

The Role of Transformational Leadership, Team Effectiveness and Well-Being in Predicting Employee Innovation Behavior in the Culinary Sector

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ARTICLE INFO

Keywords: Transformational Leadership, Team Effectiveness, Well-Being, Employee Innovation Behavior

Received : 23, July

Revised : 13, August

Accepted: 27, August

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ABSTRACT

This study aims to explore the relationship of transformational leadership roles, team effectiveness, and well-being with employee innovation behavior in the context of the culinary sector marked as city branding product. This study uses quantitative methods by collecting data through the distribution of questionnaires to employees of culinary sector businesses where the culinary includes city branding products. The results of the data analysis showed that transformational leadership and team effectiveness had a positive relationship with employee innovation behavior, while employee well-being has no relationship with employee innovation behavior. These findings provide important insights for managers and leaders in the culinary sector in understanding the factors influencing employee innovative behaviour in the organizations producing products marked as an icon of the city.

INTRODUCTION

Employee innovation behavior serves as a sustainable driving force for business development and plays a crucial role in enhancing organizational efficiency and core competitiveness (Yuan, Ng, & Wu, 2022). Since innovation is fundamentally based on ideas, and it is employees who generate, implement, and refine these ideas (Scott & Bruce, 1994), employee innovation behavior is vital for both the business world and society. It helps organizations develop competitive advantages (Skudiene et al., 2018). In essence, employee innovation behavior offers numerous benefits to the company.

Previous research has shown that innovation behavior can be predicted by several variables. Skudiene et al (2018) say that leadership is considered one of the most important factors affecting employee creativity and innovative performance. In addition, innovation behavior can also be predicted by organizational effectiveness (Liu, Wang, & Chen, 2019). Furthermore, Scott and Bruce (1994) note that one of the key problems in innovation management can also be influenced by employee well-being. Of all the existing research, previous research that discusses employee innovation behavior predicted by transformational leadership roles, team effectiveness and well-being has not been widely conducted.

This study seeks to discuss the role of transformational leadership, team effectiveness, and well-being in predicting employee innovation behavior in the culinary city branding sector, by discussing the role of perceptions from employee respondents from companies engaged in the culinary sector. The respondents were employees of *Empal Gentong* culinary companies, *Jamblang* rice and *Lengko* rice, three typical foods from Cirebon City and Regency.

With a quantitative approach through survey data collection to culinary sector employees, this research has several contributions. First, this paper tries to predict employee innovation behavior obtained from employee perceptions on transformational leadership, team effectiveness and employee well-being. With a quantitative approach, this study can explain the extent to which the antecedents predict employee innovation behavior. Second, this study was conducted in companies in the culinary field marked as city branding products and are growing rapidly. Hence, this study provides insight related to employees' development working for businesses that produce city branding products related to their innovation behavior. Last, the findings of this paper are relevant to be used as a guideline for similar companies, namely businesses engaged in the culinary sector which is an icon of a city. In general, this research has several contributions both to scientific building and managerial practice.

LITERATURE REVIEW

Innovation behavior is the act of employees creating and implementing innovative ideas at all levels of the organization (Dzimidiene & Bagdžiūnienė, 2022). Innovation behavior is characterized as the deliberate multidimensional construction of generation, promotion, and realization of new ideas in a work role, work group, or organization to benefit the performance of the role, group, or organization" (Salam & Monday, 2022). In general, the above definition

confirms that an employee's innovation behavior contains intentional behavior, the behavior of creating and acting to produce a useful output.

As the significance of innovation behavior continues to grow, research into its mechanisms is expanding. Recent empirical studies have demonstrated that leadership style, peer support, and self-evaluation are crucial predictors of employee innovation behavior through employee engagement as a mediator (Zeng & Xu, 2020). Additionally, Skudiene et al. (2018) highlighted that leadership is a key factor influencing employee creativity and innovative performance. Moreover, organizational effectiveness is also a significant predictor of innovation behavior (Liu, Wang, & Chen, 2019). Scott and Bruce (1994) noted that employee well-being is a critical issue in innovation management. In summary, various factors have been identified as essential for encouraging employee innovation behavior.

The terms creativity and innovation are frequently used interchangeably in research, but the distinction between them lies in their definitions. While creativity focuses on generating new and valuable ideas, innovation involves not only producing or adopting these ideas but also implementing them effectively (Scott & Bruce, 1994). This study aims to incorporate elements of creativity as a crucial dimension in the process of innovation.

