

TEAMWORK AND SUPERVISOR SUPPORT IN STRENGTHENING SALESFORCE LOYALTY

Mochammad Irfan¹, Muhammad Ramli², Ahmad Fauzi³

¹Universitas Mayjen Sungkono, ²Universitas Mataram, ³Universitas Islam Negeri Alauddin Makassar

correspondence: irfanmoc@gmail.com

Abstract - Sales employees play a critical role in maintaining customer relationships and generating organizational revenue, particularly in distribution and manufacturing firms where sales activities depend heavily on cross-functional coordination. This study examines the relationship between collaborative organizational culture and salesforce loyalty by focusing on teamwork, internal communication, and supervisor support. An integrative literature review was conducted using academic studies in organizational behavior, human resource management, internal communication, and sales management. The synthesis indicates that collaborative culture may strengthen salesforce loyalty by creating social support, shared responsibility, learning opportunities, and effective coordination across organizational functions. Internal communication contributes by reducing uncertainty, supporting employee voice, improving trust, and providing job-relevant information. Supervisor support further strengthens loyalty because sales supervisors represent an immediate source of guidance, recognition, coaching, and organizational support. The review suggests that salesforce loyalty should be understood as an accumulated outcome of everyday organizational experiences rather than as a response to financial rewards alone. Firms can strengthen retention by aligning teamwork, communication, and supervisory practices within a consistent collaborative work environment.

Keywords: collaborative culture, salesforce loyalty, teamwork, internal communication, supervisor support, organizational commitment, employee retention.

INTRODUCTION

Sales personnel are an organizational part that holds a direct position in building relationships with customers and generating company revenue. In distribution and manufacturing companies, sales work frequently involves sales targets, high mobility, coordination with production, logistics, finance, and customer service departments. The characteristics of such work make sales personnel require a work environment capable of supporting information exchange and cross-departmental cooperation. Organizational culture serves as one element that can explain how such relational patterns are built (Guevara, 2025). Denison and Mishra (1995) explain that involvement, consistency, adaptability, and clarity of organizational direction are related to organizational effectiveness. One element close to a collaborative culture is member involvement in teamwork and decision-making processes. Such a culture can create a sense of belonging to the organization because employees do not work in isolation, but rather are connected through shared goals and responsibilities.

Collaborative culture essentially describes a work environment that encourages cooperation, participation, mutual trust, open communication, and willingness to support other members of the organization. In marketing, these characteristics are relevant because the success of sales personnel is rarely determined by individual ability alone (Gadhane et al., 2025). Sales personnel need product availability, accurate delivery, price information, credit policies, promotional support, and the resolution of customer complaints from other units. When internal coordination is weak, sales personnel face customers without adequate organizational support. This condition can create work pressure and weaken attachment to the company. Excessive work pressure can also reduce employee performance and loyalty (Eddine & Darmawan, 2025). Conversely, a work environment that provides positive experiences can strengthen affective commitment. Rhoades, Eisenberger, and Armeli (2001) showed that perceived organizational support is related to the development of employees' affective commitment. This relationship indicates that everyday work experiences matter in forming a psychological bond with the organization.

Sales personnel loyalty needs to be understood more broadly than the length of time an employee works at one company. Loyalty also relates to the willingness to maintain the working relationship, to act in the organization's interest, to identify with the company, and to show a low tendency to leave the job (Darmawan et al., 2020). Among sales personnel, loyalty has strategic importance because employee turnover can disrupt relationships already built with customers. Knowledge of customer characteristics, transaction history, purchasing patterns, and negotiation styles often resides in individual salespeople. This knowledge is important because customers' purchase decisions are influenced by the values they hold (Mardikaningsih & Halizah, 2026). Ingram and Lee (1990) found that organizational commitment is related to the tendency of industrial salespeople to stay in or leave the organization. This finding shows that sales personnel loyalty cannot

be separated from the attitudes that develop while they perform their work and interact with the organization. Retention should therefore be seen as an outcome of accumulated work experience. Clear and fair employee management practices, such as performance appraisal and payroll systems, also influence employees' decisions to stay (Darmawan, 2026).

Loyalty problems become more compelling because sales personnel work under pressures that differ from those in many internal functions. High targets, customer rejection, periodic evaluation, sales territories, incentives, competition among salespeople, and travel demands can shape their work experience. Under these conditions, social support from coworkers and supervisors can become a resource that helps sales personnel cope with job pressure (Veloutsou & Panigyrakis, 2004). Employees' psychological well-being is shaped by both protective and risk conditions (Khayru & Issalillah, 2026). A collaborative culture can give team members room to exchange customer experiences, share market information, help solve problems, and provide emotional support when targets are not met. Knowledge sharing among team members also serves as a pathway through which organizational practices affect work outcomes (Mardikaningsih et al., 2026). This culture differs from an environment that overemphasizes individual competition because work orientation is directed toward shared success. For distribution and manufacturing companies with fairly high cross-functional relationships, the ability to build collaboration can become part of long-term sales force management.

Internal communication is also an inseparable part of collaborative culture (Darmawan, 2024). Cooperation cannot work if information stops at certain levels or if sales personnel do not receive adequate explanations about company decisions. Information on price changes, stock conditions, promotional programs, targets, new products, customer policies, and changes in sales territories requires fast and clear delivery. Communication problems can cause errors when sales personnel convey information to customers and can reduce trust in management (Kolouchová & Rožek, 2014). Good communication also requires ethical principles and clear allocation of responsibility in delivering information (Khayru et al., 2026). Open communication gives sales personnel the opportunity to understand the reasons behind a decision, raise field problems, and give input to the company. This two-way relationship can strengthen the perception that sales personnel are treated as valued members of the company, not merely target executors.

Supervisor support is another element that can determine the quality of sales personnel's work experience. Supervisors or sales managers are close to the daily activities of sales personnel. They give direction on targets, evaluate achievement, help resolve customer problems, provide feedback, and are often the first to respond to team members' difficulties (Fatima & Azam, 2022). Employees may interpret supervisor support as a form of organizational care. Empathetic supervisors can help prevent psychological exhaustion among team members (Darmawan, 2026). At the same time, supervisor behavior that is overly pressuring, unfair, or hard to reach can weaken the relationship between sales personnel and the company. Johnston et al. (1990) showed that the development of salespeople's organizational commitment in the early period of employment is related to job experiences, including role ambiguity and job satisfaction. This finding shows that loyalty develops as a process and is influenced by how the organization manages sales personnel's work experience from the start of employment.

