

**IMPACT OF PERSONAL LEADERSHIP ON THE WORK TEAM EFFECTIVENESS ON
TEACHER PERFORMANCE. THE EMPIRICAL STUDY BASED ON MEDIATING
ROLE OF ORGANIZATION CULTURE AND MODERATOR ROLE OF
CREATIVE SYNERGY**

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ABSTRACT

The effectiveness of work teams plays a crucial role in institutional success and in fostering the personal growth of their members. This study seeks to explore the complex interplay between emotional intelligence, team leadership, organizational culture, work climate, and creative synergy in shaping team performance. Teachers, as the most influential agents in schools, represent a key factor in achieving educational goals, and their job performance serves as a fundamental indicator of institutional success and continuity. Specifically, the research examines the impact of organizational culture and teamwork on job performance, highlighting the mediating role of professional ethics among instructors. Drawing on leadership theory, systems theory, and organizational behaviour frameworks, the study also explores how different leadership styles influence both organizational performance and innovation. Furthermore, it assesses the mediating roles of shared leadership and organizational culture within this dynamic. Psychological safety emerges as a vital component for team learning and has shown strong associations with enhanced organizational outcomes. Therefore, the research also investigates how school leadership—particularly task-oriented and relationship-oriented behaviours—along with organizational culture, affects teachers' psychological safety. Finally, the study evaluates how team performance moderates the relationship between leadership behaviours and psychological safety.

A comprehensive survey conducted across urban Islamabad engaged 600 secondary school teachers from 46 private institutions, offering valuable insights into the dynamics of school leadership and psychological safety. The findings underscored a significant relationship between leadership behaviours—both task-oriented and

relationship-oriented—and teachers' psychological safety. Notably, team effectiveness emerged as a pivotal mediator and predictor in this relationship. Further analysis highlighted that a collaborative, supportive school culture greatly enhances psychological safety among educators. These insights point to a critical pathway for school administrators: by nurturing a culture of collaboration and innovation, and adopting a team-oriented leadership approach aligned with both teacher development and institutional objectives, schools can meaningfully strengthen their organizational climate and outcomes.

This research leverages a multidimensional framework grounded in leadership theory, socio-technical systems, and organizational behaviour to explore the dynamic forces shaping performance and innovation. Central to the study is an investigation into how different leadership styles drive organizational outcomes, with a particular focus on the mediating effects of shared leadership and organizational culture. The findings highlight the transformative power of leadership combined with emotional intelligence, both of which significantly elevate team effectiveness. Moreover, elements such as corporate culture, work climate, and creative synergy emerge as key mediators—amplifying the connection between leadership and team performance, and unlocking higher levels of collaboration and innovation.

The findings underscore the pivotal role of emotional competencies and leadership development in enhancing the performance of university work teams. By presenting an integrated model, this study not only offers a robust theoretical foundation for future academic inquiry but also delivers actionable insights for improving team management and institutional effectiveness. These elements—emotional intelligence and leadership capability—emerge as key drivers of instructors' job performance and should be strategically prioritized to foster a more engaged, productive, and resilient academic workforce.

1. Introduction

Work team effectiveness (WTE) stands as a cornerstone in the advancement and realization of institutional goals within higher education. Encompassing both academic and administrative staff—from classroom instruction to managerial operations—effective teamwork is essential to fostering cohesive, high-performing environments. By aligning diverse roles and responsibilities through collaborative synergy, WTE not only supports day-to-day functionality but also propels long-term institutional growth and success.

The concept of team effectiveness has evolved to encompass dynamic qualities such as adaptability, resilience, and innovation—traits that not only reflect the team's functionality but also its collective well-being. A truly effective team integrates diverse skills and expertise, generating a synergistic force that drives outcomes far beyond the sum of individual contributions. This holistic perspective underscores the importance of cultivating environments where both performance and well-being thrive in tandem.

