

The Dual Role of Collaborative Culture in Leadership-Team Performance Dynamics: A Quantitative Study of Public Sector Institutions

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Abstract

This study examines the mediating and moderating effects of collaborative culture on the relationship between leadership behavior and team performance in modern organizations, specifically focusing on how collaborative culture elements such as knowledge sharing, skill exchange, interpersonal relationships, and synergistic attitudes can serve as strategies for enhancing team performance. Employing a quantitative methodology, data was collected through online questionnaires from 121 employees of government institutions in Jambi and analyzed using Structural Equation Modeling (SEM). The findings revealed that leadership behavior significantly and positively influences both team performance and collaborative culture, while collaborative culture, though showing no direct significant effect on team performance, functions as both a mediator and moderator in the leadership behavior-team performance relationship. Although the study's generalizability may be limited due to its specific focus on public sector institutions, this study strengthens the research gap on the dual role of collaborative culture which is still rarely discussed in the context of the Indonesian public sector. The practical implications of this finding can be a reference for organizational leaders to develop team effectiveness and achieve strategic goals through strengthening collaborative culture in public sector management.

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1. Introduction

The transition from Industry 4.0 to Society 5.0, particularly in the post-COVID-19 landscape, has compelled organizations to transform into knowledge-based entities focused on continuous innovation. The capacity for organizational innovation is intrinsically linked to resource competency and quality, necessitating the development of knowledge-based employee competencies to sustain innovation capabilities (Ahmed et al., 2016). This development process flourishes through collaborative efforts, with knowledge-sharing behaviors emerging through inter-unit collaboration (Kumar et al., 2021).

A collaborative culture drives organizational success through enhanced team performance, achieved when team members with diverse skills, knowledge, and experiences work cohesively. This approach enables institutions to adapt flexibly to dynamic environments while satisfying employees' social needs for interaction and affiliation (Richter et al., 2011). Institutional success fundamentally depends on employees' collective commitment to organizational objectives, making individual capabilities insufficient without collaborative effort (Vigoda-Gadot et al., 2007).

Collaborative culture requires active leadership intervention rather than emerging spontaneously. Leaders must consistently emphasize collaboration's importance in achieving organizational objectives through team performance. However, research on team performance mechanisms remains limited, with only 46 studies indexed in the Bielefeld Academic Search Engine between 2016 and 2021 (Open Knowledge Maps, 2021). In today's competitive environment, fostering a collaborative culture that promotes teamwork emerges as a crucial strategy for organizational survival and success.

Several studies have examined the importance of the role of collaborative culture, leadership, and work environment in influencing employee performance and satisfaction, especially in the public sector. For example, research conducted by Jo (2025) revealed that collaborative culture and empowering leadership significantly improve work performance and organizational commitment, especially in the context of flexible work based on information technology, with direct implications for job satisfaction. (Suartama et.al., 2024) studied the environment of the Ministry of Law and Human Rights in Bali highlighting the role of organizational culture and transformational leadership, where organizational commitment is the main mediator between leadership and improved employee performance. In addition, (Arisanti, 2024) emphasized the importance of culture-based leadership and teamwork in shaping employee performance through strengthening organizational commitment, especially in the hierarchical structure of public organizations. These three studies consistently show that collaboration, effective leadership, and supportive work environment are key factors in driving employee productivity and loyalty in the government sector.

This study focuses on government institutions in Jambi Province, Indonesia, as the research setting. The choice of these institutions is motivated by their unique social and administrative characteristics, including hierarchical organizational structures combined with a strong emphasis on communal values and social cohesion. These features present a fertile ground



for investigating how collaborative culture manifests and operates within public sector environments, providing a distinctive context to deepen understanding of the phenomenon.

This study examines the complex interplay between leader behavior and team performance, with a specific focus on the dual role of collaborative culture as both a mediator and moderator of this relationship. While previous studies have recognized the importance of collaborative culture, its dual role has been underexplored, particularly within Indonesia's public sector context where bureaucratic traditions and cultural collectivism may influence collaborative dynamics differently compared to private or Western settings. Thus, this research addresses a critical gap by investigating how collaborative culture simultaneously facilitates and strengthens the relationship between leadership behaviors and team outcomes in public institutions.