Studies on organizational culture, internal communication, supervisor support, and loyalty have grown fairly widely, but the relationship among these three factors among sales personnel is still often discussed separately. Organizational culture studies often use general populations, whereas studies on sales personnel more often focus on performance, job satisfaction, targets, and turnover. As a result, it is not always clear how a collaborative environment shapes loyalty through everyday work experience. In addition, the distribution and manufacturing sectors are characterized by strong interdependence between sales personnel and production, warehouse, logistics, and administration units. The efficiency and flexibility of production processes affect how quickly other units can respond to customer needs (Putra & Darmawan, 2026). This gap points to the need for a synthesis that views sales personnel loyalty as a result of social relationship patterns that include teamwork, communication quality, and supervisor support. This approach can provide a fuller understanding of why a salesperson chooses to maintain a working relationship with the company. Well-directed management also helps companies achieve their economic goals sustainably (Mardikaningsih & Halizah, 2026).

This literature review aims to explain the relationship between collaborative culture and salesforce loyalty through three main elements, namely teamwork, internal communication, and supervisor support. The first research question is: How does a collaborative culture through teamwork shape salesforce loyalty in the distribution and manufacturing sectors? The second research question is: How does internal communication influence the commitment and tendency of sales personnel to remain within the organization? The third research question is: How does supervisor support strengthen salesforce loyalty and its connectivity with collaborative culture and internal communication? These three research questions are used to view loyalty as a process built through work relationship experiences rather than solely as a consequence of financial incentives or individual characteristics of sales personnel.

RESEARCH METHODS

This study uses an integrative literature review approach in the fields of human resource management, organizational behavior, and marketing management. This approach was chosen because discussions regarding collaborative culture and salesforce loyalty are scattered across several research groups using concepts such as

organizational culture, teamwork, internal communication, perceived supervisor support, organizational commitment, turnover intention, and employee retention. A literature review can be treated as a research method when the process of selecting, evaluating, and synthesizing sources is carried out with clear procedures (Martinez et al., 2025). Literature searches were directed toward academic journal articles concerning organizational culture, teamwork, internal communication, supervisor support, commitment, and salesforce retention. Salesforce literature received special attention, while research from other occupational groups was used when capable of providing relevant theoretical explanations for the relationships between concepts.

The synthesis process was conducted by comparing research foci, respondent characteristics, variables used, and the patterns of relationships found in each source. The integrative literature review principles from Torraco (2005) were used to combine research findings originating from several study traditions to obtain a more structured explanation. The literature was grouped into three themes corresponding to the research questions, namely collaborative culture and teamwork, internal communication, and supervisor support. Sources lacking clear bibliographic information or direct relevance to the themes were excluded. Synthesis was performed narratively by comparing results across sources and connecting them with the job characteristics of sales personnel in distribution and manufacturing companies.

RESULTS AND DISCUSSIONS

Budaya Kolaboratif dan Kerja Sama Tim dalam Membentuk Loyalitas Tenaga Pemasaran

Collaborative culture can be understood as a pattern of values and work practices that treats cooperation as the main way of completing work. In such a culture, individual success is not separated from group success (Olayiwola & Akeke, 2022). When sales personnel receive help from their team in dealing with customer problems or distribution obstacles, they tend to see the organization as an environment that supports their work. This experience can develop into a sense of belonging and a willingness to maintain the working relationship. Collaborative culture then does not remain a written value but is visible in members' habits of helping, exchanging information, and solving problems together (Li & Ko, 2021). Furthermore, this shared operational orientation reduces the psychological burden experienced by individual workers in high-pressure markets. When employees know that collective resources and peer assistance are readily accessible, uncertainty is minimized, and confidence in managing complex client demands is significantly enhanced.

Teamwork holds a special meaning in distribution and manufacturing companies because the sales process involves several interdependent units. Sales personnel may secure orders, but customer satisfaction is still determined by product availability, goods quality, billing, delivery, and after-sales service. When each function works with its own orientation without coordination, sales personnel frequently become the party that must explain internal problems to customers (Madhani, 2017). Such situations can increase job pressure and feelings of helplessness. A collaborative culture reduces the distance between functions by encouraging shared responsibility for customer needs. For sales personnel, such support creates an experience that achieving targets is not an individual burden. Loyalty can grow when team members feel the company provides an environment that makes it easier for them to carry out their roles professionally.

Hanaysha (2016) shows that teamwork has a positive relationship with organizational commitment. Although that study did not use sales personnel as its main population, these findings provide an illustration that the experience of working cooperatively can strengthen employees' attachment to the organization. Teamwork can fulfill social needs because employees gain a sense of acceptance, opportunities for interaction, and support from colleagues. For sales personnel who spend a lot of time outside the office, relationships with the team can become a source of connection with the organization. Sales meetings, experience-sharing forums, customer discussions, and group communication can maintain a sense of membership even though work is carried out individually in respective territories. This aligns with the explanation by Putra et al. (2021) that cohesive teams tend to exhibit high solidarity, close communication, and the ability to resolve conflicts constructively. Moreover, these collaborative touchpoints bridge the physical distance inherent in field operations, ensuring that distributed personnel continually feel anchored to the core values and collective mission of the company.

A collaborative culture can also reduce excessive internal competition tendencies. Sales systems often use individual targets and achievement-based incentives. Such systems can drive motivation, but they have the potential to create information-hoarding behaviors if sales personnel view colleagues as competitors (Briody & Erickson, 2016). In a collaborative culture, competition can still be maintained as long as it does not undermine group interests. Companies can develop team targets, group rewards, or knowledge-sharing mechanisms that make sales personnel view coworkers' successes as part of the unit's success. This approach can increase the willingness to help new sales personnel, share potential customer information, and discuss ways to handle market problems. Hariani (2023) shows that a culture valuing cooperation, mutual support, and collaboration can strengthen workers' commitment and attachment to the organization. Positive social relationships can then become an additional reason for employees to stay at the company.

Another aspect supporting loyalty is the sense of involvement. A collaborative culture tends to provide more space for employees to voice their opinions. Sales personnel possess direct knowledge regarding changing customer behaviors, competitor activities, price developments, and market needs. When such information is valued in decision-making processes, sales personnel can see that their role is broader than merely selling products. They become a source of market knowledge

for the organization. The feeling of making a meaningful contribution can strengthen identification with the company. Conversely, if field input continues to be ignored, sales personnel may view the organization as a structure far removed from market realities. This condition can reduce emotional involvement and make working relationships more transactional.