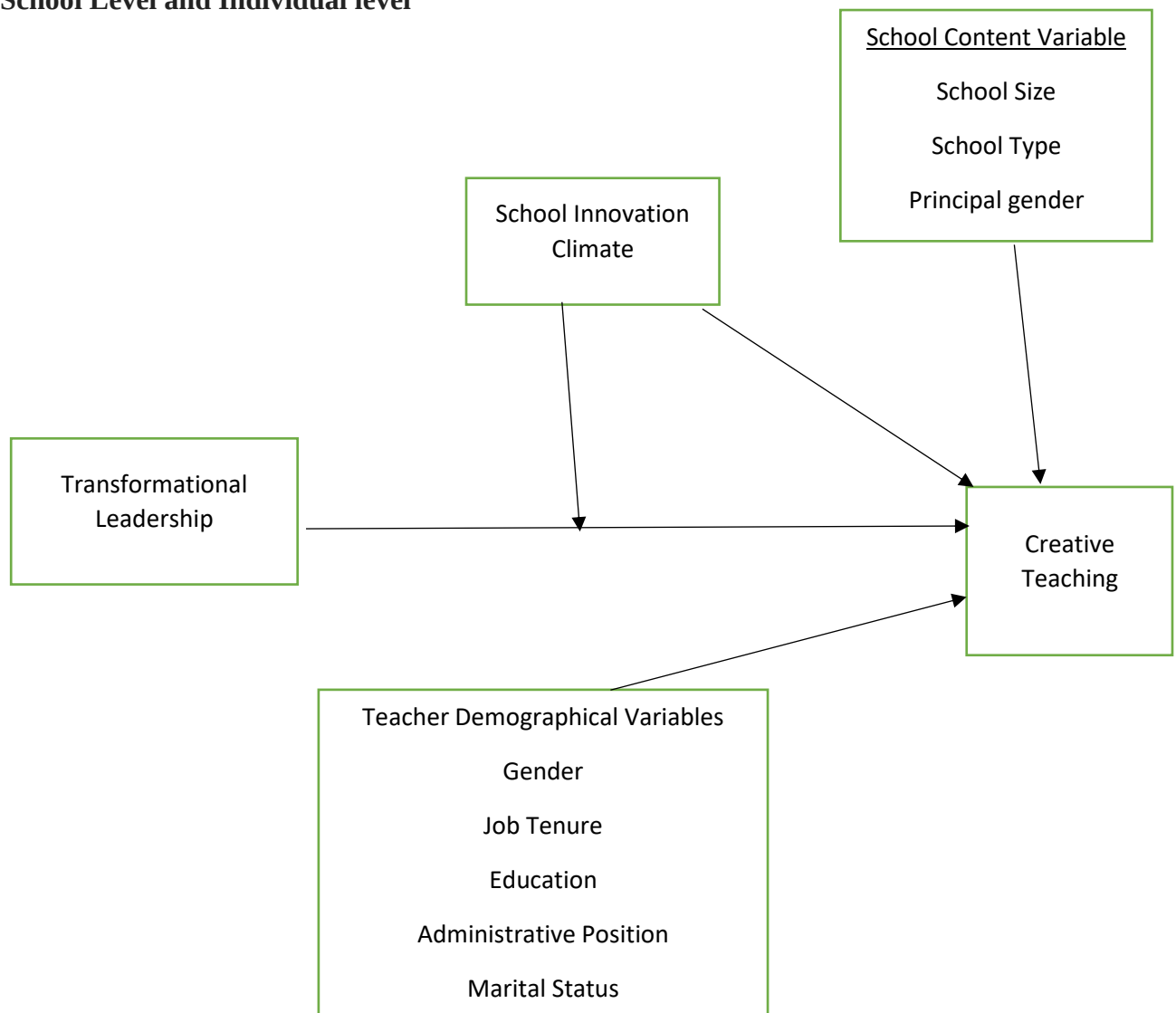
The twenty-first century has ushered in the era of innovation economics, characterized by fierce global competition, rapid technological advancements, and boundless business opportunities. In this innovation-driven economy, organizations must cultivate a workforce with creative capabilities to maintain a competitive edge. This innovation must begin within educational institutions, where teachers play a pivotal role in fostering problem-solving skills in students. Research has shown that schools are uniquely positioned to nurture and support creativity by creating dynamic learning environments. Through creative teaching (CT) methods—incorporating new ideas, instructional strategies, materials, and evaluation tools—teachers can spark students' interest in learning and cultivate their creative thinking abilities. Furthermore, work team effectiveness (WTE) is crucial in fostering a collaborative and supportive work environment, which in turn enhances talent retention and satisfaction, and ensures the successful implementation of organizational strategies. One of the primary advantages of effective teams is their ability to make swift and informed decisions, along with a more balanced distribution of responsibilities. Ultimately, WTE plays a critical role in providing a competitive advantage in today's rapidly evolving global landscape.

