

Behavioral Theory and Organizational Culture: The Interplay of Transformational Leadership, Team Dynamics, and Motivation in Driving Change at Tridinanti University of Palembang

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ABSTRACT

This research investigates the impact of behavioral theory on organizational culture at Tridinanti University of Palembang, focusing on the roles of transformational leadership, team dynamics, and employee motivation in driving cultural change. Behavioral theory offers a framework for understanding how psychological and social factors shape individual behaviors within organizations, ultimately influencing the overall culture. At Tridinanti University, transformational leadership plays a critical role in aligning the university's vision with the efforts of staff and faculty, inspiring them to exceed performance expectations and embrace new initiatives. In conjunction with leadership, positive team dynamics contribute to effective collaboration, trust, and communication, creating a supportive environment for innovation and change. Employee motivation, both intrinsic and extrinsic, further strengthens this relationship by ensuring that staff members are engaged, proactive, and committed to the university's success. The purpose of this study is to explore the interplay between these three key factors and how they collectively influence the cultural transformation process within the university. Through qualitative methods, this research analyzes the experiences of leaders, teams, and employees, providing insights into how organizations can foster a culture that supports adaptability, innovation, and continuous improvement. The findings suggest that transformational leadership, when combined with strong team dynamics and high employee motivation, serves as a catalyst for developing an organizational culture that is resilient and forward-thinking. The implications of this study offer practical recommendations for higher education institutions seeking to create and sustain an organizational culture that promotes long-term growth and success. By leveraging the principles of behavioral theory, Tridinanti University and similar institutions can cultivate an environment that enhances both individual and collective contributions to institutional goals.

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1. INTRODUCTION

In today's highly competitive and technologically advanced world, innovation plays a critical role firms need to be able to constantly innovate and enhance their work methods, goods, and services. If a constant flow of inventions is to be accomplished, individual personnel must be both willing and able to innovate the notion which individual employee behavior is critical to ongoing innovation and Enhancement is not limited to scholarly works on invention, but also emphasized in research on a number of other well accepted management concepts, like corporate quality management and comprehensive quality management [1].

Innovation is essential in today's technologically sophisticated and fiercely competitive environment [2]. One of the best strategies to promote innovation and organizational performance is through employee creativity to inspire staff members to create in highly knowledge-based Researchers have focused on the role managers play as leaders in various work situations and professionals. Consequently, scientists are becoming more interested in figuring out how to influence staff members individually to exhibit innovative behaviors by transformational leadership [3].

Through the idealized effect of the leader's traits or behavior, transformational leadership is the process by which a leader persuades a follower to put organizational interests ahead of their own. intellectual stimulation, inspiration, drive, or personalized attention, Leaders have an impact on the wellbeing, self-actualization, and prosperity of their followers. Employees' actions under idealized influence reveal how much they relate to, trust, and identify with a charismatic boss, which enables supporters to identify with the organization [4].

In the complex and rapidly evolving landscape of modern organizations, organizational culture has become a critical determinant of long-term success and adaptability. Organizational culture is shaped by the shared values, beliefs, and practices

that guide behavior within a company. Understanding how this culture evolves requires a closer look at the underlying behavioral factors that drive human interactions and influence organizational norms. This is where behavioral theory plays a pivotal role.

Behavioral theory offers insights into the psychological and social dynamics that govern individual and collective behavior in the workplace. It examines how factors such as motivation, leadership styles, and team dynamics shape organizational outcomes. Specifically, the application of transformational leadership, effective team dynamics, and robust employee motivation are seen as essential components in the cultivation and transformation of organizational culture.

For private universities, Tridinanti University as one of the higher education's made organizational capital is a key factor in determining as a competitive advantage. Through the Private higher education institutions can improve their performance, reputation, and capacity for innovation by developing and utilizing their human, structural, and relational capital to motivate in driving change [5].

Transformational leadership is a leadership style that encourages leaders to inspire and motivate employees to exceed their own expectations and align their personal growth with the organization's objectives. Leaders who adopt this approach foster a culture of innovation, creativity, and continuous learning, which are vital for organizational adaptability in today's fast-paced environment.