Xie et al. (2020) show that cultures emphasizing closeness and internal relationships can influence willingness to stay through organizational commitment and job satisfaction. Although the respondents of that study came from elder care services, the mechanisms found are relevant for explaining the relationship between culture and retention. A collaborative culture can create a sense of social safety because employees know their colleagues, easily ask for help, and experience positive interaction. For sales personnel, this condition can reduce feelings of isolation that frequently arise due to fieldwork. Loyalty is then not only based on compensation, but is also influenced by the quality of relationships that would be lost if employees moved to another organization. The research results of Hariani and Irfan (2022) reinforce the view that characteristics and habits developing within the work environment can become part of employee experiences that encourage the formation of organizational loyalty. Furthermore, this deep-seated interpersonal fabric acts as an emotional buffer, helping field staff navigate daily market setbacks with sustained resilience.

A collaborative culture does not mean all work must be done collectively (Eddine et al., 2023). Sales personnel still require individual responsibility for customers, territories, and targets. Collaboration that is too strong without clear distribution of responsibilities can give rise to dependency or ambiguity regarding who is accountable for results (Meunier-FitzHugh & Piercy, 2011). Companies need to maintain a balance between cooperation and individual accountability. Collaboration becomes productive when members understand their respective roles and know when team assistance is needed. Customer allocation, lead transfer mechanisms, commission sharing, and conflict resolution procedures need to be made clear so that cooperation does not turn into a source of new disputes. Loyalty will develop more easily when sales personnel feel that collaboration operates fairly and does not diminish appreciation for personal contributions. Consequently, establishing precise operational boundaries ensures that collective synergy elevates rather than dilutes individual performance recognition.

A collaborative culture also influences the learning process of sales personnel. Knowledge regarding negotiation techniques, customer characteristics, competitor products, or patterns of customer objections is frequently acquired through experience. Such knowledge is difficult to fully capture in written procedures. Interactions with colleagues allow this knowledge to transfer from more experienced sales personnel to newer members (Hassan et al., 2011). This process accelerates adaptation and reduces pressure during the initial employment period. When employees experience capability development due to group support, the organization can be perceived as a place that provides opportunities to grow. Such a perception can strengthen the decision to stay, especially when sales personnel evaluate that the work environment provides learning opportunities that are difficult to obtain individually. In addition, this continuous mentoring ecosystem transforms tacit field insights into organizational capital, ultimately empowering the entire sales network to adapt swiftly to fluctuating market demands.

Cross-functional collaboration also has a relationship with loyalty because sales personnel evaluate the organization through coordination experiences. When production, warehouse, and finance departments are responsive to sales needs, sales personnel can provide better service to customers. Such success provides a sense of competence and increases job satisfaction. Conversely, repeated internal failures can cause sales personnel to experience pressure because they must bear customer dissatisfaction for mistakes beyond their control. A collaborative culture helps reduce such problems through the formation of shared responsibility for customer results. Salesforce loyalty can then be viewed as an output of consistent coordination experiences, rather than as an attitude that emerges spontaneously. Furthermore, bridging these departmental silos establishes a seamless operational workflow that shields frontline workers from unnecessary administrative friction.

A collaborative culture also has implications for how companies manage conflict. Disagreements regarding customers, sales territories, inventory, pricing, or delivery priorities can occur even when working relationships are generally good. A healthy culture does not eliminate conflict, but provides resolution methods that allow each party to state their reasons openly. Conflicts resolved fairly can strengthen trust because sales personnel see that the company does not let problems develop into personal competition. Conversely, cultures that avoid open discussion can harbor tension and weaken team relationships. Loyalty will be stronger when sales personnel believe that differences can be resolved through acceptable procedures and do not depend entirely on personal closeness. In turn, institutionalizing transparent dispute resolution transforms potential friction into constructive dialogue that reinforces organizational alignment.

At the management level, a collaborative culture needs to be reflected in tangible policies. Companies can state the importance of teamwork, but sales personnel will judge culture from reward systems, promotion decisions, meeting patterns, and leadership behavior. If all incentives are individually oriented and leaders only recognize personal achievements, messages regarding collaboration become less convincing. Conversely, appreciation for team contributions and mutual assistance behavior signals that cooperation is indeed valued by the organization. Consistency between messages and practices is important because loyalty develops through repeated experiences. A collaborative culture will be more trusted when the value of cooperation is visible in daily decisions. Consequently, aligning executive rewards with cooperative milestones bridges the gap between rhetoric and reality, cementing employee trust in strategic leadership.

A collaborative culture shapes salesforce loyalty through cooperation, a sense of belonging, social support, learning, involvement in decisions, and cross-functional coordination. Such relationships are not automatic because the quality of collaboration is influenced by clarity of responsibility and fairness in performance management. In the distribution and manufacturing sector, collaboration holds strong significance because sales personnel outcomes depend heavily on other internal functions. When organizations are able to create an experience that targets are responsibilities supported by systems and teams, sales personnel have stronger reasons to build long-term attachment. The subsequent discussion examines the element that enables collaboration to function, namely the quality of internal communication. Ultimately, this multifaceted framework demonstrates that sustainable workforce retention is an engineered outcome of synchronized systemic support rather than a byproduct of isolated incentives.

Internal Communication as the Basis for Commitment and Intention to Stay

Internal communication is the process of conveying and exchanging information that enables organization members to understand work, decisions, changes, and company expectations. For sales personnel, communication has a rather dynamic character because market and customer information changes rapidly. Minor errors regarding prices, stock, promotions, or payment terms can create immediate problems in customer relationships (Pop & Sim, 2023). Tkalac Verčič (2021) explains that internal communication satisfaction is a multidimensional concept covering information flow and communication relationships in the work environment. The quality of internal communication must then be assessed from adequacy, clarity, timeliness, relevance, and opportunities to provide feedback. Sales personnel who obtain adequate information are better able to carry out their work with confidence because they know company decisions and have a clear basis when facing customers.