A comprehensive understanding of the factors that drive work team performance remains a complex challenge, especially in educational contexts within emerging economies like Peru. This knowledge is vital for institutions seeking to address challenges and seize opportunities in a rapidly evolving environment. By gaining insights into these dynamics, educational organizations can respond more effectively and creatively, fostering an integrated approach to the holistic development of their employees and ensuring sustained institutional growth and innovation.

Burns introduced the concept of transformational leadership, drawing from Maslow's hierarchy of needs to shape a model that emphasizes motivation and vision. Transformational leaders leverage their personal leadership styles to inspire teachers, sharing a compelling, forward-thinking vision that elevates the aspirations of school members. By fostering a culture where individual interests align with collective goals, these leaders empower their teams to transcend personal motivations and work collaboratively toward achieving institutional objectives. Consequently, transformational leadership plays a pivotal role in enhancing school effectiveness and driving competitiveness. This study, therefore, explores the influence of a principal's transformational leadership on the creative teaching (CT) behaviours of high school physical education teachers.

The current study employs structural equation modelling (SEM) to explore the intricate interactions between key variables and their contributions to work team effectiveness (WTE) among university personnel. This methodological approach not only offers a solid theoretical foundation but also provides practical insights for improving team management and performance within the university context. By identifying and enhancing the critical factors that drive team effectiveness, institutions can implement more strategic approaches to optimize staff performance and well-being, thus fostering long-term success and institutional growth. Furthermore, the study examines how the quality of work life influences the relationship between transformational leadership and organizational commitment, as well as its role in enhancing organizational citizenship behaviour.

School Level and Individual level



2. Literature review

2.1 Emotional Intelligence (EI) and Organizational Culture (OC)

EI promotes self-awareness of one's own emotions, as well as the ability to regulate them, by providing self-knowledge and decision-making based on a stable scale of values that anticipates emotional pressures, resulting in a flexible OC and a pleasant work environment that boosts team members' creativity. EI influences OC because it influences the organization's values and beliefs, as indicated by its ability to adapt to change, harmony at work, and alignment with employees' personal goals, resulting in improved job performance and learning (Rasooli et al. 2019). EI helps one develop skills of self-awareness of one's own emotions, as well as the ability to regulate them, providing self-knowledge and decision-making based on a stable scale of values that anticipates emotional pressures, generating a flexible OC and a pleasant work environment that boosts the creativity of team members.

Emotional Intelligence (EI) fosters self-awareness and emotional regulation, equipping individuals with the tools to make decisions grounded in a stable value system that anticipates emotional challenges. This, in turn, cultivates a flexible organizational culture (OC) and a positive work environment, both of which significantly enhance team creativity. EI's impact on OC is profound, as it shapes the values and beliefs within an organization, promoting adaptability to change, fostering harmony, and aligning organizational goals with personal aspirations of employees. These factors collectively contribute to improved job performance and continuous learning (Rasooli et al., 2019). By nurturing emotional intelligence, organizations can build a supportive environment that not only boosts creativity but also enhances overall team effectiveness.