2. Literature Review

Leader Behavior on Team Performance and Collaborative Culture

Leadership fundamentally shapes the working environment, with leader behaviors significantly impacting both individual and team performance (Ceri-Booms et al., 2017). Leaders' influence extends through their management of personnel resources and oversight of task accomplishment (Gadirajurrett et al., 2018). In today's dynamic work environment, the emphasis on leadership has shifted toward inspiring employee initiative and fostering collaboration (Liu et al., 2022).

Research examining relationship-focused and task-focused leadership has revealed complex interactions with team performance (Brown et al., 2021). When considering structural moderators like task interdependence and team size, task-oriented leadership shows diminished effectiveness in predicting team performance, while relationship-oriented leadership demonstrates stronger influence. The impact of both leadership styles strengthens when accounting for methodological moderators, highlighting how team performance varies based on team type and performance metrics (Brown et al., 2021).

Team performance effectiveness is fundamentally linked to Knowledge, Skills, and Attitudes (KSA), encompassing both interpersonal and management dimensions (Sabri & Abu-Atiah, 2020). Interpersonal KSAs focus on conflict resolution, collaborative problem-solving, and communication, while management KSAs address goal achievement, performance planning, and task coordination. Leader behavior proves crucial in developing these competencies and aligning them with performance measures (Sabri & Abu-Atiah, 2020).

This study refers to the theory of transformational leadership initiated by Bernard M. Bass to develop its hypotheses. This theory describes the role of leaders in being role models, inspiring people around them to have team spirit, stimulating their subordinates to be innovative and creative, and positioning themselves as coaches or mentors. Thus, a transformational leader will be able to provide significant influence to their subordinates to do more than the leader's expectations in order to achieve the vision, mission and goals without being burdened and forced. This theory supports the idea that these leader behaviors



have a significant impact on team outcomes and the development of a collaborative organizational culture (Harsoyo 2022).

Research confirms a positive relationship between collaborative leadership and team performance (Maalouf, 2019). Leadership emerges as the most critical factor in teamwork effectiveness (Assbeihat, 2016), with leaders playing vital roles in conflict resolution, employee motivation, goal setting, and creating supportive environments (Assbeihat, 2016). These findings support two key hypotheses:

H1: Leader behavior has a positive significant effect on team performance.

H2: Leader behavior has a positive significant effect on a collaborative culture.

Collaborative Culture and Team Performance

Collaborative culture emerges from behavioral patterns that encompass specific values, principles, and behaviors promoting cooperative relationships (Sanchez, 2012). This cultural framework extends beyond mere procedural partnerships, representing a comprehensive system of shared values and collaborative behaviors that define organizational interactions.

A collaborative culture built on trust, cooperation, and open communication naturally enhances team performance through knowledge and skill sharing among employees. This environment fosters continuous learning processes, stimulating team creativity and innovation. Performance improvement fundamentally relies on two critical elements: member competence and team cohesiveness, both enhanced through knowledge sharing, skill development, and attitude alignment through consistent interaction and communication.

In today's technologically advanced landscape, collaborative culture has become increasingly crucial for organizational success. Modern institutions face escalating performance demands that require innovative approaches to complex challenges. Success depends on unified organizational effort, as institutional objectives cannot be achieved through individual contributions alone.

Empirical studies demonstrate significant benefits of collaborative culture on team performance. Research shows that such environments enable employees to develop creative ideas and solutions through knowledge sharing, enhancing overall performance (Ahmed et al., 2016). Additional studies confirm that collaborative culture facilitates the leveraging of employee knowledge for institutional benefit (Assbeihat, 2016). Key factors contributing to successful collaborative cultures include leadership, trust, communication, motivation, and structured collaboration frameworks (Assbeihat, 2016).

Research indicates that maintaining a collaborative culture significantly contributes to sustainable organizational growth and innovation, directly improving team performance (Awan et al., 2013). This relationship supports the following hypothesis:

H3: Collaborative culture has a positive significant effect on team performance.