In essence, creativity is about producing original and unique ideas, whereas innovation is about turning those ideas into practical, tangible solutions that create value. By integrating these concepts, this research seeks to understand how creativity fuels innovation and contributes to the development of new and useful ideas within an organizational context.

As employee innovation behavior becomes more critical, more studies have used the conservation of resources theory to explain its underlying mechanisms. Recent empirical evidence suggests that leadership style, colleague support, and self-esteem serve as resources that foster innovation behavior by enhancing personal engagement (Zeng & Xu, 2020). Scott and Bruce (1994) further refined and expanded innovation behaviors into three dimensions: (1) support for creativity, (2) tolerance for differences, and (3) personal commitment. The study underscores the significance of not only adopting innovative approaches but also executing them effectively (Kansoy, 2023).

Transformational leadership is a charismatic leadership style where the leader plays a central role in guiding the organization towards its objectives. This type of leader has the ability to align the vision of the future with their subordinates and elevate the needs of the followers to a higher level than their immediate self-interests (Sinaga et al., 2018). Transformational leaders are capable of defining what the future should look like, guiding their team towards that vision, and inspiring them to achieve it despite obstacles (Stevanovic, 2014). They take personal and collective ownership in envisioning the future of the organization and championing transformative change throughout the organization (Shabane et al., 2017). Essentially, transformational leadership represents both a behavior and a process where an individual influences a group, such as employees, to achieve organizational goals.

Transformational leadership is a crucial factor in organizational strategic change, aiming to enhance the creation and application of new and useful ideas by employees. Experts agree that leadership, regardless of its type, involves influencing followers to understand the business and facilitate tasks to achieve a common goal (Akter, Mei Tang, & Adnan, 2021). Transformational leadership has been shown to enhance the connection between the work environment and employees' organizational commitment, as well as their organizational citizenship behavior (Maulana et al., 2022). The dimensions of transformational leadership encompass vision communication, staff development, support provision, staff empowerment, innovation encouragement, leading by example, and demonstrating charisma (Carless et al., 2000). This study anticipates that transformational leadership will positively affect employee innovation behavior, particularly within culinary businesses focused on city branding.

Team effectiveness is a collaborative resource that provides support from colleagues and is essential for achieving organizational goals (Koekemoer et al., 2021). A team consists of individuals working together to perform important tasks, sharing common goals, interacting socially, exhibiting interdependence, maintaining boundaries, and influencing transactions across different units (Upadhyay et al., 2020). Team effectiveness starts with fulfilling the performance expectations of individuals who receive, utilize, or evaluate the outputs of the team (Ciraklar & Duygulu, 2008). Every team member has a personal stake in the team's performance, as they benefit from rewards, gain valuable experience, acquire new knowledge, develop skills, and engage in a stimulating environment (Mathieu et al., 2019). To conduct research in teams effectively, it is important to shift from an emic framework (culturally specific) to an etic framework (culturally general) (Gibson et al., 2003). Organizations should have a clear understanding of team effectiveness to utilize teams and improve overall organizational success (Mahembe & Engelbrecht, 2013). This study aims to estimate the extent to which team effectiveness predicts employee innovation behavior.

Employee well-being is a crucial factor that can enable employers to attain exceptional and sustainable performance (Sivapragasam & Raya, 2018). Researchers have identified the components of employee well-being, with the most common categorization defining them as organizational characteristics that fulfill employees' physical, psychological, and social needs (Ronda & de Gracia, 2022). Furthermore, workplace well-being, particularly for employees working in entrepreneurial organizations, is not only a vital metric for determining organizational success, but also enhances the business's long-term sustainability and growth potential (Gopinath & Partners, 2017).

Overall, well-being is a dynamic, subjective, and multidimensional concept (Pradhan & Hati, 2022). Ronda and de Gracia (2022) note that employee welfare offers numerous advantages, such as enhancing employee satisfaction, fostering effective and committed employer-employee relationships, and promoting health. Improved employee well-being positively impacts organizations by leading to better performance, lower turnover, and reduced absenteeism. Gopinath and Mitra (2017) identified three key dimensions of

employee well-being—social welfare, workplace welfare, and subjective welfare—that are essential for predicting employee innovation behavior. Based on these theoretical insights and prior research findings, the research's conceptual framework is illustrated in the following figure.