Emotional Intelligence (EI) significantly enhances self-awareness and the ability to manage one's emotions, fostering a collaborative Organizational Culture (OC) that promotes effective conflict resolution and drives team success. Teams exhibiting high EI facilitate open and respectful communication, minimizing misunderstandings and fostering the free exchange of innovative ideas. Organizations that invest in EI development through targeted training create environments where employees feel valued and supported, leading to increased job satisfaction, strengthened team cohesion, and improved organizational performance. Moreover, an OC that prioritizes EI contributes substantially to employee satisfaction and commitment, further enhancing team effectiveness.

Studies have demonstrated that teams with high EI are better equipped to resolve conflicts, leading to improved performance. Additionally, organizations with high EI have reported increased employee engagement and productivity.

Integrating EI into organizational practices not only fosters a positive work environment but also serves as a strategic approach to achieving sustainable success in today's competitive landscape.

2.2 Transformational leadership

Transformational Leadership (TL) is a leadership style that drives change at both individual and organizational levels. Transformational leaders inspire and motivate their followers to exceed expectations by fostering a shared vision and aligning personal values with organizational goals.

Idealized Influence: Serving as role models, transformational leaders earn trust and respect through their actions and values. Informa TechTarget

Inspirational Motivation: They articulate a compelling vision that inspires enthusiasm and commitment among team members.

Intellectual Stimulation: Encouraging creativity and critical thinking, these leaders challenge assumptions and promote problem-solving. Informa TechTarget

Individualized Consideration: Providing personalized support and mentorship, transformational leaders address the individual needs of their followers.

By embodying these behaviours, transformational leaders cultivate a high degree of self-confidence, commitment, and loyalty among their followers, leading to the achievement of organizational goals that surpass expectations. This leadership approach not only drives performance but also fosters an environment conducive to innovation and continuous improvement.

In this study, we adapted and employed transformational leadership scales developed by scholars such as Tu, Chin and Wu, Jantzi and Leith wood, and Kathleen. These scales encompass five subscales, each containing four items:

Idealized Traits: Reflecting leaders' attributes that inspire trust and respect.

Idealized Behaviours: Capturing leaders' actions that serve as ethical role models.

Inspirational Motivation: Assessing leaders' capacity to inspire and motivate followers.

Intellectual Stimulation: Measuring leaders' encouragement of innovation and creativity.

Individualized Consideration: Evaluating leaders' attention to each follower's needs for growth.

These dimensions align with established constructs in transformational leadership literature, as outlined in the Multifactor Leadership Questionnaire (MLQ).

Effective leadership plays a pivotal role in fostering a positive work climate (WC) by inspiring and motivating followers to achieve higher goals. Leaders equipped with strong organizational and communication skills are essential in cultivating a supportive and collaborative environment. These skills, coupled with emotional intelligence, are crucial in shaping a favourable socio-psychological climate within diverse teams. Leaders who adeptly manage stress and resolve conflicts contribute significantly to an atmosphere of respect and support, which is vital for adapting to change, maintaining harmony, and aligning personal goals with organizational objectives. Such an environment not only enhances job satisfaction but also promotes organizational learning and overall performance.