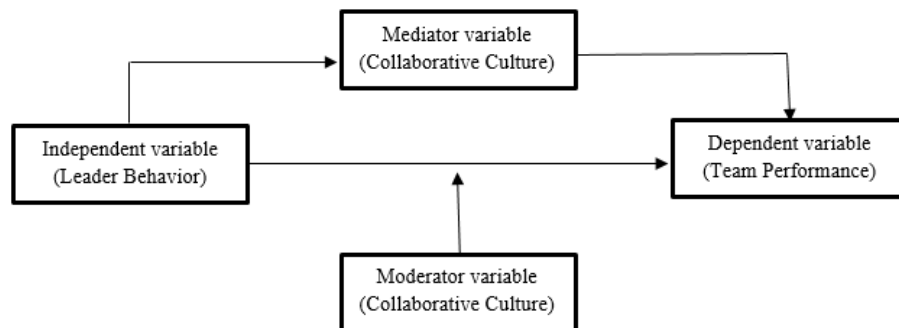


Collaborative Culture as a Mediating and Moderating Factor

The establishment of collaborative culture requires strategic leader behavior in workplace settings. These three elements - leader behavior, collaborative culture, and team performance - form an interconnected relationship where leader behavior catalyzes collaborative culture, ultimately influencing team performance. In this framework, collaborative culture occupies a central position, potentially serving as both mediator and moderator between leadership and performance outcomes.

While research specifically examining these three variables remains limited, existing studies demonstrate collaborative culture's mediating role in related contexts. Research has shown that collaborative culture mediates the relationship between servant leadership and project team performance (Nauman et al., 2022). Servant leadership creates a positive social environment by promoting cooperation, empathy, and moral principles (Mazarei et al., 2013). Additionally, studies have confirmed positive relationships between collaborative leadership styles and organizational performance (Maalouf, 2019).

This study explores collaborative culture's dual role as both mediator and moderator in the leadership-performance relationship. According to established theory, mediating variables explain the process linking two variables, while moderating variables influence the strength of that relationship (MacKinnon, 2011). Figure 1 below illustrates the relationship of mediator or moderator variables.



Source: Adapted from MacKinnon, 2011

Figure 1. The relationship of this study's variables

In the moderating role, collaborative culture functions as a contextual factor that can either amplify or diminish the impact of leader behavior on team performance. A strong collaborative culture may enhance the positive effects of leadership behaviors such as support, empowerment, and shared vision, leading to higher levels of team cohesion, communication, and performance. Conversely, in settings where collaborative culture is weak or absent, even effective leadership behaviors may struggle to translate into optimal team outcomes. Prior studies on moderation have emphasized that cultural elements, including shared norms and collective efficacy, can strengthen or weaken relational dynamics within organizations (Acquah, 2023; Kumar et al., 2021). Thus, examining collaborative culture as a moderator offers critical insights into the boundary conditions under which leadership exerts its influence most effectively.



This research addresses a significant gap in current literature by examining collaborative culture's specific mediating and moderating effects on the relationship between leader behavior and team performance. Based on this theoretical framework, two additional hypotheses are proposed:

H4: Collaborative culture mediates the relationship between leader behavior and team performance.

H5: Collaborative culture moderates the relationship between leader behavior and team performance.

This investigation aims to provide new insights into how collaborative culture influences the dynamic between leadership behavior and team performance, contributing to both theoretical understanding and practical applications in organizational management.

3. Research Methods

This quantitative study investigated collaborative culture's mediating and moderating roles in the relationship between leader behavior and team performance. Data collection utilized online questionnaires via Google Forms, targeting employees with both civil and non-civil servant status who had minimum five years of experience in government institutions. The sampling technique employed was purposive sampling, aiming to select respondents who possessed sufficient work experience to assess leadership behaviors, collaborative practices, and team performance meaningfully. The survey instrument comprised two sections: demographic characteristics and perception measurements, ultimately gathering responses from 121 participants over a two-month period.

The study established clear operational definitions for its key variables; leader behavior, collaborative culture, and team performance. Moreover, the study employed a seven-point Likert scale ranging from strongly disagree (1) to strongly agree (7). The measurement instruments were developed based on established theoretical frameworks. A summary of the operational definitions and measurements developed was presented in Table 1.

Table 1. Operational Definition and Measurement Instrument

Variable	Operational Definition	Sample Indicators	No. of Indicators	Source
Leader Behavior (LB)	Employee perceptions of leadership, evaluated through task-oriented and relationship-oriented indicators	a) Leaders providing feedback for work improvements b) Leader facilitation of participative decision-making	9	(Yukl, 2012)
Collaborative Culture (CC)	Employee perceptions of	a) Communication and interaction openness	7	(Waizenegger et al., 2020)



	institutional work patterns	b)	Skill and knowledge sharing practices		
Team Performance (TP)	Team member behaviors reflecting performance achievement	a)	Contribution to teamwork Continuous improvement in relevant knowledge and skills	5	(Erdem et al., 2003)

Source: Yukl, 2012; Waizenegger et al., 2020; Erdem et al., 2003

Prior to data collection, validity and reliability tests were conducted on the instruments through a pilot study involving 30 respondents who shared similar characteristics with the target population. Construct validity was assessed using Confirmatory Factor Analysis (CFA), and reliability was measured using Cronbach's Alpha coefficients. All variables demonstrated acceptable validity (factor loadings > 0.70) and high reliability (Cronbach's Alpha > 0.80).