Internal communication helps shape loyalty through the reduction of uncertainty. Sales personnel face many situations requiring quick decisions in the field. If organizational policies are unclear, they can experience doubts regarding permitted actions and risk providing incorrect information to customers. Ongoing uncertainty can increase stress and decrease trust in the organization. Clear communication helps employees understand priorities, procedures, and ongoing changes. For companies, information openness can also reduce the emergence of rumors regarding targets, territory restructuring, incentive changes, or management decisions. A more predictable information environment gives sales personnel a sense of security that supports long-term commitment (Huang & Chen, 2013).

Carrière and Bourque (2009) show that organizational communication practices have a relationship with job satisfaction and affective organizational commitment, while communication satisfaction plays a role in explaining that relationship. These findings demonstrate that it is not enough for organizations to simply convey large amounts of information. Employees need to feel that the information received matches their needs. For sales personnel, long company reports are not necessarily useful if information regarding customers, prices, stock, and targets remains difficult to obtain. Internal communication that supports loyalty needs to be oriented toward job needs. The quality of information becomes more valuable than the quantity of messages received.

Two-way communication also provides the experience that sales personnel have a voice within the organization. This statement aligns with the explanation by Mardikaningsih and Darmawan (2022) that clear, consistent, and two-way communication can build trust and help employees cope with changes in the organization. Market information often emerges first through sales personnel before being recorded in formal reports. They can learn about competitor price changes, customer complaints, demand trends, or the emergence of alternative products. When communication channels allow such information to reach management, sales personnel can see that their knowledge is valued. The organization's willingness to listen to feedback becomes a form of recognition for employee competence. Feeling valued can increase engagement because employees feel they have a more meaningful relationship with the company (Chiusoli et al., 2024). Conversely, one-way communication consisting solely of instructions can make working relationships feel mechanical and reduce emotional engagement.

Sinitsyna et al. (2024) position employee loyalty as an area requiring greater attention in organizational communication research. Their study shows that several individual and organizational theories can explain the relationship between communication and loyalty, including social exchange and sensemaking. Communication can be viewed as a form of relationship investment from the company to employees. When companies provide honest, relevant, and easily accessible information, sales personnel can interpret these actions as appreciation and trust. The resulting response may be an increased willingness to maintain the relationship with the company.

Internal communication is also related to trust. Sales personnel need to trust information from the organization because such information is used in interactions with customers. If decisions frequently change without explanation or official information differs from actual practices, management credibility can decline. Trust is more easily formed when communication is consistent and the organization is willing to explain the reasons behind decisions. Studies on internal communication satisfaction show that communication has a relationship with organizational trust. This relationship makes sense because employees form evaluations of the organization from the communication patterns they experience every day. Companies that are open when conveying difficult information can be perceived as more trustworthy than companies that only communicate when results are positive (Vokić et al., 2020).

For sales personnel, horizontal communication is just as important as vertical communication. Sales personnel need to communicate with colleagues in the same territory, sales personnel from other territories, internal sales staff, warehouse, finance, and customer service departments. Cross-functional communication barriers can cause delays in problem resolution. A collaborative culture encourages horizontal communication by reducing boundaries between units and increasing the willingness to share information. Communication and interaction capable of maintaining a sense of togetherness play a role in preserving employees' connection with the organization (Hariani & Putra, 2025). Such relationships help sales personnel see that they are part of a working network, not a standalone unit. This experience can strengthen social attachment to the organization. Loyalty is then supported by the quality of relationships with many organization members, not just formal relationships with the company.

The development of digital communication has also changed the experience of sales personnel. Instant messaging applications, customer relationship management systems, sales dashboards, and online meetings accelerate information flow. Such technology provides great benefits for sales personnel working outside the office, but it can generate communication overload if every channel is used without rules. Excessive messages can cause important information to be drowned out. Organizations need to establish appropriate channels for specific types of information (Abaev et al., 2020). Policy information can be placed in formal systems, while daily coordination uses faster channels. Channel management helps sales personnel obtain the required information without constantly checking numerous sources. Moreover, instituting clear digital governance prevents cognitive fatigue, enabling remote staff to focus effectively on core revenue-generating activities.

Tkalac Verčič, Galić, and Žnidar (2023) show that internal communication satisfaction is positively related to employee engagement, with employer attractiveness and perceived organizational support playing a role in the mechanisms of that relationship. These findings reinforce the view that communication does not work in isolation, but shapes how employees view the company. When communication is evaluated as good, the company can be perceived as more attractive and supportive. For sales personnel, such a perception can become a factor in the decision to remain within the organization. Companies with high targets can still retain employees if the communication process is considered fair, clear, and supportive of the work. Consequently, transparent informational exchanges serve as a strategic buffer that preserves workforce morale even under aggressive performance expectations.

Performance communication also needs attention. Sales personnel are accustomed to working with numbers and targets so that feedback on results is frequently provided routinely. Loyalty can be disrupted if performance communication only occurs when targets are not met. Such an approach causes interactions with management to be associated with pressure and correction. More balanced communication includes recognition of achievements, discussions of difficulties, explanations of improvement opportunities, and conversations about career development. This form of communication helps sales personnel view evaluation as a developmental process, rather than mere supervision. The feeling that the company cares about long-term development can strengthen the intention to stay. Balanced communication can be a driver for employee development and organizational success (Warin & Darmawan, 2024). Furthermore, reframing performance reviews into developmental dialogues fosters a growth-oriented mindset that sustains professional engagement across challenging business cycles.

Team cohesion that grows from daily work interaction makes members feel bound to one another (Irfan, 2024). Transparency about change is also related to loyalty. Changes in territory, commission systems, products, team structure, or targets can directly affect the income and work patterns of sales personnel. Such changes in work patterns can affect the balance between employees' work life and personal life (Irfan & Ramli, 2026). Decisions delivered suddenly can create a perception of unfairness even when they have strong business reasons. Management can reduce this problem through communication that explains the reasons for the change, how it will be carried out, and its consequences for sales personnel. Opportunities to ask questions and give responses help employees understand decisions better. This kind of communication does not guarantee that all employees will agree, but it can preserve respect for the management process. In addition, proactive change communication mitigates disruption to personal routines, thereby safeguarding overall employee well-being during organizational transitions.

