evaluated using the AVE value, as shown in Table 7 below.

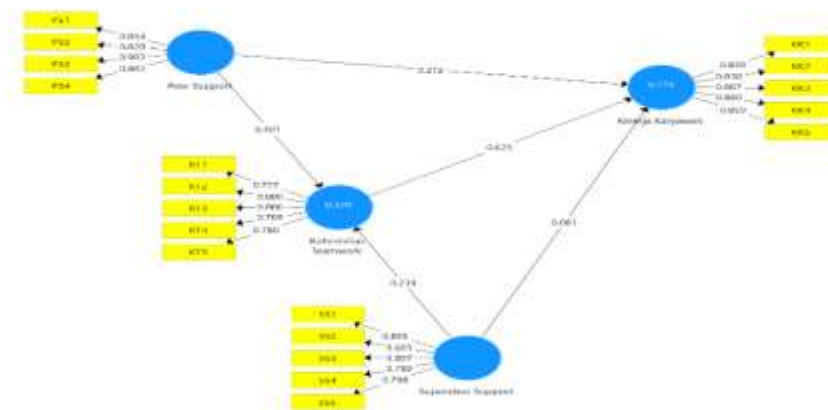
Table 7. Average Variance Extracted (AVE) of the Initial PLS-Path Model

Variable	Average Variance Extracted (AVE)
Employee Performance	0.724
Teamwork Cohesion	0.667
Peer Support	0.602
Supervisor Support	0.585

Source: SmartPLS 3.0 Output

Based on the AVE results, the supervisor support construct shows a value of 0.585 (>0.50), indicating that the convergent validity criterion has been satisfied. Therefore, although indicator SS2 has a loading factor below 0.70, the indicator is still retained in the measurement model. The modified measurement model after removing the invalid indicator is presented in Figure 2 below.

Figure 2. Modified PLS-Path Model



Source: SmartPLS 3.0 Output

After evaluating the initial PLS-path model, indicators that did not meet the required criteria were eliminated. The analysis was then continued by re-running the PLS algorithm to obtain the modified PLS-path model. The results of the modified model show that all indicators for the constructs peer support (X1), supervisor support (X2), teamwork cohesion (Z), and employee performance (Y) have outer loading values greater than 0.70. Therefore, all indicators are considered to meet the convergent validity criterion. In addition to examining the loading factor values, convergent validity can also be evaluated using the Average Variance Extracted (AVE). A construct is considered to meet the convergent validity requirement when the AVE value is greater than 0.50. The AVE values for each variable in this study are presented in Table 8.

Table 8. Average Variance Extracted (AVE)

Variable	AVE	Critical Value	Description
Employee Performance	0.724	> 0.50	Valid
Teamwork Cohesion	0.667	> 0.50	Valid
Peer Support	0.743	> 0.50	Valid
Supervisor Support	0.585	> 0.50	Valid

Source: SmartPLS 3.0 Output

Based on Table 8, all variables exhibit AVE values exceeding the recommended threshold of 0.50, indicating that each construct satisfies the criterion for convergent validity. The peer support construct shows the highest AVE value of 0.743, followed by employee performance with 0.724, teamwork cohesion with 0.667, and supervisor support with 0.585.

Discriminant Validity

Discriminant validity was assessed by examining the cross loading values. An indicator is considered to satisfy discriminant validity when its loading value on the intended construct is higher than its loading values on other constructs. The results of the cross loading analysis are presented in Table 9.