Transformational leaders act as agents of change, promoting a vision that challenges the status quo and encourages employees to embrace new ideas and behaviors [6].

From the standpoints of individual differences, dyadic agreement, and broad consensus in groups/teams and collaboration, these levels of analysis and related theoretical stances can offer some possible underlying reasons for liking. lectures. From an individual difference perspective, an

individual/person level of analysis, an underlying basis for liking and likability may be self-expansion theory which has a long history in social psychology [7].

Researchers are looking for the factors that encourage employees to engage in innovative work practices as a result of the growing significance of these practices in all kinds of corporate organizations [8].

Team dynamics further influence the cultural fabric of an organization. The way team function, communicate, and collaborate affects the level of trust, engagement, and commitment within the organization. Teams that exhibit positive dynamics contribute to a culture of inclusivity, shared responsibility, and openness to change. Behavioral theory suggests that when teams work cohesively, they create an environment that supports innovation and problem-solving, thus enhancing the organization's cultural adaptability [9].

Finally, employee motivation is a crucial factor in shaping organizational culture. Motivation, both intrinsic (driven by internal satisfaction) and extrinsic (driven by rewards or recognition), influences how employees engage with their work and the organization's goals. Behavioral theory highlights the importance of aligning motivational strategies with organizational objectives to foster a culture that promotes productivity, commitment, and innovation.

This study seeks to explore the intricate relationship between behavioral theory and organizational culture by examining the roles of transformational leadership, team dynamics, and motivation in driving cultural change. By understanding these dynamics, organizations can effectively shape their culture to promote resilience, innovation, and sustained success in an increasingly competitive environment [10].

The purpose of this research is to explore the relationship between behavioral theory and organizational culture within the context of Tridinanti University of Palembang, with a specific focus on the roles of transformational leadership, team dynamics, and employee motivation. This study aims to provide insights into how these

factors interplay to drive cultural change, ultimately contributing to the university's adaptability, innovation, and performance. By analyzing these key behavioral components, this research seeks to offer practical recommendations for fostering a culture that supports continuous improvement and organizational excellence.

Attention to detail, including minimizing typographical errors and structuring paragraphs effectively, ensures that the research is presented clearly and cohesively. Each section of the paper will delve into these components, providing a comprehensive understanding of how behavioral theory influences the cultural environment at Tridinanti University.

Behavioral Theory and Organizational Culture are increasingly relevant topics in today's dynamic business environment, particularly in educational institutions like Tridinanti University of Palembang. As organizations face rapid changes due to technological advancements and evolving workforce expectations, understanding the interplay between human behavior and organizational culture becomes crucial for effective management.

This relevance is underscored by the need for transformational leadership that can inspire and motivate teams, fostering a culture that supports innovation and adaptability.

The significance of Behavioral Theory lies in its focus on human behavior as a central component of organizational dynamics. By recognizing that employees are not merely economic units but individuals with unique motivations and behaviors, organizations can tailor their management practices to enhance employee engagement and satisfaction. This approach aligns with contemporary views on employee well-being, which emphasize the importance of creating supportive work environments that encourage personal growth and job satisfaction. For instance, research shows that positive reinforcement can significantly influence employee behavior, promoting punctuality and productivity through recognition and rewards.

Moreover, the integration of Behavioral Theory within the context of organizational culture highlights the role of shared values and beliefs in shaping employee behavior. A strong organizational culture can serve as a guiding framework for acceptable behaviors, influencing how employees interact with one another and approach their work. This cultural aspect is particularly important in educational settings where collaboration and teamwork are essential for achieving institutional goals. By fostering a culture that values open communication and mutual respect, universities can enhance team dynamics, leading to improved performance and innovation.

2. LITERATURE REVIEW

The relationship between behavioral theory and organizational culture has been extensively explored in organizational studies, particularly in the context of leadership styles, team dynamics, and employee motivation. This review synthesizes key theoretical perspectives and empirical findings to examine how these factors shape organizational culture, focusing on transformational leadership, team dynamics, and employee motivation.