Internal communication influences commitment and the intention to stay through the reduction of uncertainty, enhancement of trust, involvement of employee voice, and the provision of information that assists with work. Loyalty is more likely to develop when sales personnel feel they obtain sufficient information, can provide feedback, and know the reasons behind company decisions. Effective communication also strengthens a collaborative culture because cooperation requires consistent information exchange. Although technology increases communication speed, the quality of relationships is still determined by clarity, relevance, openness, and the organization's responsiveness to feedback. The next element very close to sales personnel communication is the relationship with supervisors, because supervisors frequently represent the organizational figure most often encountered by sales personnel. Ultimately, this comprehensive communicative foundation translates abstract organizational goals into actionable clarity that anchors long-term workforce retention.

Supervisor Support as a Reinforcer of Salesforce Loyalty

Supervisors hold an important position in the work experience of sales personnel because many company policies are translated through daily supervisor behaviors. Supervisors establish priorities, oversee target achievement, provide

feedback, assist with negotiations, and serve as the liaison between sales personnel and management (DeConinck & Brock, 2011). Eisenberger et al. (2002) show that perceived supervisor support contributes to perceived organizational support and is related to retention. Two of their three studies involved retail sales personnel, making these findings close to sales work. Employees can view supervisor actions as a reflection of organizational treatment because supervisors possess the authority to evaluate and direct work. Supervisor support thus becomes one of the ways organizations build loyalty through daily interpersonal relationships. According to Mardikaningsih et al. (2022), support and opportunities provided by leaders can make organization members feel valued and cared for, thereby encouraging them to work better and develop their capabilities.

The forms of supervisor support are not always material. Support can be provided through the availability of time for discussion, willingness to listen to difficulties, provision of information, coaching, recognition of effort, and assistance in resolving customer problems. According to Putra et al. (2022), supervisors need to proactively pay attention to team members' conditions rather than merely waiting for problem reports to emerge. For sales personnel, such support serves as a resource when facing target pressures or difficult customers (Zubair et al., 2023). Supervisors who understand field characteristics can help sales personnel view sales failures more objectively and discover steps for improvement. Such relationships can reduce feelings of isolation. When sales personnel feel that their problems are understood, the relationship with the organization becomes more personal and can increase the willingness to stay. The research by Oluwatosin et al. (2021) states that employees who feel valued, supported, and cared for tend to exhibit higher loyalty, motivation, and productivity over the long term.

DeConinck and Johnson (2009) state that perceived supervisor support is an indirect predictor of turnover intention through perceived organizational support and performance. Organizational commitment also mediates the relationship between perceived organizational support and turnover intention. These findings demonstrate that supervisor support does not operate as a single factor. Supervisor support helps shape evaluations regarding the company as a whole, which in turn relates to commitment and the decision to continue working. For distribution and manufacturing companies, the implication is that sales manager quality holds a broader meaning than the ability to achieve unit targets. The way supervisors treat sales personnel helps shape employee loyalty. This concept aligns with the research results of Darmawan (2025), which explain that leadership emphasizing the acceptance of diversity and fairness in human resource management can foster employee loyalty by making them feel valued and secure in continuing to contribute to the organization.

Supervisor support is also related to fairness. Sales personnel usually work with systems of targets, territories, commissions, and evaluations that carry financial consequences. Unexplained differences in treatment can create a perception of favoritism. Supervisors need to keep criteria clear when assigning territories, providing leads, determining evaluations, or recommending promotions. Sales personnel may be able to accept less favorable outcomes when the process is judged fair and the reasons are well explained (McNeilly & Russ, 2013). Conversely, a financially favorable decision can still create distrust when the process is not transparent. Supervisor support therefore needs to go together with fairness so that loyalty does not depend only on personal closeness. Moreover, procedural transparency serves as an essential safeguard, ensuring that administrative decisions consistently reinforce equity across the entire sales workforce.

Mulki et al. (2006) found that supervisory trust is related to job satisfaction and turnover intention among sales personnel in a global pharmaceutical company. This result reinforces trust as an important element in the relationship between supervisors and sales personnel. Employees need to believe that supervisors will provide accurate information, assess them fairly, and offer support when problems arise. Trust makes sales personnel more open about difficulties and mistakes. If supervisors are oriented only toward punishment, employees may hide problems until they grow. A relationship built on trust increases the likelihood that problems are resolved early and creates a more positive work experience. In turn, this psychological safety minimizes defensive behaviors, transforming supervisory interactions into proactive developmental opportunities.

Supervisors also play a role in shaping collaborative culture. The value of cooperation will struggle to develop if supervisors encourage overly sharp competition or reward individualistic behavior. Conversely, supervisors can set an example by sharing information, asking members to help one another, and recognizing group contributions (Chapa et al., 2017). Supervisors who prioritize the needs of their team members can also improve team effectiveness (Irfan & Al Hakim, 2022). Sales personnel learn culture through the behavior that leaders value. If cooperation is assessed in evaluations, team members will see that collaboration is a real part of organizational standards. Supervisors then become the link between company-level cultural values and the behavior of the sales team in the field. Consequently, leadership modeling bridges abstract corporate policies with daily team practices, anchoring cooperative values deeply into operational routines.

The relationship between supervisors and internal communication is also very close. Many sales personnel receive company information through their supervisors. The clarity of supervisor communication determines whether policies are understood correctly by team members. Supervisors need to be able to translate management decisions into language relevant to the work of sales personnel. They also need to carry information from the field back to management. This two-way role makes supervisors a communication hub. When supervisors withhold information or fail to convey sales personnel's problems, the quality of internal communication declines. Conversely, supervisors who actively connect both directions of communication can strengthen the sense that the organization listens and responds to field needs.

Leaders who open space for participation by all members can also increase team engagement and productivity (Irfan, 2026). Ultimately, this vital bridging function ensures that informational alignment flows seamlessly between executive strategy and frontline execution.

Astuti and Helmi (2021) state that supervisor support has a relationship with employees' tendencies to leave the organization. Their study covers various sectors, including manufacturing. These results provide additional support that supervisors hold an important position in retention. Although turnover is influenced by many factors such as compensation, career opportunities, and labor market conditions, experience with supervisors is a factor that can be directly managed by companies. Sales manager training should not only emphasize the ability to manage sales numbers, but also coaching, communication, conflict resolution, and member development skills. Furthermore, equipping managers with holistic leadership competencies transforms frontline supervision into a strategic driver of long-term organizational stability.