Table 9. Cross Loading Values

Variable	Employee Performance	Teamwork Cohesion	Peer Support	Supervisor Support
KK1	0.839	0.807	0.499	0.288
KK2	0.830	0.643	0.453	0.352
KK3	0.867	0.693	0.494	0.415
KK4	0.860	0.641	0.668	0.347
KK5	0.859	0.646	0.642	0.333
KT1	0.720	0.757	0.580	0.399
KT2	0.613	0.880	0.417	0.248
KT3	0.614	0.886	0.393	0.268
KT4	0.588	0.769	0.396	0.261
KT5	0.718	0.780	0.464	0.365
PS1	0.550	0.551	0.854	0.309
PS2	0.459	0.400	0.828	0.201
PS3	0.654	0.538	0.903	0.307
PS4	0.550	0.432	0.862	0.215
SS1	0.283	0.239	0.118	0.805
SS2	0.235	0.209	0.160	0.603
SS3	0.350	0.354	0.341	0.807
SS4	0.298	0.238	0.302	0.789
SS5	0.356	0.388	0.214	0.798

Source: SmartPLS 3.0 Output

Based on Table 9, each indicator demonstrates the highest loading value on its corresponding construct compared to other constructs. This indicates that the discriminant validity criterion based on cross loading values has been satisfied. In addition to cross loading analysis, discriminant validity was also assessed using the Heterotrait-Monotrait Ratio (HTMT). A model is considered to meet discriminant validity requirements when the HTMT values between constructs are below 0.90. The results of the HTMT analysis are presented in Table 10.



Table 10. Heterotrait-Monotrait Ratio (HTMT)

Variable	Employee Performance	Teamwork Cohesion	Peer Support	Supervisor Support
Employee Performance				
Teamwork Cohesion	0.893			
Peer Support	0.716	0.620		
Supervisor Support	0.466	0.430	0.345	

Source: SmartPLS 3.0 Output

Based on Table 10, all HTMT values are below 0.90, indicating that each construct in the research model demonstrates adequate discriminant validity. Furthermore, discriminant validity was also evaluated using the Fornell-Larcker criterion, which compares the square root of the AVE value with the correlations among constructs. The square root of AVE on the diagonal should be higher than the correlations between constructs. The results are presented in Table 11.

Table 11. Fornell-Larcker Criterion

Variable	Employee Performance	Teamwork Cohesion	Peer Support	Supervisor Support
Employee Performance	0.851			
Teamwork Cohesion	0.810	0.817		
Peer Support	0.649	0.564	0.862	
Supervisor Support	0.406	0.388	0.305	0.765

Source: SmartPLS 3.0 Output

Based on Table 11, the square root of AVE for each construct is higher than the correlations between constructs. Therefore, it can be concluded that all constructs in this study satisfy the discriminant validity criterion.

Reliability

Reliability was assessed using Cronbach's Alpha, rho_A, and Composite Reliability, where a construct is considered reliable if it has a value greater than 0.70. The results of the reliability test are presented in Table 12.



Table 12. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Description
Employee Performance	0.905	0.907	0.929	Reliable
Teamwork Cohesion	0.874	0.876	0.909	Reliable
Peer Support	0.885	0.898	0.920	Reliable
Supervisor Support	0.820	0.844	0.874	Reliable

Source: SmartPLS 3.0 Output

Based on Table 12, all constructs show Cronbach's Alpha, rho_A, and Composite Reliability values above 0.70, indicating that each construct demonstrates satisfactory internal consistency reliability. These results confirm that the measurement indicators consistently measure their respective latent constructs.

Structural Model Evaluation (Inner Model)

Variance Inflation Factor (VIF)

The initial evaluation of the structural model was conducted by examining the Variance Inflation Factor (VIF) values to ensure that no multicollinearity problem exists among the predictor variables. A model is considered free from multicollinearity when the VIF value is below 5. The VIF results for each relationship in the structural model are presented in Table 13 below.

Table 13. Variance Inflation Factor (VIF)

Relationship	VIF Value
TC → EP	1.587
PS → EP	1.485
SS → EP	1.193
PS → TC	1.102
SS → TC	1.102

Source: SmartPLS 3.0 Output

Based on Table 13, all VIF values are below the threshold of 5. This indicates that no multicollinearity issue exists within the structural model, meaning that the independent



variables do not exhibit excessive correlation with one another. Therefore, the structural model can be considered appropriate for further analysis.