2.1 *Behavioral Theory and Organizational Culture*

Behavioral theory explores how individuals behave within organizational settings, drawing from psychology and sociology to explain why people act the way they do. Behavioral theory helps explain how these cultural elements are reinforced by leadership practices, social interactions, and motivational drivers within an organization. It provides a framework for understanding the dynamic relationship between human behavior and cultural development, particularly in how leadership and team dynamics influence this process [11].

Behavioral theory emphasizes understanding and analyzing human behavior within organizations to explain how individuals and groups interact,

make decisions, and adapt to changes. Originating from psychology and social science perspectives, this theory posits that behavior is shaped by both intrinsic motivations and external environmental factors [12].

According to [13] organizational culture is defined as a set of beliefs, values, and assumptions that are shared by members of an organization. Such shared values have an influence on the behavior of organizational members as they rely on the values to guide their decisions and behaviors, which further generate an impact on an organization's effectiveness.

The South Sumatra Province's private higher education institutions are the subject of this study. These establishments are anticipated to contribute to advancing the higher education system in Indonesia, which aims to produce knowledge and technology and produce quality, creative and innovative human resources as markers of competitiveness [14].

2.2 *Transformational Leadership*

The concept of transformational leadership was introduced by Burns (1978) to describe the process by which leaders effect radical change in the outlook and behavior of followers [15]. Transformational leadership is widely recognized as a significant driver of organizational culture and change. Originally conceptualized by Kuhnert & Lewis, 1987 and later it is refined transformational leaders produce changes in their followers, encourage them to go beyond their personal interests by considering the organizational objectives and make them think from different perspectives by Bass, 1985, transformational leadership emphasizes the ability of leaders to inspire and motivate employees to go beyond self-interest and align with the collective vision of the organization. [16] argued that transformational leaders promote a culture of innovation, collaboration, and adaptability by

encouraging employees to embrace change and develop their capabilities.

Research shows that transformational leadership directly influences organizational culture by fostering values such as creativity, autonomy, and risk-taking. [17] found that transformational leadership is positively correlated with organizational innovation, as leaders provide employees with the confidence and resources to experiment with new ideas. Moreover, [18] identified that transformational leaders help cultivate a learning culture by promoting open communication and empowering employees to take ownership of their work.

Researchers are looking for the factors that encourage employees to engage in innovative work practices as a result of the growing significance of these practices in all kinds of corporate organizations.

Transformational leadership is another critical factor in this discussion, as it directly impacts how organizations implement change and motivate their workforce. Leaders who adopt a transformational style are more likely to inspire their teams by creating a vision for the future that resonates with employees' values and aspirations. This leadership approach not only boosts motivation but also cultivates an environment where individuals feel empowered to contribute to organizational success actively. In the context of Tridianti University, such leadership can drive initiatives aimed at enhancing educational outcomes and institutional effectiveness.

2.3 *Team Dynamics*

Team dynamics refer to the interactions and relationships between members within a group that influence the team's functioning and performance. These dynamics are shaped by factors such as individual personalities, roles, communication patterns, and group norms. Positive team dynamics foster

collaboration, innovation, and efficiency, while negative dynamics can lead to conflict, reduced productivity, and disengagement [19].

Team dynamics refers to the behavioral relationships between members of a team, which significantly impact organizational culture. According to [20] stages of group development—forming, storming, norming, and performing—teams evolve over time, and effective team dynamics enhance performance and contribute to a positive organizational culture. [21] emphasized the importance of fostering trust, communication, and collaboration within teams to achieve optimal performance and cultural alignment.

Creative components such as motivation, supervisors' support, and an open atmosphere correlate moderately with creative performance. The basic creative components can be constructed using domain-relevant skills, creativity-relevant processes, task motivation, and social environment [22].

Team dynamics can also affect how organizational values are disseminated and reinforced. [23] argued that teams with positive dynamics, where members share mutual respect and clear communication, are more likely to adopt and promote a culture of innovation and openness.

Furthermore, [24] highlighted the role of psychological safety in team dynamics, noting that teams with higher psychological safety—where members feel safe to express their ideas—tend to be more innovative and adaptive to cultural shifts.

In organizational contexts, particularly in educational institutions like universities, effective team dynamics are critical for achieving shared goals. Teams that work well together are more likely to implement change initiatives successfully, address complex problems, and adapt to external pressures [25].