Supervisor support can be increasingly important for new sales personnel. The initial work period is a time when employees form evaluations regarding the organization, learn products, understand territories, and begin building customers. Supervisors who provide structured guidance can reduce confusion and accelerate the adaptation process. Conversely, an approach that directly imposes targets without preparation can make new sales personnel feel unprepared (Brown et al., 2024). Mentoring programs, joint visits, periodic evaluations, and customer discussions can serve as forms of support that help sales personnel build competence. A positive initial experience can become the foundation for the development of long-term commitment. In addition, targeted early-stage onboarding establishes a secure psychological footing that minimizes early burnout and attrition.

Supervisors also play a role when sales personnel experience failure. Not all targets can be achieved due to market conditions, competition, or customer factors. A supervisor's response to failure signals the values of the organization. If failure is immediately treated as individual weakness without evaluating the causes, sales personnel can become defensive. Conversely, an approach that distinguishes between lack of effort and market constraints allows for a fairer evaluation process. Coaching after failure can help members learn without losing self-confidence. Such forms of support increase the likelihood that sales personnel view the company as a workplace providing opportunities to grow. Consequently, constructive developmental feedback converts professional setbacks into valuable learning moments that fortify resilience.

Although supervisor support is important, companies need to avoid depending loyalty on a specific figure. Loyalty entirely based on a personal relationship with a supervisor can become fragile when the supervisor moves. Support needs to be institutionalized through management practices, coaching systems, communication procedures, and consistently applied leadership standards. Sales personnel can then experience support as an organizational characteristic, rather than merely individual kindness. This mechanism also helps companies maintain consistency across sales territories. Clear leadership standards can reduce differences in employee experiences caused by overly diverse supervisor styles. Ultimately, embedding leadership support into standard operating procedures prevents organizational vulnerability caused by managerial turnover.

Supervisor support strengthens salesforce loyalty through enhanced perceived organizational support, trust, job satisfaction, the ability to cope with pressure, and communication quality. Supervisors also function as implementers of collaborative culture because they determine the team behaviors that are valued and the communication patterns used. Loyalty becomes stronger when supervisor support does not stand merely as a personal relationship, but aligns with organizational policies and consistent collaborative practices. The three discussed elements collaborative culture, internal communication, and supervisor support thus form a sequence of work experiences that can strengthen or weaken the decision of sales personnel to maintain their relationship with the company. In sum, this interconnected framework highlights that cultivating enduring workforce loyalty requires systemic alignment across cultural, communicative, and supervisory dimensions.

CONCLUSIONS

Collaborative culture has a strong conceptual relationship with salesforce loyalty because it creates an environment that provides cooperation, social support, learning, and cross-functional coordination. For distribution and manufacturing companies, collaboration becomes increasingly relevant because sales personnel depend on production, warehouse, finance, and logistics functions to fulfill promises to customers. Internal communication strengthens this relationship through the provision of clear information, the reduction of uncertainty, and the creation of space for sales personnel to voice feedback. Supervisor support complements both elements because supervisors serve as the organizational representation closest to sales activities. Loyalty can then be understood as an outcome of work experiences formed gradually. Sales personnel are more likely to build long-term attachment when they feel supported, heard, treated fairly, and part of a team working toward shared goals.

Salesforce loyalty is more appropriately understood through the interrelationship of several organizational factors rather than through a single variable. Collaborative culture provides the social environment, internal communication provides the information exchange mechanism, while supervisor support translates organizational

backing into daily experiences. These relationships provide a foundation for developing models that position organizational commitment, perceived organizational support, or job satisfaction as linking mechanisms between collaborative culture and retention. Distribution and manufacturing companies can assess salesforce loyalty through coordination experiences, communication quality, relationships with supervisors, and the ease of obtaining support when facing customer problems. This approach helps management view retention as a result of work systems and organizational relationships, rather than solely as a matter of compensation.