R-Square Adjusted

The next evaluation involved examining the R-Square Adjusted value to determine the explanatory power of the independent variables in explaining the dependent variables in the model. The results of the R-Square Adjusted values for each endogenous variable are presented in Table 14 below.

Table 14. R-Square Adjusted

Variable	R-Square	R-Square Adjusted
Employee Performance	0.715	0.705
Teamwork Cohesion	0.370	0.354

Source: SmartPLS 3.0 Output

The Adjusted R^2 value of 0.705 indicates that 70.5% of the variance in employee performance can be explained by peer support, supervisor support, and teamwork cohesion, while the remaining 29.5% is influenced by other variables outside the research model. Meanwhile, teamwork cohesion shows an Adjusted R^2 value of 0.354, indicating that 35.4% of its variance is explained by peer support and supervisor support, while the remaining 64.6% is explained by other factors not included in the model. These results indicate that the structural model has moderate to substantial explanatory power in explaining the endogenous constructs.

F-Square (Effect Size)

Further evaluation was conducted using the F-Square (f^2) value to determine the magnitude of the effect size contributed by each exogenous variable to the endogenous variables. The F-Square results for all relationships in the structural model are presented in Table 15 below.

Table 15. F-Square Values

Variable	Employee Performance	Teamwork Cohesion	Peer Support	Supervisor Support
Teamwork Cohesion	0.865			
Peer Support	0.174	0.347		



Supervisor Support	0.019	0.082		
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Source: SmartPLS 3.0 Output

Based on Table 15, teamwork cohesion shows the largest effect on employee performance ($f^2 = 0.865$), indicating a strong contribution to improving employee performance. Peer support demonstrates a moderate effect on employee performance ($f^2 = 0.174$) and also a moderate influence on teamwork cohesion ($f^2 = 0.347$). In contrast, supervisor support shows a small effect on employee performance ($f^2 = 0.019$) and a small influence on teamwork cohesion ($f^2 = 0.082$). These findings indicate that teamwork cohesion plays a crucial role in explaining variations in employee performance within the research model.

Hypothesis Testing Results

Hypothesis testing in this study was conducted using the bootstrapping method in SmartPLS 3.0 to determine the significance of the relationships among variables in the research model. The evaluation was based on the path coefficient (Std. Beta), Standard Error, T-Value, P-Value, Bias, and Confidence Interval at a 5% significance level with a 95% confidence interval. The results of the direct and indirect effect testing are presented in Table 16.

Table 16. Hypothesis Testing Results

Hypothesis	Std. Beta	Std. Error	T-Value	P-Value	Bias	5%	95%	Decision
Peer Support → Employee Performance	0.272	0.070	3.870	0.000	0.004	0.168	0.392	Accepted
Supervisor Support → Employee Performance	0.081	0.069	1.163	0.123	0.001	-0.031	0.193	Rejected
Teamwork Cohesion → Employee Performance	0.625	0.075	8.290	0.000	-0.010	0.509	0.747	Accepted



Peer Support → Teamwork Cohesion	0.491	0.111	4.417	0.000	-0.006	0.309	0.663	Accepted
Supervisor Support → Teamwork Cohesion	0.239	0.103	2.309	0.016	0.017	0.058	0.380	Accepted
Peer Support → Teamwork Cohesion → Employee Performance	0.307	0.069	4.464	0.000	-0.011	0.207	0.426	Accepted
Supervisor Support → Teamwork Cohesion → Employee Performance	0.149	0.070	2.120	0.017	0.010	0.048	0.262	Accepted

Source: SmartPLS 3.0 Output

Based on Table 16, peer support has a positive and significant effect on employee performance ($\beta = 0.272$; $p < 0.001$), indicating that the first hypothesis is supported. Meanwhile, supervisor support shows a positive but non-significant effect on employee performance ($\beta = 0.081$; $p = 0.123$), leading to the rejection of the second hypothesis. Furthermore, teamwork cohesion has a strong positive and significant effect on employee performance ($\beta = 0.625$; $p < 0.001$), supporting the third hypothesis. Peer support also has a positive and significant effect on teamwork cohesion ($\beta = 0.491$; $p < 0.001$), while supervisor support has a positive and significant effect on teamwork cohesion ($\beta = 0.239$; $p = 0.016$). Therefore, the fourth and fifth hypotheses are supported. Regarding indirect effects, peer support significantly influences employee performance through teamwork cohesion ($\beta = 0.307$; $p < 0.001$), supporting the sixth hypothesis. Similarly, supervisor support significantly affects employee performance through teamwork cohesion ($\beta = 0.149$; $p = 0.017$), supporting the seventh hypothesis.