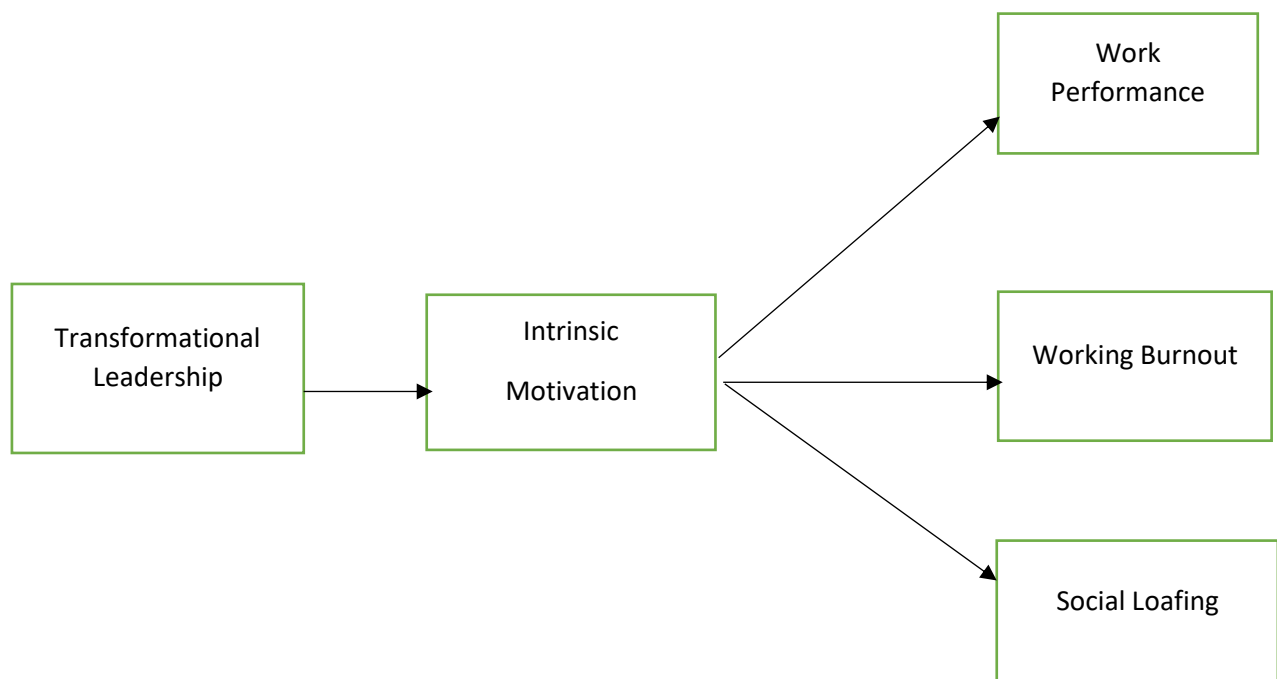
Emotional intelligence (EI) is fundamental for leaders aiming to create a positive work culture. Leaders with high EI can navigate interpersonal dynamics effectively, fostering collaboration and reducing workplace stress. They achieve this by understanding and managing their own emotions while empathizing with others, leading to improved conflict resolution and a more harmonious work environment. For instance, leaders who practice active listening and show empathy can address team concerns proactively, enhancing trust and morale.

Moreover, leaders' interpersonal skills significantly influence business culture and job performance. Effective communication, empathy, and flexibility enable leaders to interact constructively with their teams, promoting inclusivity and diversity. This approach leads to better collaboration, problem-solving, and overall employee satisfaction.

Leaders who embody emotional intelligence and strong interpersonal skills are instrumental in cultivating a positive work climate. By managing stress, resolving conflicts, and promoting a culture of respect and support, they align personal and organizational goals, leading to enhanced performance and continuous organizational development.

In this study, we utilized a four-item scale developed by McColl-Kennedy and Anderson to assess transformational leadership. Responses were measured using a six-point Likert scale. This scale is among the most widely used tools for evaluating transformational leadership. The Transformational Leadership Scale demonstrated strong internal consistency, with a Cronbach's alpha coefficient of 0.84.

Mediating role of intrinsic motivation between transformational leadership and social loafing



3. Materials and Methods

3.1 Design and Participants

This study employs a cross-sectional, predictive design, where participants were selected through non-probabilistic convenience sampling. The participants were categorized into academic and non-academic groups, all of whom were currently employed and receiving a salary at the time the survey was conducted. To ensure consistency, only individuals who were actively part of a work team and voluntarily agreed to participate were included. Exclusions were made for academic and non-academic staff with part-time contracts, those on leave or vacation, absentee workers, as well as any personnel who declined to give informed consent. Additionally, individuals in higher hierarchical positions were also excluded from the study.