REFERENCES

- Abaev, A., Sharkov, F., & Aleshnikova, V. (2020). The application of digital marketing technologies for improvement of customer communications. Dalam *Institute of Scientific Communications Conference* (hlm. 873–880). Springer. https://doi.org/10.1007/978-3-030-59126-7_97
- Astuti, T., & Helmi, A. F. (2021). Perceived supervisor support and turnover intention: A meta-analysis study. *Buletin Psikologi*, 29(1), 1–13. <https://doi.org/10.22146/buletinpsikologi.55831>
- Barrios, H. E. M. (2025). Literature review in scientific research: Foundations, scope, and methodological guidelines for its preparation. *International Journal of Applied Mathematics*, 38(10s), 915–922. <https://doi.org/10.12732/ijam.v38i10s.1005>
- Briody, E. K., & Erickson, K. C. (2016). Success despite the silos: System-wide innovation and collaboration. Dalam *Collaborative ethnography in business environments* (hlm. 38–71). Routledge. <https://doi.org/10.4324/9781315534572-8>
- Brown, B. W., Locander, D. A., & Locander, W. B. (2024). The effect of supervisor bottom-line mentality and supervisory support on salesperson lone wolf tendencies—implications for turnover intention and performance. *The Journal of Marketing Theory and Practice*, 33(3), 1–25. <https://doi.org/10.1080/10696679.2024.2347845>
- Carrière, J., & Bourque, C. (2009). The effects of organizational communication on job satisfaction and organizational commitment in a land ambulance service and the mediating role of communication satisfaction. *Career Development International*, 14(1), 29–49. <https://doi.org/10.1108/13620430910933565>
- Chapa, O. R., Fuller, S. M., Hernandez, L. J., & McCray, T. (2017). Competition versus collaboration in health care teams. *Creative Nursing*, 23(2), 97–101. <https://doi.org/10.1891/1078-4535.23.2.97>
- Chiusoli, C. L., Silva, B. D., Santos, L., & Fusverki, R. C. (2024). The challenges of internal communication as sales goals: An exploratory study with sellers. *Revista Científica Acertte*, 4(5), e45186. <https://doi.org/10.63026/acertte.v4i5.186>
- Darmawan, D. (2024). Distribution of six major factors enhancing organizational effectiveness. *Journal of Distribution Science*, 22(4), 47–58. <https://doi.org/10.15722/jds.22.04.202404.47>
- Darmawan, D. (2025). Inclusive leadership dynamics to enhance motivation and retention of older employees in modern organizations. *Bulletin of Science, Technology and Society*, 4(2), 79–86.
- Darmawan, D. (2026). Mechanisms of Empathetic Leadership in Preventing Psychological Exhaustion from Massive AI System Use Among the Digital Native Generation. *International Journal of Service Science, Management, Engineering, and Technology*, 9(1), 7–15. <https://ejournalisse.com/index.php/issue/article/view/228>
- Darmawan, D. (2026). The Influence of Digital Human Resource Management Functions on Employee Retention: A Study of Digital Attendance, Online Performance Appraisal, and Electronic Payroll Systems. *International Journal of Service Science, Management, Engineering, and Technology*, 9(3), 11–20. <https://ejournalisse.com/index.php/issue/article/view/249>
- Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., Irfan, M., Al Hakim, Y. R., & Issa lillah, F. (2020). The quality of human resources, job performance and employee loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580–2592. <https://doi.org/10.37200/IJPR/V24I3/PR201382>
- DeConinck, J. B., & Brock, B. A. (2011). The influence of real estate sales managers supervisory behaviors on the role clarity and job satisfaction of real estate salespeople. *Journal of Applied Business Research*, 9(3), 119–128. <https://doi.org/10.19030/jabr.v9i3.6049>
- DeConinck, J. B., & Johnson, J. T. (2009). The effects of perceived supervisor support, perceived organizational support, and organizational justice on turnover among salespeople. *Journal of Personal Selling & Sales Management*, 29(4), 333–350. <https://doi.org/10.2753/PSS0885-3134290403>
- Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204–223. <https://doi.org/10.1287/orsc.6.2.204>
- Eddine, B. A. S., & Damawan, D. (2025). The Impact of Technostress on Organizational Staff Performance and Loyalty. *International Journal of Service Science, Management, Engineering, and Technology*, 8(3), 51–58. <https://ejournalisse.com/index.php/issue/article/view/270>
- Eddine, B. A. S., Damawan, D., Mardikaningsih, R., & Sinambela, E. A. (2023). The effect of knowledge management and quality of work life on employee commitment. *Journal of Human Sciences*, 10(1), 87–100.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565–573. <https://doi.org/10.1037/0021-9010.87.3.565>
- Fatima, Z., & Azam, M. K. (2022). Effect of salesforce control system and supervisory behaviour on job satisfaction of salespeople: A review of studies. *Management Dynamics*, 16(2), 1–12. <https://doi.org/10.57198/2583-4932.1065>
- Gadhav, A. A., Parnate, M. E., & Bhosale, P. S. (2025). Driving marketing team coordination through cross-functional collaboration and communication. *International Journal of Farm Sciences*, 15(2), 13–18. <https://doi.org/10.5958/2250-0499.2025.00024.3>
- Guevara, R. (2025). Organizational culture and marketing-sales interface integration: A moderated analysis of cultural typologies across B2B and B2C contexts. *The International Journal of Organizational Analysis*, 1–32. <https://doi.org/10.1108/ijoa-04-2025-5457>
- Hanaysha, J. (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. *Procedia - Social and Behavioral Sciences*, 229, 298–306. <https://doi.org/10.1016/j.sbspro.2016.07.140>
- Hariani, M. (2023). Unleashing organizational commitment: Unravelling the impact of contract worker competence, leadership, and organizational culture. *International Journal of Service Science, Management, Engineering, and Technology*, 3(1), 11–16.
- Hariani, M., & Irfan, M. (2022). The influence of leadership and work culture on employee work loyalty. *Studi Ilmu Sosial Indonesia*, 2(1), 39–48.
- Hariani, M., & Putra, A. R. (2025). Digital communication social norms in the workplace and their relationship with employee collective solidarity. *International Journal of Service Science, Management, Engineering, and Technology*, 8(3), 26–35.
- Hassan, M. U., Akse, I., Yaqub, M. Z., & Aldemir, Z. (2011). Team learning and its impact on marketing team performance: An empirical study. *International Business Research*, 4(4), 124–131. <https://doi.org/10.5539/ibr.v4n4p124>
- Hassan, M. U., Akse, I., Yaqub, M. Z., & Aldemir, Z. (2011). Team learning and its impact on marketing team performance: An empirical study. *International Business Research*, 4(4), 124. <https://doi.org/10.5539/ibr.v4n4p124>
- Huang, M., & Chen, M. Y. (2013). Internal marketing, customer orientation, and organizational commitment: Moderating effects of work status. *Psychological Reports*, 113(1), 1192–1210. <https://doi.org/10.2466/01.11.PR0.113X18Z8>