Hypothesis testing utilized Structural Equation Modeling (SEM) through PLS Smartplus 3.2.9. The PLS-SEM technique was selected for its model development capabilities and strong predictive abilities (J. Hair et al., 2017), enabling comprehensive analysis of variable relationships and their interactions. To enhance systematic presentation, Overall, this research process includes several stages, namely the design and adaptation stages of measurement instruments, initial studies, validity and reliability tests, instrument revisions, primary data collection, data cleaning and filtering, data analysis using PLS-SEM, interpretation of results, and drawing conclusions and recommendations.

4. Results

Respondents' Profile

The respondents of this study are 121 employees of government institutions. Their profile's are presented below in Table 2.

Table 2. Respondents' Profile

Profile	Characteristics	N	Percentage %
Gender	Male	59	48,76
	Female	62	51,24
	Total	121	
Age	20-25	3	2,48
	26-30	17	14,05
	31-35	26	21,49
	36-40	22	18,18
	41-45	22	18,18
	> 46	31	25,62
	Total	121	



Profile	Characteristics	N	Percentage %
Education Level	High School	12	9,92
	Diploma	3	2,48
	Bachelor Degree	72	59,50
	Master Degree	31	25,62
	Doctorate	3	2,48
	Total	121	
Length of Work as Employees	1-5 years	16	13,22
	6-10 years	31	25,63
	11-15 years	24	19,83
	16-20 years	21	17,36
	21-25 years	13	10,74
	> 26 years	16	13,22
	Total	121	
Working Period in the Current Institution	1-5 years	52	42,98
	6-10 years	27	22,31
	11-15 years	19	15,70
	16-20 years	11	9,09
	21-25 years	4	3,31
	> 26 years	8	6,61
	Total	121	
Marital Status	Single	20	16,53
	Married	94	77,69
	Widow	5	4,13
	Widower	2	1,65
	Total	121	
Employment Status	Civil Servant (ASN)	80	66,12
	Honorary	41	33,88
	Total	121	

Source: Data Collection

Measurement Model

Validity Test

The first step of gaining the data was doing a validity test. The indicators of the variables were tested to obtain the validity of the data. The table below presents the loading factor for each indicator, AVE (Average Variance Extracted), Cronbach's Alpha, CR (Composite Reliability) and VIF (Variance Inflation Factor).



Table 3. The loading factor, VIF, Cronbach's Alpha, AVE, and CR

	Collaborative Culture	Leader Behavior	Team Performance	VIF	Cronbach's Alpha	AVE	CR
CC1.1	0,861			2,988	0,948	0,762	0.957
CC1.2	0,880			3,617			
CC1.3	0,813			2,374			
CC1.4	0,897			4,077			
CC1.5	0,881			3,733			
CC1.6	0,902			4,220			
CC1.7	0,872			3,091			
LB1.1		0,697		1,924	0,903	0,572	0.938
LB1.2		0,662		1,805			
LB1.3		0,525		1,340			
LB1.4		0,755		1,985			
LB1.5		0,865		3,385			
LB1.6		0,886		3,916			
LB1.7		0,620		1,629			
LB1.8		0,875		3,496			
LB1.9		0,836		2,871			
TP1.1			0,761	1,744	0,884	0,683	0.915
TP1.2			0,806	2,109			
TP1.3			0,870	2,858			
TP1.4			0,832	2,773			
TP1.5			0,858	2,986			

Source: Data Analysis

Table 3 shows that the "Leader Behavior" construct has three indicators that the loading factors are below the threshold of 0.708 as recommended by Hair et al. (2017); LB1.3 (0.525), LB1.2 (0.662), and LB1.7 (.620). It suggests that these indicators may not measure "Leader Behavior" effectively. Meanwhile, all indicators for the "Collaborative Culture" construct (CC1.1-CC1.7) and the "Team Performance" construct (TP1.1-TP 1.5) have loadings above 0.708, reflecting good measurement quality. In this research, loading factor values below 0.78 are still accommodated because of the importance of the information contained in the indicators, and referring to Chin's (2010) opinion that for research in the early stages of developing a measurement scale, loading factor values of 0.50-0.60 are still considered quite valid.