Mediation Testing Results

Mediation analysis was conducted to examine the role of teamwork cohesion in mediating the relationship between peer support and supervisor support with employee performance. This analysis compared the direct and indirect effects to determine the type and significance of the mediation. The results of the mediation testing for teamwork cohesion are presented in Table 17 below.

Table 17. Mediation Testing Results of Teamwork Cohesion

Relationship	Direct Effect	Indirect Effect	Type of Mediation
Peer Support → Employee Performance	Significant ($\beta = 0.272$; $p < 0.05$)	Significant ($\beta = 0.307$; $p < 0.05$)	Partial (Complementary)
Supervisor Support → Employee Performance	Not Significant ($\beta = 0.081$; $p > 0.05$)	Significant ($\beta = 0.149$; $p < 0.05$)	Full Mediation

Source: Research Data Processed, 2025

Based on Table 17, the effect of peer support on employee performance is significant both directly and indirectly through teamwork cohesion. Therefore, the mediation effect can be classified as partial (complementary) mediation, with an epsilon (ϵ) value of 0.530, indicating a high mediation strength. Meanwhile, supervisor support does not have a significant direct effect on employee performance but shows a significant indirect effect through teamwork cohesion. Thus, the mediation can be categorized as full mediation, with an epsilon (ϵ) value of 0.649, which also indicates strong mediation strength. These findings highlight the important role of teamwork cohesion as a key mechanism that explains how peer support and supervisor support contribute to improving employee performance within the research model.

H1: The Effect of Peer Support on Employee Performance

The results of this study indicate that peer support has a positive and significant effect on employee performance, thus accepting the first hypothesis. This finding indicates that coworker support is a factor that directly drives improvements in quality, timeliness, and responsibility in task completion. In operational work contexts that require rapid coordination and dynamic workloads, technical assistance, information sharing, and

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emotional support from coworkers help employees complete their work more effectively. Theoretically, this aligns with Social Exchange Theory (Blau, 1964), which emphasizes the principle of reciprocity, where individuals reciprocate positive treatment with enhanced work contributions. Received support creates a moral obligation to maintain performance and not disappoint the team. These results align with research by Singh et al. (2019), which found that peer support can improve employee performance. Research by Alsakarneh et al. (2022) and Mughal (2019) also shows that support from coworkers can increase work motivation, social connectedness, and commitment to the organization, ultimately impacting employee performance.

H2: The Effect of Supervisor Support on Employee Performance

Supervisor support showed a positive but insignificant effect on employee performance, therefore, the second hypothesis was rejected. Although conceptually, supervisor support can improve performance, in this study, this effect was not statistically strong enough. Based on Social Exchange Theory (Blau, 1964), support will trigger a reciprocal response if it is perceived as relevant and has a direct impact on task performance. In this context, supervisor support predominantly took the form of instructions and supervision, so it was not fully perceived as instrumental assistance that expedites or simplifies operational work. The results of this study differ from the findings of Alvianita et al. (2023), who stated that supervisor support had a positive effect on employee performance. This difference in findings may be due to differences in organizational characteristics, type of work, and work relationship patterns between superiors and subordinates.