- Ingram, T. N., & Lee, K. S. (1990). Sales force commitment and turnover. *Industrial Marketing Management*, 19(2), 149–154. [https://doi.org/10.1016/0019-8501\(90\)90039-X](https://doi.org/10.1016/0019-8501(90)90039-X)
- Irfan, M. (2024). The Formation Process and Implications of Team Cohesion in Virtual Work Environments. *Journal of Social Science Studies*, 4(2), 291–302.
- Irfan, M. (2026). Utilizing Cloud Collaboration Platforms and Digital Leadership to Enhance Inclusivity and Productivity in Remote Teams. *Bulletin of Science, Technology and Society*, 5(1), 1–14.
- Irfan, M., & Al Hakim, Y. R. (2022). Practicing Servant Leadership in Improving Team Effectiveness: Critical Success Factors and Impact on Organizational Performance. *Journal of Social Science Studies*, 2(2), 115–122.
- Irfan, M., & Ramli, M. (2026). Work-Life Balance Among Married Information Technology Professionals: Experiences and Influencing Factors. *Studi Ilmu Sosial Indonesia*, 6(1), 69–92. <https://sisijournals.id/index.php/sisi/article/view/209>
- Johnston, M. W., Parasuraman, A., Futrell, C. M., & Black, W. C. (1990). A longitudinal assessment of the impact of selected organizational influences on salespeople's organizational commitment during early employment. *Journal of Marketing Research*, 27(3), 333–344. <https://doi.org/10.1177/002224379002700307>
- Khayru, R. K., & Issailillah, F. (2026). Social Media and Psychological Well-Being of Youth: Mechanisms and Protective and Risk Conditions. *International Journal of Service Science, Management, Engineering, and Technology*, 9(1), 16–26. <https://ejournalisse.com/index.php/isse/article/view/254>
- Khayru, R. K., Putra, A. R., & Arifin, S. (2026). Ethical Principles and Responsibility Structures in Daily Use of Artificial Intelligence. *International Journal of Service Science, Management, Engineering, and Technology*, 9(3), 1–10.
- Kolouchová, D., & Rožek, J. (2014). Is it possible to improve the relationship between marketing and sales. *Central European Business Review*, 3(4), 30–36. <https://doi.org/10.18267/j.cebr.100>
- Li, E. Y., & Ko, S. F. (2021). Employee's market orientation behavior and firm's internal marketing mechanism: A multilevel perspective of job performance theory. *Sustainability*, 13(12), 1–25. <https://doi.org/10.3390/su13126972>
- Madhani, P. M. (2017). Logistics and marketing integration: Enhancing competitive advantages. *Journal of Management and Research*, 16(3), 1–19.
- Mardikaningsih, R., & Damawan, D. (2022). Design and implementation of communication strategy in change management. *Journal of Social Science Studies*, 2(2), 237–242.
- Mardikaningsih, R., & Halizah, S. N. (2026). Management Strategies of Social Entrepreneurship Organizations to Achieve Economic Goals and Sustainable Social Impact. *International Journal of Service Science, Management, Engineering, and Technology*, 9(1), 1–6. <https://ejournalisse.com/index.php/isse/article/view/213>
- Mardikaningsih, R., & Halizah, S. N. (2026). The Role of Environmental Values in Sustainable Marketing on Young Consumers' Purchase Decisions. *International Journal of Service Science, Management, Engineering, and Technology*, 9(2), 9–17. <https://ejournalisse.com/index.php/isse/article/view/222>
- Mardikaningsih, R., Halizah, S. N., Nuraini, R., & Damawan, D. (2022). The role of ethical leadership in shaping a positive and sustainable organizational culture. *International Journal of Service Science, Management, Engineering, and Technology*, 2(2), 48–55.
- Mardikaningsih, R., Wardoyo, D. T. W., & Haryono, N. A. (2026). Green knowledge sharing as a mediating mechanism: The effects of green HRM and environmental awareness on environmental performance with green transformational leadership as a moderator. *Journal of Intelligent Decision Making and Information Science*, 3(2), 1968–1987.
- McNeilly, K. M., & Russ, F. A. (2013). The moderating effect of sales force performance on relationships involving antecedents of turnover. *Journal of Personal Selling and Sales Management*, 12(1), 9–20. <https://doi.org/10.1080/02973367.1992.10737424>
- Meunier-FitzHugh, K. L., & Piercy, N. F. (2011). Exploring the relationship between market orientation and sales and marketing collaboration. *Journal of Personal Selling and Sales Management*, 31(3), 287–296. <https://doi.org/10.2753/PSS0885-3134310306>
- Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Effects of ethical climate and supervisory trust on salesperson's job attitudes and intentions to quit. *Journal of Personal Selling & Sales Management*, 26(1), 19–26. <https://doi.org/10.2753/PSS0885-3134260102>
- Olayiwola, P. O., & Akeke, O. S. (2022). Organizational culture dimensions and employees' commitment. *Modern Management Review*, 27(1), 51–68. <https://doi.org/10.7862/rz.2022.mmr.05>
- Oluwatosin, A., Damawan, D., & Marsal, A. P. (2021). Linkage of employee welfare programs with workforce retention in modern organizational management policies. *Journal of Social Science Studies*, 1(2), 171–176.
- Pop, A.-M., & Sim, M.-A. (2023). The effect of internal business communication on the corporate image. *Annals of the University of Oradea, Economic Science Series*, 32(1), 568–578. [https://doi.org/10.47535/1991auoes32\(1\)043](https://doi.org/10.47535/1991auoes32(1)043)
- Putra, A. R., & Damawan, D. (2026). The Application of Industry 4.0 Technology in Enhancing Efficiency and Flexibility of Production Processes. *International Journal of Service Science, Management, Engineering, and Technology*, 9(2), 1–8.
- Putra, A. R., Damawan, D., & Arifin, S. (2022). Employee experience in the digital workplace: A human resource management perspective. *Studi Ilmu Sosial Indonesia*, 2(2), 361–384.
- Putra, A. R., Mardikaningsih, R., & Damawan, D. (2021). Organisational social capital and team collaboration as supports for total quality management. *Studi Ilmu Sosial Indonesia*, 1(1), 129–146.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825–836. <https://doi.org/10.1037/0021-9010.86.5.825>
- Sinitsyna, E., Anand, A., & Stocker, M. (2024). The role of internal communication on employee loyalty: A theoretical synthesis. *Journal of Asia Business Studies*, 18(2), 367–384. <https://doi.org/10.1108/JABS-05-2023-0179>
- Tkalac Verčič, A. (2021). Measuring internal communication satisfaction: Validating the internal communication satisfaction questionnaire. *Corporate Communications: An International Journal*, 26(3), 589–604. <https://doi.org/10.1108/CCIJ-01-2021-0006>
- Tkalac Verčič, A., Galič, Z., & Žnidar, K. (2023). Redefining the link between internal communication and employee engagement. *Public Relations Review*, 49(1), 102279. <https://doi.org/10.1016/j.pubrev.2022.102279>
- Torraco, R. J. (2005). Writing integrative literature reviews: Guidelines and examples. *Human Resource Development Review*, 4(3), 356–367. <https://doi.org/10.1177/1534484305278283>
- Veloutsou, C., & Panigyrakis, G. G. (2004). Consumer Brand Managers' Job Stress, Job Satisfaction, Perceived Performance and Intention to Leave. *Journal of Marketing Management*, 20(1–2), 105–131. <https://doi.org/10.1362/026725704773041140>
- Vokić, N. P., Bilušić, M. R., & Najjar, D. (2020). Building organizational trust through internal communication. *Corporate Communications: An International Journal*, 26(1), 70–83. <https://doi.org/10.1108/CCIJ-01-2020-0023>
- Warin, A. K., & Damawan, D. (2024). Fostering adaptive employees: The importance of continuous feedback in HR development. *Bulletin of Science, Technology and Society*, 3(3), 27–34.
- Xie, Y., Gu, D., Liang, C., & Zhao, S. (2020). How transformational leadership and clan culture influence nursing staff's willingness to stay. *Journal of Nursing Management*, 28(7), 1515–1524. <https://doi.org/10.1111/jonm.13092>
- Zubair, A., Abro, M. A., Usman, M. I. G., & Shabbir, R. (2023). Role of supervisor support, CCM approach and salesforce performance in service selling. *International Social Science Journal*, 73(249), 873–886. <https://doi.org/10.1111/issj.12431>