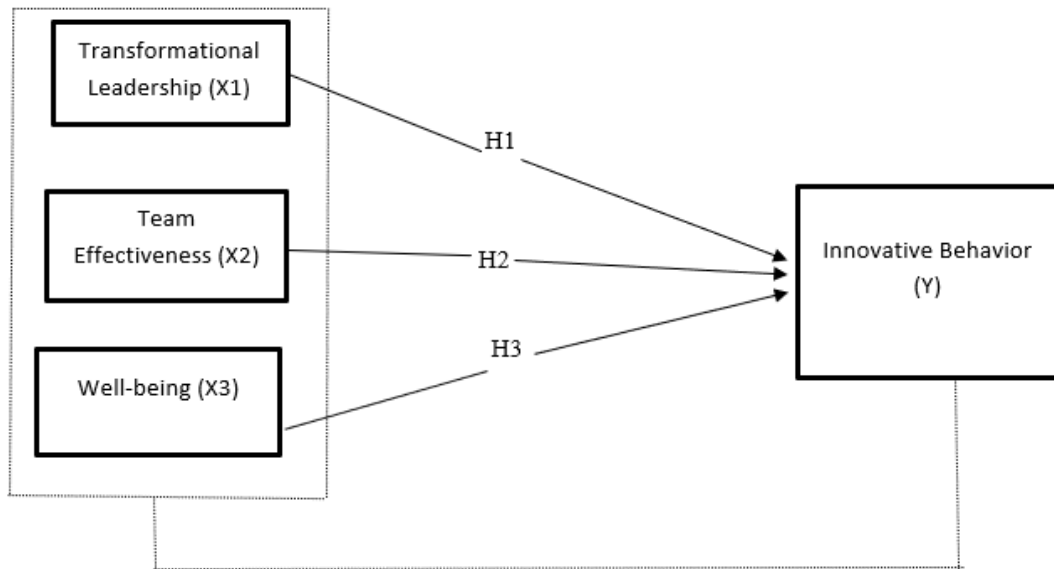


Figure 1. Conceptual Framework

Based on the above framework, the author proposes the following hypothesis:

1. Transformational leadership is expected to have a positive and significant influence on employee innovation behavior in the culinary sector, particularly in city branding products.
2. Team effectiveness is anticipated to have a positive and significant relationship with employee innovation behavior in the culinary sector, especially in city branding products.
3. Employee well-being is predicted to have a positive and significant impact on employee innovation behavior in the culinary sector, particularly in city branding products.
4. Transformational leadership, team effectiveness, and employee well-being are collectively expected to have a positive and significant relationship with employee innovation behavior in the culinary sector marked as city branding products.

METHODOLOGY

The study employs quantitative methods to gather valid, accurate, and significant data in response to the issues raised and to formulate research objectives. This research focuses on employees of several culinary companies in Indonesia that are recognized for city branding products, including Empal Gentong, Jamblang Rice, and Lengko Rice. Data collection took place over several months in early 2024. Initially, researchers distributed questionnaires to 250 city branding culinary employees, and all 250 employees completed the questionnaires with a 100% response rate. In the data analysis phase, researchers

utilized various techniques such as classical assumption tests, multiple linear regression analysis, hypothesis testing through t-tests and f-tests, and coefficients of determination (R square).

RESEARCH RESULTS

Equipment

This study adopts all constructs used in research from previous studies. Table 1 illustrates the instrumentation summary.

Table 1: Research Instruments

Variables	Sources	Item
Transformational Leadership	Carless et al., 2000	7
Team Effectiveness	Gibson et al., 2003	14
Well-being	Pradhan & Hati, 2022	23
Innovation behavior	Scott & Bruce, 1994	22

Sample Characteristics

Table 2 presents the characteristics of the sample of respondents in terms of gender, age, education, labor status, length of work, and company ownership.

Tabel 2: Sample Characteristics

Demographics	Category	Percentage
Gender	Man	54.8%
	Woman	45.2%
Age	15-30	66.4%
	31-45	28.4%
	46-60	5.2%
Education	Elementary school	19.2%
	Junior high school	28.4%
	Senior high school	50.8%
	Bachelor	1.6%
Labor Status	Permanent	75.2%
	Contract	24.8%
Length of work	1-5	54%
	6-10	31.2%
	10-15	10.4%
	16-20	4.4%
Company Ownership	Private	100%
	State-owned	0%

Validity Test

Validity tests can be presented using SPSS output. If the data has a statistical *r* greater than the table *r*, it is said to be valid. Item statement is considered valid when it has an *r*-table that is greater than *t* table = 0.163.