3.2. Instruments

The research utilized tailored questionnaires, crafted from hypotheses derived through an in-depth review of existing literature. To enhance the reliability and precision of the instruments, a panel of five experts—each holding a doctoral degree and possessing extensive managerial expertise along with a strong academic track record at both undergraduate and postgraduate levels—carefully evaluated the questionnaires.

3.3 Organizational Culture and Organizational citizenship behaviour

The Gómez scale was employed to evaluate organizational culture through 10 key items, encompassing aspects such as communication participation, decision-making, goal-setting, and fostering creativity and innovation. A Likert-type scale was utilized, with ratings spanning from 1 (indicating a culture focused on maintenance) to 6 (reflecting a culture that is highly innovative and participatory). The reliability of the scale was confirmed with McDonald's omega coefficients of 0.96 and 0.97, underscoring its strong internal consistency and effectiveness in capturing the nuances of organizational culture.

Organizational Citizenship Behaviour (OCB) draws upon two foundational theories: Social Exchange Theory (SCT) and Fairness and Social Justice Theory. Emerging in the early 1980s, OCB was introduced to explain the discretionary behaviours exhibited by employees within organizations. It refers to actions that go beyond the formal job description, where employees voluntarily contribute to the organization's success by engaging in behaviours that enhance the workplace environment. These behaviours, although not explicitly required, are essential to the smooth functioning of the organization and are highly valued by employers, as they foster a culture of cooperation, commitment, and overall organizational effectiveness.

Respondent overview

Age Group	Frequency	Percentage (%)
<25–30 years	8	4.85
Gender	Frequency	Percentage
Man		
Female		
Total		
Level of Education	Frequency	Percentage

3.4 Leadership

The evaluation of leadership was conducted through five key items, such as "The distribution of team roles assumed by team members," utilizing a Likert-type scale that ranged from 1 (indicating strong disagreement and minimal influence) to 6 (indicating strong agreement and significant influence). This measure focuses on assessing the impact of the co-coordinator's leadership on the overall performance of the team. The reliability of the scale, as measured by McDonald's Omega, was exceptionally high at 0.98, ensuring the robustness and consistency of the leadership assessment.

Leadership conduct that embodies originality, integrity, and trustworthiness is essential for inspiring confidence and fostering meaningful connections. A leader who demonstrates these qualities — from innovative thinking and clear communication to genuine interest and pride in their work — creates an environment where trust flourishes, and others feel empowered to contribute and excel. This type of leadership goes beyond traditional expectations, setting the foundation for a culture of openness and collaboration.

3.5 Hypothesis development and research model

Leader effectiveness plays a crucial role in enhancing the quality of work life for employees. The social exchange dynamics within the workplace are evident in how transformational leadership fosters positive work attitudes among subordinates, stemming from improved work-

life quality. This connection also aligns with justice theory, which emphasizes fairness in the workplace. Effective leaders actively contribute to the well-being of their teams by ensuring that compensation and benefits are perceived as equitable, reinforcing a sense of fairness and promoting a positive organizational culture.

This study aims to explore how transformational leadership practices in schools can significantly enhance the overall quality of teachers' work-life. By fostering a supportive and motivating environment, transformational leadership is expected to have a positive influence on teachers' well-being, job satisfaction, and professional growth, ultimately leading to improved work-life quality.

The relationships among all variables were examined using an advanced explanatory model grounded in structural equation modelling (SEM). This method is particularly powerful as it enables the incorporation of latent constructs, which are composed of multiple observed variables, and allows for the estimation of complex relationships between these constructs. SEM provides a comprehensive approach for assessing both direct and indirect effects, making it an ideal technique for understanding how latent predictor variables influence outcome variables, both directly and through mediating factors.