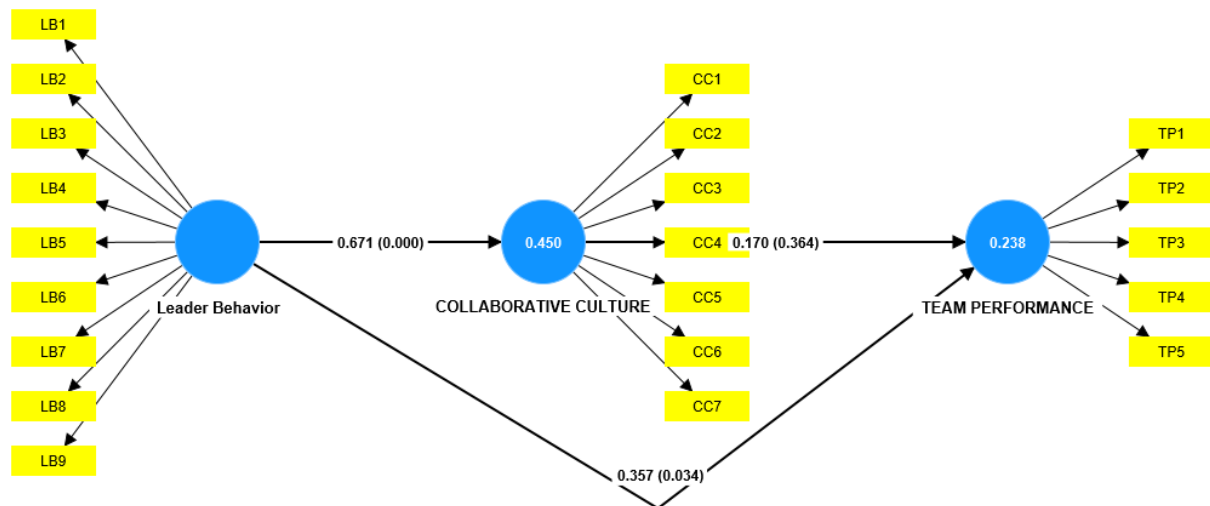
Reliability Test

The reliability of the data was tested according to Cronbach's Alpha and Composite Reliability (CR) values. In Table 3, it can be seen that Cronbach's Alpha and Composite Reliability are above 0.70. The value indicates that the instrument is reliable. Meanwhile, the Average Variance Extracted (AVE) is above 0.50, which means that the variable can explain



50% or more of the item variables (Hair et al., 2021). In Table 3, it can also be seen that no VIF value exceeds 5.0, which means there is no multicollinearity problem between the variables used.

Structural Model Assessment



Source: data analysis by PLS Smartplus

Figure 2. Confirmatory composite analysis (CCA) measurement model

The measurement model of the three variables was illustrated in the Figure 2 above. Then, the structural model of results for the five research hypotheses is presented in Table 4.

Hypotheses Results

Table 4. The hypotheses results

Hypotheses	Path Coefficient	P-Value	
Leader behavior -> Team performance	0,357	0,034	Supported
Leader behavior -> Collaborative culture	0,671	0,000	Supported
Collaborative culture -> Team performance	0,170	0,364	Not Supported
Leader behavior -> Collaborative culture -> Team performance	0,280	0,000	Supported

Source: Data Analysis by PLS Smartplus

The hypothesis tests' results state that leader behaviour positively and significantly affects team performance (H1) and collaborative culture (H2), which is statistically accepted. These findings indicate that leader behaviour directly has a significant influence on increasing team performance and collaborative culture. However, the hypothesis which states that collaborative culture has a significant positive effect on increasing team performance is rejected. It means that collaborative culture did not directly have a significant effect on team performance improvement.