2.4 *Employee Motivation*

Motivation, both intrinsic and extrinsic, plays a vital role in shaping organizational culture. According to [26] Self-Determination Theory (SDT), intrinsic motivation, which stems from an individual's internal drive for self-fulfillment, and extrinsic motivation, driven by external rewards, both significantly impact how employees engage with the organizational culture. Herzberg's Two-Factor Theory (1959) also highlights the importance of motivation in creating a supportive organizational environment [27]. Herzberg emphasized the need for both hygiene factors (e.g., salary, job security) and motivators (e.g., recognition, growth opportunities) to foster employee engagement and cultural cohesion.

Intrinsic motivation, in particular, is critical for fostering a culture of innovation [22]. When employees are motivated by autonomy, purpose, and mastery, they are more likely to contribute positively to the organization's culture and adapt to change. [28] further suggested that employee motivation is enhanced when leaders provide meaningful work, opportunities for professional growth, and recognition of employee contributions. Organizations that prioritize motivation as a cultural value often experience greater levels of employee engagement, satisfaction, and innovation.

Behavioral theory emphasizes understanding and influencing employee behavior through various motivational strategies. In academic settings, such as universities, applying behavioral theory can significantly enhance employee motivation, leading to improved performance. Here are key strategies based on behavioral principles:

1. **Intrinsic Motivation:** This refers to motivation driven by internal rewards, such as personal growth, autonomy, and job satisfaction. Academic

institutions can foster intrinsic motivation by:

- a. Encouraging faculty to pursue research interests that align with their passions.
- b. Providing opportunities for professional development and continuous learning.
- c. Creating a supportive environment that values creativity and innovation.

2. **Extrinsic Motivation:** This involves external rewards such as salary increases, promotions, or recognition. Strategies include:

- a. Implementing performance-based incentives that reward outstanding teaching and research contributions.
- b. Recognizing achievements through awards or public acknowledgment at university events.

2.5 *The Interplay of Transformational Leadership, Team Dynamics, and Motivation*

The interaction between transformational leadership, team dynamics, and employee motivation is critical for driving cultural change within organizations. [29] noted that transformational leaders who effectively manage team dynamics and foster employee motivation can significantly shape the culture by promoting trust, engagement, and innovation.

[30] found that transformational leadership, when combined with high-functioning teams and motivated employees, leads to a culture that is adaptable, resilient, and committed to continuous improvement.

At Tridinanti University of Palembang, these elements—leadership, team interactions, and motivation—are essential for fostering a culture that supports academic excellence, innovation, and adaptability in the face of changing educational demands. By aligning leadership strategies, improving team collaboration, and enhancing motivation, the university can cultivate an organizational culture that is dynamic and future-oriented.

3. METHODS

3.1 Research Design

This study employs a qualitative research design using a case study approach. The focus is to explore the interplay between behavioral theory and organizational culture through the lenses of transformational leadership, team dynamics, and motivation. This approach is chosen to gain in-depth insights into the specific organizational context at Tridinanti University of Palembang and how these variables contribute to driving change.

3.2 Data Collection Methods

Semi-structured interviews: The primary data collection method will be semi-structured interviews with leaders, team members, and employees. Each interview will focus on their experiences with transformational leadership, team dynamics, motivation, and organizational culture.

Collect qualitative insights from leaders, faculty, and administrative staff about their lived experiences and perspectives on organizational culture and leadership practices. Explore underlying reasons behind trends observed in the survey data. In-Depth Interviews

Conducted with Tridinanti's key stakeholders, including deans, department heads, and staff, to explore:

- a. How leaders implement strategies to drive cultural change.

- b. Team dynamics in addressing specific challenges, such as curriculum reform or accreditation processes.
- c. Staff motivations and barriers impacting performance during organizational transitions.

3.3 Document Analysis

Institutional documents, such as strategic plans, leadership development policies, reports on organizational change efforts, and internal communications, will be analyzed. This will provide insights into the official language and documented strategies that reflect the university's cultural and leadership dynamics.