Table 3 Testing of Validity

Variable	Item	Coefficient	r-table N=250	Infomation
Transformational Leadership	TL1	6980.124		Valid
	TL2	6370.124		Valid
	TL3	4810.124		Valid
	TL4	5250.124		Valid
	TL5	5870.124		Valid
	TL6	6330.124		Valid
	TL7	7030.124		Valid
Team Effectiveness	TE1	4620.124		Valid
	TE2	4520.124		Valid
	TE3	4320.124		Valid
	TE4	3150.124		Valid
	TE5	3390.124		Valid
	TE6	2730.124		Valid
	TE7	4150.124		Valid
	TE8	4420.124		Valid
	TE9	4500.124		Valid
	TE10	4140.124		Valid
	TE11	4940.124		Valid
	TE12	4360.124		Valid
	TE13	3600.124		Valid
	TE14	5190.124		Valid
Well-being	WB1	5150.124		Valid
	WB2	3940.124		Valid
	WB3	3580.124		Valid
	WB4	4920.124		Valid
	WB5	4300.124		Valid
	WB6	2990.124		Valid
	WB7	5210.124		Valid
	WB8	5620.124		Valid
	WB9	3670.124		Valid
	WB10	5210.124		Valid
	WB11	5530.124		Valid
	WB12	5650.124		Valid
	WB13	4130.124		Valid
	WB14	3120.124		Valid
	WB15	4010.124		Valid
	WB16	4330.124		Valid
	WB17	4370.124		Valid
	WB18	4210.124		Valid
	WB19	4760.124		Valid
	WB20	5370.124		Valid

	WB21	4600.124	Valid
	WB22	5100.124	Valid
	WB23	2870.124	Valid
Innovation behavior	IB1	6480.124	Valid
	IB2	5840.124	Valid
	IB3	3670.124	Valid
	IB4	4770.124	Valid
	IB5	5930.124	Valid
	IB6	5880.124	Valid
	IB7	7110.124	Valid
	IB8	2670.124	Valid
	IB9	2500.124	Valid
	IB10	1700.124	Valid
	IB11	2400.124	Valid
	IB12	2500.124	Valid
	IB13	3690.124	Valid
	IB14	3750.124	Valid
	IB15	5930.124	Valid
	IB16	6480.124	Valid
	IB17	5840.124	Valid
	IB18	3670.124	Valid
	IB19	4770.124	Valid
	IB20	5930.124	Valid
	IB21	5880.124	Valid
	IB22	7110.124	Valid

Reliability Test

Reliability assessment is conducted using Cronbach's Alpha, where the variable is said to be reliable if the value of Cronbach's Alpha > 0.6. (Sugiyono, 2016).

Table 4: Reliability Test Results

Variables	Cronbach's Alpha	Standard	Explanation
Transformational Leadership	0.723	0.6	Reliable
Team Effectiveness	0.628	0.6	Reliable
Well-being	0.808	0.6	Reliable
Innovation behavior	0.832	0.6	Reliable

The results showed the value of Cronbach's Alpha of each research variable > 0.6 so that the research variable was considered reliable.

Classical Assumption Test

- a. Normality Test
Normality Test Results

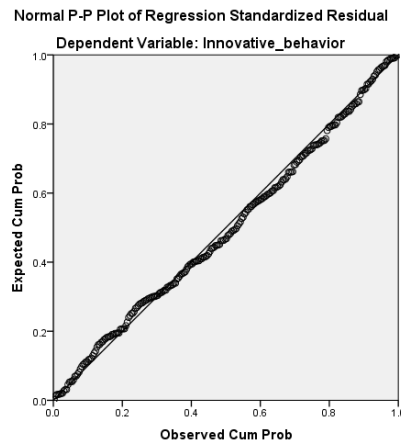


Figure 1. Normality Test Results

Figure 1 demonstrates that the data points are spread around the diagonal line and align with its trajectory. This suggests that the regression model satisfies the assumption of normality.

b. Multicollinearity Test

If the tolerance value exceeds 0.10 or the VIF value is below 10, it indicates that the multicollinearity test has been successfully passed. Conversely, if the tolerance value is below 0.10 or the VIF value is 10 or higher, then the multicollinearity test has not been passed.