H3: The Effect of Teamwork Cohesiveness on Employee Performance

Teamwork cohesiveness had a positive and significant effect on employee performance, therefore, the third hypothesis was accepted. This means that the higher the level of cohesiveness, sense of belonging, and unity of purpose within a team, the more optimal the resulting performance. In integrated work, good coordination and strong interpersonal relationships enable smooth task distribution and minimize errors. Based on Social Exchange Theory (Blau, 1964), cohesiveness is formed from ongoing social exchanges that foster a sense of collective responsibility. Team members are motivated to perform better because success is seen as the result of shared contributions. This study's findings align with those of Wei et al. (2024) and Grossman et al. (2021), which



found that strong teamwork cohesiveness can increase team effectiveness and produce optimal performance.

H4: The Effect of Peer Support on Teamwork Cohesiveness

Peer support has a positive and significant effect on teamwork cohesiveness, thus the fourth hypothesis is accepted. Support between coworkers strengthens positive interactions, increases trust, and fosters a sense of togetherness within the team. When team members help each other and share information, interpersonal relationships become more harmonious and work coordination improves. From the perspective of Social Exchange Theory (Blau, 1964), received support is reciprocated with cooperative behavior, creating a cycle of positive interactions that strengthens cohesiveness. This finding aligns with research by Sari et al. (2025), which found that peer support significantly influences team cohesiveness. Research by Pietrantonio et al. (2024) also explains that social support between coworkers plays a crucial role in strengthening interpersonal relationships and increasing solidarity within a team.

H5: The Effect of Supervisor Support on Teamwork Cohesiveness

Supervisor support has a positive and significant effect on teamwork cohesiveness, thus accepting the fifth hypothesis. Supervisor support in the form of clear direction, task coordination, and attention to work obstacles helps teams work in a more structured and focused manner. The presence of a supervisor acts as a controller of the work rhythm and maintains harmony among team members. Within the framework of Social Exchange Theory (Blau, 1964), this support encourages collective responses in the form of greater compliance, coordination, and cooperation. These results align with Sjoblom et al. (2022), who emphasized the importance of supervisors in building team cohesiveness.

H6: The Effect of Peer Support on Employee Performance through Teamwork Cohesiveness

Teamwork cohesiveness partially mediates the relationship between peer support and employee performance, thus accepting the sixth hypothesis. This means that peer support not only directly impacts performance but also strengthens team cohesiveness, which in turn improves performance. Peer support strengthens team relationships, creates more effective coordination, and fosters a sense of collective responsibility, which impacts work outcomes. This mechanism supports Social Exchange Theory because



social exchanges between team members generate interactions that strengthen work commitment. This finding is consistent with Yang et al. (2020) and Salcinovic et al. (2022), which assert that cohesiveness is an important mechanism in mediating the effect of peer support on performance.

H7: The Effect of Supervisor Support on Employee Performance through Teamwork Cohesiveness

Teamwork cohesiveness fully mediates the relationship between supervisor support and employee performance, thus accepting the seventh hypothesis. This indicates that supervisor support does not directly improve performance but first strengthens cooperation and harmony within the team. Supervisor support helps clarify roles, improve coordination, and maintain work order, which in turn increases overall team effectiveness. From a Social Exchange Theory perspective, supervisor support triggers reciprocal responses in the form of cooperative collective behavior. This finding aligns with Khattak et al. (2020) and Akhtar (2022), who stated that supervisor support improves performance by strengthening collaboration and team cohesion.

CONCLUSION

Based on the results of the hypothesis testing, it can be concluded that peer support has a positive and significant influence on employee performance, while supervisor support exhibits a positive but insignificant direct influence on employee performance. Teamwork cohesiveness is proven to have a positive and significant influence on employee performance. Furthermore, peer support and supervisor support each have a positive and significant influence on teamwork cohesiveness. Furthermore, teamwork cohesiveness acts as a mediating variable, partially mediating the effect of peer support on employee performance and fully mediating the effect of supervisor support on employee performance. These findings confirm that, in the team-based work context at Citra Purnama Catering, social support and team cohesiveness are important determinants of improved employee performance. This study is limited by its scope, which is limited to a single company, the use of a research instrument based on respondents' perceptions, which could potentially introduce subjective bias, and the lack of inclusion of other relevant variables in the research model.



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