3.6 Creative Synergy

The Creative Synergy Scale, a 24-item assessment tool, evaluates three critical components of team creativity: (a) **Team Dynamics**, which examines trust, participatory safety, communication, conflict, and creative abrasion; (b) **Creative Process**, focusing on problem identification, fact solution discovery, and solution application; and (c) **Sense of Team Purpose**, representing the shared goals of the team. Respondents rate statements on a 6-point scale, ranging from "firmly disagree" to "definitely agree." This scale was administered to a convenience sample of 830 individuals across 11 countries. Notably, McDonald's omega coefficients were exceptionally high, with values of 0.98 for **Team Purpose**, 0.99 for **Team Dynamics**, and 0.98 for the **Creative Process**, highlighting the scale's robust reliability in measuring these constructs.

3.7 Work performance & Effectiveness

The effectiveness of work teams was assessed through a specialized 9-item scale, grounded in Hackman's theory, designed to measure outcomes at the organizational, team, and individual levels. This assessment tool employs a Likert-type scale, ranging from 1 to 6, ensuring a

nuanced evaluation of team performance. With a reported reliability score of 0.98, as determined by McDonald's omega, this instrument demonstrates exceptional precision in capturing the effectiveness of collaborative efforts.

To evaluate work performance, a four-item scale was utilized, with responses measured on a five-point Likert scale. The reliability of the work performance scale was confirmed, showing a strong internal consistency with a Cronbach's alpha of 0.80.

3.7 Statistical Analysis

After collecting the data, the reliability and correlation were assessed through SPSS software. A combination of descriptive analysis and structural equation modelling (SEM) was employed for the statistical evaluation. To determine the direct effect path coefficient, a t-test was conducted, while the Sobel test was used to examine the indirect influence path coefficient [83]. SPSS version 24 was utilized for conducting common method variance (CMV) analysis, along with descriptive and correlational assessments, whereas Smart PLS 3 was applied to perform the SEM analysis.

4. Results

4.1 Descriptive and common method variance (CMV) analysis

Given the cross-sectional nature of the study and the reliance on self-reported questionnaires for data collection, the findings are susceptible to potential technique bias. To mitigate this, a generic method bias test is essential. In cross-survey research, Common Method Variance (CMV) analysis is often employed. This study incorporated CMV analysis to ensure the data's validity and reliability, ruling out typical technique biases. The approach to assessing CMV aligns with the methodologies outlined in prior research, which evaluates CMV's influence by examining latent variable correlations. CMV is considered a concern if there is a significant correlation between the main constructs ($r > 0.9$). However, if the correlation between constructs remains below this threshold, CMV is not deemed problematic in the study.

4.2 Hypothesis testing

We explored the influence of Transformational Leadership (X) on Work Performance (Y) through the mediating role of Intrinsic Motivation (M). As illustrated in Table 4, transformational leadership exerts a significant and positive impact on work performance

($\beta = 0.13$, $t = 3.07$, $p < 0.01$). Additionally, the relationship between transformational leadership and intrinsic motivation is both strong and positive, affirming Hypothesis 1 ($\beta = 0.31$, $t = 5.20$, $p < 0.01$). Furthermore, the research highlights a clear and noteworthy connection between intrinsic motivation and work performance ($\beta = 0.19$, $t = 4.79$, $p < 0.01$), underscoring the crucial role intrinsic motivation plays in enhancing performance outcomes.

To assess the impact of various measurements, hypotheses were analysed using the nonparametric bootstrapping technique through the R package “Bootstrap.” A robust process involved generating 10,000 random samples with a 95% confidence interval to ensure accuracy. The direct influence of key predictors—emotional intelligence and coordinator’s leadership-reasoning—on work effectiveness remained significant even after incorporating mediators such as organizational culture, work climate, and creative synergy. Additionally, an independent measurement analysis was conducted to further refine the findings.