Table 5: Multicollinearity Test Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
Trans_leadership	.777	1.286
Team_effectiveness	.674	1.483
Well-being	.591	1.693

a. Dependent Variable: Innovation behavior

The multicollinearity test results presented in Table 5 show that all variables have a tolerance value exceeding 0.10 or a VIF value below 10. Consequently, it can be inferred that there are no indications of multicollinearity or that the multicollinearity test has been successfully passed.

Multiple Linear Analysis

The statistical calculations in multiple linear regression analysis were performed using IBM SPSS for Windows version 22. The outcomes of data processing using the SPSS program are presented in the appendix and detailed in Table 6.

Table 6: Multiple Linear Regression Analysis Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.535	1.840		2.464	.014		
	Trans_leadership	2.134	.044	.852	48.067	.000	.777	1.286
	Team_effectiveness	.477	.031	.289	15.188	.000	.674	1.483
	Well-being	-.026	.020	-.026	-1.300	.195	.591	1.693

a. Dependent Variable: Innovation behavior

Source : Results of Questionnaire Data Analysis

Regression equation models can be described in the equation as follows:

$$Y = 4.535 + 2.134X_1 + 0.477X_2 + -0.26X_3$$

The regression equation can be explained as follows:

- A constant of positive sign 4.535 indicates that if the variables transformational leadership, team effectiveness, and well-being remain unchanged, the value of innovation behavior is 4.535.
- The regression coefficient for transformational leadership has a positive direction in its influence on innovation behavior. The coefficient value of 2.134 signifies that an increase in transformational leadership (variable X₁) will result in an increase in employee innovation behavior by 2.134.

$$Y = 4.535 + 2.134X_1 + 0.477X_2 + -0.26X_3$$

- The regression coefficient for team effectiveness also has a positive direction in its influence on innovation behavior. The coefficient value of 0.477 indicates that an increase in team effectiveness (variable X₂) will result in an increase in employee innovation behavior by 0.477.
- The regression coefficient for well-being has a negative direction and no significant effect on innovation behavior. This means that changes in well-being (variable X₃) do not influence employee innovation behavior.

Partial Hypothesis Testing

- The analysis of the partial hypothesis testing showed a t value of 48.067 for the transformational leadership variable, while the t table value for n = 250 was 1.969. Since the calculated t value surpasses the t table value, this indicates a positive and significant relationship between transformational leadership and employee innovative behavior, with a significance level of 0.000 (which is less than 0.05).
- For team effectiveness, the t value was 15.188, also exceeding the t table value of 1.969. This confirms a positive and significant relationship between team effectiveness and employee innovative behavior, with a significance value of 0.000 (which is less than 0.05).

- In contrast, the t value for well-being was -1.300, which is lower than the t table value of 1.969. This suggests that there is no significant relationship between well-being and innovative behavior, as indicated by a significance value of 0.195 (which is greater than 0.05). Therefore, it can be concluded that well-being does not significantly correlate with employee innovation behavior.

Test F (Simultaneous Hypothesis Testing)

The F test is designed to assess whether the independent variables of transformational leadership, team effectiveness, and well-being collectively relate to employee innovation behavior. The simultaneous hypothesis testing, or F test, yielded the data presented in Table 7.

Table 7: Anova Test Results
 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6722.765	3	2240.922	1284.301	.000 ^b
	Residual	429.235	246	1.745		
	Total	7152.000	249			

a. Dependent Variable: Innovative behavior

b. Predictors: (Constant), Well-being, Trans_leadershp, Team_effectiveness

Source: Questionnaire Data Analysis Results

Based on simultaneous hypothesis testing, a calculated F value of 1284,301 and a significance value (Sig.) of 0.000 were obtained. F count value of 132.013 > F table of 2.641 and significance value 0.000 < 0.05. Hence, it can be concluded transformational leadership, team effectiveness, and well-being, simultaneously have relationship with employee innovation behavior among employees working for culinary businesses that marks as city branding.

Coefficient of Determination

The coefficient of determination is used to evaluate the degree to which independent variables affect the dependent variable. The coefficient's value is obtained from the adjusted R-squared value.