By examining a variety of institutional documents such as strategic plans, leadership policies, internal communications, and reports on organizational change initiatives—the study gains valuable insights into the university's approach to transformational leadership, team dynamics, and motivation. These documents provide a formal record of the university's vision, values, and cultural norms, as well as the strategies it employs to foster organizational change.

Through thematic analysis of these documents, patterns related to leadership behaviors, team collaboration, and cultural expectations are identified, revealing how these elements influence the university's organizational culture. Moreover, document analysis serves as a means of cross-referencing findings from interviews and focus groups, ensuring that the conclusions drawn are both valid and well-supported.

By integrating the language and policies embedded in official documents with real-world practices, the research can provide a deeper understanding of the alignment—or potential gaps—between the university's espoused values and actual behavior, thus contributing to the overall examination of organizational change processes at Tridinanti University.

4. RESULTS AND DISCUSSION

The exploration of Behavioral Theory and Organizational Culture is essential for understanding how to effectively manage change within organizations like Tridinanti University of Palembang. By leveraging insights from these theories, leaders can create an environment that promotes positive behaviors, fosters collaboration, and enhances overall performance. The relevance of this topic extends beyond academia into various sectors where effective management practices are crucial for navigating the complexities of modern organizational life.

Faculty and staff in teams with high psychological safety reported feeling empowered to share ideas and address conflicts constructively.

Teams with effective communication and trust demonstrated higher levels of collaboration and problem-solving. These teams successfully implemented change initiatives, such as introducing new teaching methodologies or administrative systems.

The findings emphasize the need for Tridinanti University to adopt a holistic approach that integrates transformational leadership, team dynamics, and motivational strategies. Targeted interventions, such as leadership training, team-building initiatives, and improved reward systems, can help the university foster a culture of collaboration and innovation essential for navigating organizational change.

By addressing identified barriers and leveraging existing strengths, Tridinanti University can enhance its overall institutional effectiveness and achieve its strategic objectives.

5. CONCLUSION

This study on Behavioral Theory and Organizational Culture: The Interplay of Transformational Leadership, Team Dynamics, and Motivation in Driving Change at Tridinanti University of Palembang highlights several critical insights into how these factors collectively influence organizational change. Transformational leadership emerged as a central driver of

change, with leaders who exhibited behaviors such as inspirational motivation, intellectual stimulation, and individual consideration playing a pivotal role in fostering an environment conducive to innovation and adaptability. The study confirms that leaders who engage employees on both intellectual and emotional levels can significantly enhance their motivation and commitment to organizational goals.

The impact of team dynamics was also found to be substantial. Teams that were led by transformational leaders tended to be more collaborative, creative, and willing to embrace new ideas. This aligns with previous research that highlights the importance of leadership in shaping team behavior and promoting a culture of trust and openness. Moreover, motivation—both intrinsic and extrinsic—was identified as a key enabler of successful change initiatives.

Leaders who recognized individual contributions and provided opportunities for professional growth were able to drive higher levels of engagement and commitment among employees, which in turn supported the overall change process. However, the study also revealed challenges in the form of resistance to change, particularly among longer-serving staff members. This resistance, combined with bureaucratic hurdles, points to the need for a more comprehensive change management approach that addresses cultural and structural barriers within the organization. In conclusion, this study emphasizes the importance of transformational leadership, team dynamics, and motivation in driving successful organizational change. For institutions like Tridinanti University to thrive in an increasingly dynamic environment, leadership must continue to nurture a culture of innovation, collaboration, and adaptability while addressing resistance and structural challenges to sustain long-term change.

By applying behavioral theory principles within academic settings, institutions like Tridinanti University of Palembang can significantly improve employee motivation. Focusing on both intrinsic and extrinsic motivators, employing

positive reinforcement, creating a supportive environment, implementing effective goal-setting practices, providing training opportunities, and establishing robust feedback mechanisms will contribute to a motivated workforce dedicated to achieving institutional goals.

The strong team dynamics, when supported by transformational leadership and aligned with motivational strategies, can significantly enhance organizational change at Tridianti University. Addressing existing gaps and leveraging identified strengths will enable the university to achieve its strategic objectives more effectively.

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