Mediator Effect

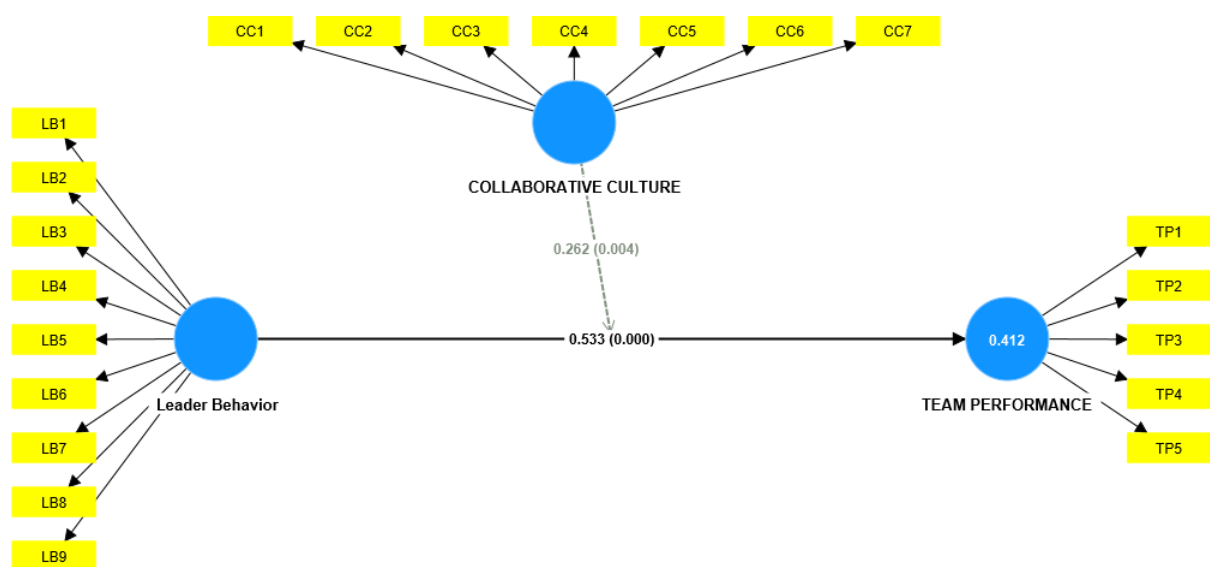


Table 4 shows that positive leader behaviour can increase team performance by encouraging a collaborative culture. The mediating effect of collaborative culture in increasing team performance (0.280) is smaller than the direct influence of leader behaviour in increasing team performance (0.357). These findings indicate that collaborative culture partially mediates the relationship between leader behaviour and team performance enhancement. This research proves the strategic role of leader behaviour in forming a collaborative culture to improve team performance. Without the role of the leader, a collaborative culture does not have a significant effect on increasing team performance.

For example, in one government office participating in the study, the leadership initiative to implement regular cross-departmental meetings and knowledge-sharing sessions succeeded in fostering collaboration, which subsequently enhanced the performance of project teams handling digital services. This concrete case highlights how active leader intervention transforms collaborative culture into improved team outcomes.

Moderating Effect

Moderation is defined as the influence of a third variable on the relationship between the independent and dependent variables. Figure 3 below shows the illustration of this study's variables moderating effect.



Source: data analysis by PLS Smartplus

Figure 3. The moderation effect

Table 5. The Moderation Effect Hypothesis Result

Hypotheses	Path Coefficient	P-Value	
Collaborative Culture X Leader Behavior -> Team Performance	0,262	0,004	Supported

Source: Data Analysis by PLS Smartplus



In this research, collaborative culture acts as a determining factor influencing how much leader behaviour can influence team performance. As shown in Table 5, with a path coefficient of 0.262 and a P value of 0.004, these results indicate that leader behaviour is more effective in improving the team's performance in environments with a strong collaborative culture. A leader's influence on team performance depends not only on the leader's actions but also on how collaborative the culture within the team is. In conclusion, team culture and leader behaviour influence overall team performance, indicating the importance of considering these two factors together in research on team dynamics and leadership.

The findings from this study support the first hypothesis, indicating a significant influence of leader behavior on team performance. This result aligns with previous research, such as Pinar et al. (2014), who emphasized the importance of leader behavior in fostering team success and enhancing performance, particularly in the context of team learning. Similarly, Liu et al. (2022) found that effective leader behavior positively impacts team performance by enhancing the competencies of team members. Maalouf (2019) also confirmed that a leader's behavior significantly influences both team performance and overall organizational success. These findings suggest that the actions and behaviors of leaders play a critical role in shaping employee performance and interpersonal dynamics within the workplace.