Table 8: Coefficient of Determination Results
 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.970 ^a	.940	.939	1.321	1.852

a. Predictors: (Constant), Well-being, Trans_leadershp, Team_effectiveness

b. Dependent Variable: Innovative_behavior

Source: Questionnaire Data Analysis Results

The results of the regression analysis show that the Adjusted R square coefficient obtained is 0.939. This indicates that 93.9% of the variation in innovation behavior can be accounted for by transformational leadership, team effectiveness, and well-being, while the remaining 6.1% is attributed to other variables not included in this particular study.

DISCUSSION

Transformational Leadership In Predicting Employee Innovation Behavior

The findings of the study indicate that transformational leadership is positively and significantly correlated with employee innovative behavior, suggesting that the transformational leadership style of company leaders positively influences employee innovation. Therefore, the first hypothesis (H1) is validated. In other words, as managers exhibit higher levels of transformational leadership within organizations, employee innovation behavior tends to increase. This result aligns with the research conducted by Skudiene et al. (2018), which also found a positive and significant relationship between transformational leadership and innovation behavior.

Team Effectiveness In Predicting Employee Innovation Behavior

This research discovered that team effectiveness is positively and significantly related to employee innovative behavior. This indicates that team effectiveness has a substantial influence on employee innovation. Team effectiveness is a crucial factor in enhancing employee performance, as it directly impacts employees in completing their tasks, ultimately leading to improved organizational performance. A state of team effectiveness is considered favorable when employees can perform their activities optimally and efficiently.

An environment of effective teamwork can be fostered through proper and appropriate organizational management. This finding aligns with Liu et al. (2019), which asserts that team effectiveness, both individually and collectively, has a significant relationship with employee innovative behavior. Strong team effectiveness can enhance employee performance.

Well-Being In Predicting Employee Innovation Behavior

The findings from studies conducted by researchers indicate that well-being does not influence innovative behavior. This suggests that either reducing or enhancing employee well-being may not significantly affect their innovative actions in the workplace. Consequently, the third hypothesis (H3) is dismissed. This implies that as the quality of employee well-being declines, employee innovative behavior is likely to diminish.

Transformational Leadership, Team Effectiveness and Well-Being Simultaneously in Predicting Employee Innovation Behavior

Additionally, this research revealed that transformational leadership, team effectiveness, and well-being collectively predict innovative behavior. This indicates that these three factors have a positive and significant correlation with employee innovative actions. Therefore, the fourth hypothesis (H4) is validated. The outcomes produced by employees align with their ability to meet job

expectations, where work objectives can be completed on time or within the designated deadline. This study examined three elements that could impact employee innovative behavior: transformational leadership, team effectiveness, and well-being. The findings suggest that establishing and fostering effective teamwork can significantly influence the achievement of organizational objectives. In contrast, inadequate transformational leadership and poor team effectiveness may hinder employee innovative behavior. Transformational leadership, team effectiveness, and well-being together can influence employee innovation behavior within the culinary sector that contributes to city branding.

CONCLUSIONS AND RECOMMENDATIONS

This research obtained some conclusions as follows:

1. Transformational leadership has a positive and significant relationship with employee innovation behavior among employees of culinary businesses marked as city branding. This significant influence means that the better and increased transformational leadership towards employees, the more employee innovation behavior will be. Conversely, the lower the transformational leadership behavior demonstrated by managers towards their employees, the lower the employee innovation behavior will be.
2. Team effectiveness has a positive and significant relationship with employee innovation behavior among employees of culinary businesses marked as city branding. This shows that team effectiveness plays an important role in improving the quality of employee innovation behavior.
3. Well-being has a negative and insignificant relationship with the employee innovation behavior among employees of culinary businesses marked as city branding. This suggests that well-being variables do not affect the level of employee innovation behavior. However, this does not mean that negative well-being does not have other impacts that might influence innovation behavior indirectly or through other variables that have not been considered in research.
4. Transformational leadership, team effectiveness and well-being simultaneously have a positive and significant relationship with employee innovation behavior among employees of culinary businesses marked as city branding. It means that these three variables are an inseparable unity that supports each other in predicting employee innovation behavior.

ADVANCED RESEARCH

Given that the study's Adjusted R Square value was 93,9%, the researcher has thought about recommendations for more study. Future studies may include independent variable or intervening variables that are not included in this analysis, this may be one of the factors that influence innovative behavior of employees.

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