The second hypothesis revealed that leader behavior positively and significantly affects collaborative culture. Oborn (2010) explained that leader behavior greatly influences employee actions; when leaders foster a friendly atmosphere, employees are likely to emulate this behavior. This aligns with theories of organizational trust, which posit that employees interpret and respond to their leaders' behaviors, creating a direct connection between leadership style and employee engagement (Oborn, 2010). Assbeihat (2016) further supported this notion by highlighting the significant impact of leader behavior on creating a positive working environment conducive to collaboration. Therefore, the influence of leader behavior on collaborative culture can be attributed to both the behaviors exhibited by leaders and the policies they implement to facilitate collaboration among employees.

In contrast, the third hypothesis indicated an insignificant influence of collaborative culture on team performance. This finding diverges from Assbeihat (2016)'s study, which found a positive and significant relationship between collaborative culture and team performance. Additionally, other studies have suggested that while collaborative culture may have a positive influence, it does not directly affect performance outcomes (Ahmed et al., 2016; Awan et al., 2013). The lack of significance in this study may stem from the nature of workplace friendships fostered by collaborative culture; if not managed properly, these relationships can hinder performance improvement. Moreover, the Indonesian cultural context, characterized by a strong sense of family and high tolerance levels, may dilute the sense of discipline necessary for achieving set targets. For instance, respondents working in regional government offices in Jambi Province reported that high levels of informal socialization sometimes led to delays in completing project deadlines, suggesting that collaboration without strong performance oversight may impair efficiency. Given that respondents in this study were civil servants with strong workplace friendships, the resulting



collaborative culture may prioritize familial unity over stringent performance goals. Thus, these findings contribute to the literature by highlighting that the relationship between collaborative culture and team performance is not universally significant and is context-dependent.

Furthermore, this study demonstrates a significant mediating or moderating effect of collaborative culture on team performance. While both roles positively influence team performance, collaborative culture serves as a more substantial mediator (0.280) than as a moderator (0.262). This suggests that collaborative culture alone cannot directly enhance team performance without leadership intervention to effectively manage it. In essence, while collaborative culture is essential for fostering teamwork, its impact on performance is contingent upon active leadership that cultivates this environment.

In terms of public policy implications, the findings suggest that government agencies should design leadership development programs that not only enhance technical leadership skills but also cultivate abilities to foster collaborative work environments. Additionally, public sector human resources policies could incorporate formal mechanisms such as structured collaborative projects, cross-unit team assignments, and performance-linked collaboration indicators, ensuring that collaboration practices are systematically aligned with organizational performance objectives. Consequently, these results underscore the critical role of leader behavior in enhancing team performance through effective management of collaborative culture.

5. Conclusion and Suggestion

The empirical investigation of five hypotheses yielded significant insights into the dynamics of leadership and team performance. The findings revealed that leader behavior demonstrates a significant positive influence on both team performance and collaborative culture. Interestingly, while collaborative culture showed no direct significant impact on team performance, it emerged as both a crucial mediator and moderator in the leader behavior-team performance relationship. This nuanced finding suggests that the enhancement of team performance is intrinsically linked to how effectively leader behavior shapes and influences collaborative culture within the organization.

The practical implications of these findings are substantial for organizational development. Organizations should prioritize the selection and development of leaders who demonstrate strong collaborative competencies and invest in leadership development programs that enhance these capabilities. Effective leadership in this context encompasses several key behaviors: fostering employee development, facilitating cross-functional collaboration, inspiring team members, and managing conflicts proactively. Furthermore, institutions should implement recognition and reward systems that reinforce collaborative leadership behaviors, thereby creating a sustainable cycle of improved teamwork and enhanced performance outcomes.



This research, while revealing important insights, also presents opportunities for future investigation. Several methodological enhancements could provide deeper understanding: (1) Integration of qualitative research methods to explore the nuanced aspects of leader behaviors that most effectively foster collaborative environments; (2) Application of advanced quantitative techniques to better understand the underlying mechanisms of these relationships; (3) Focused sampling strategies targeting specific organizational contexts or hierarchical levels; and (4) Longitudinal studies to examine the temporal aspects of these relationships.

Future researchers are encouraged to address these aspects while considering various organizational contexts and cultural dimensions. Such investigations would contribute significantly to the growing body of knowledge on leadership effectiveness and collaborative organizational cultures in contemporary workplaces.

By emphasizing the important role of collaborative culture as a mediator and moderator, this study provides strategic direction for policy makers and organizational managers in designing interventions that promote collaborative work culture. Implementing leadership training that focuses on building organizational culture, strengthening inter-team communication and managing interpersonal relationships will be key in creating a productive and sustainable work environment.

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