The findings from Hypothesis 5 suggest that organizational culture ($\beta = 0.416$, $p < 0.001$, CI = 0.357, 0.480), work climate ($\beta = 0.404$, $p < 0.001$, CI = 0.340, 0.472), and creative synergy ($\beta = 0.492$, $p < 0.001$, CI = 0.408, 0.577) play pivotal roles in mediating the impact of emotional intelligence on work effectiveness. In addition, Hypothesis 6 reveals that both work climate ($\beta = 0.866$, $p < 0.001$, CI = 0.723, 1.024) and creative synergy ($\beta = 0.977$, $p < 0.001$, CI = 0.814, 1.154) are critical mediators in the relationship between coordinator leadership and work effectiveness. These insights underscore the integral influence of organizational factors in bridging emotional intelligence and leadership dynamics to enhance overall productivity.

5. Discussion

The results of the current study validate the hypotheses that emotional intelligence, leadership of team coordinators, organizational culture, work climate, and creative synergy are crucial elements influencing the effectiveness of work teams within a higher education institution. This research offers a fresh perspective on the internal dynamics of work teams in the university environment. These findings align with previous studies that underscore the importance of these factors in shaping the success and productivity of collaborative teams.

A culture that prioritizes emotional intelligence fosters trust, mutual support, and seamless teamwork, driving individuals to collaborate effectively, tackle challenges with a constructive mindset, and achieve collective goals. When team members are equipped with high emotional intelligence, they are better able to understand and regulate both their own emotions and those

of others, leading to reduced conflict and enhanced cooperation. This heightened emotional awareness not only strengthens relationships but also nurtures a positive organizational culture, creating a continuous cycle of improved workplace health, productivity, and team success. Studies have shown that emotional intelligence plays a pivotal role in shaping and reinforcing organizational values and beliefs, which in turn cultivate a culture conducive to adapting to change, aligning goals, and boosting performance. Furthermore, emotional intelligence promotes clear communication, fosters collaboration, and boosts employee engagement, all of which contribute to a thriving and positive work environment.

This study explores how transformational leadership and school climate influence high school physical education teachers' computational thinking (CT) behaviours, aiming to enhance student learning engagement and efficacy. While prior research has examined CT-related factors primarily at the individual level—such as the correlation between work engagement, proficiency, and motivation of junior and senior high school physical education teachers—there has been limited focus on the broader school context. Teachers, as school employees, are shaped not only by personal attributes but also by the school's culture and the leadership style of the principal. This highlights the need to consider both individual and cross-level influences when assessing factors affecting teachers' behaviours and outcomes. To address this gap, our study employs a multilevel analysis, incorporating principals' transformational leadership and teachers' CT at the individual level, alongside innovative school climate as a school-level variable, to explore how leadership dynamics impact teachers' CT practices.

5.1 Transformational leadership between OCB

In theory, a more transformational leadership style within an organization is likely to result in higher levels of Organizational Citizenship Behaviour (OCB) among employees. Research has consistently demonstrated a strong, positive correlation between transformational leadership (TL) and OCB. This empirical evidence aligns with previous studies that have found a significant and beneficial relationship between TL and the exhibition of OCB. The results of this study further reinforce the idea that TL plays a crucial role in fostering an environment where employees are motivated to go beyond their formal job requirements, contributing to the overall success of the organization.

The success and growth of an organization, particularly a school, is intricately tied to the effectiveness of its leader—in this case, the principal. The principal plays a pivotal role as the driving force behind the school's development, ensuring its survival and progress. In the

context of today's rapidly changing world, transformational leadership emerges as a powerful approach that blends innovative thinking with adaptability. Principals who embrace this leadership style are not only able to meet the evolving professional development needs of their teachers but also empower them to tackle challenges in creative and meaningful ways. By motivating and inspiring teachers, transformational leaders encourage them to exceed expectations, fostering a collaborative environment where everyone strives toward shared goals and continuous improvement.

Effective team leadership is closely intertwined with the culture of an organization. Leaders who foster peer-driven leadership behaviours create a positive and collaborative atmosphere, which not only enhances team dynamics but also drives sustained success. This approach leads to improved long-term results and heightened performance, ultimately contributing to the overall success and growth of the organization.

Transformational leadership (TL) plays a pivotal role in fostering organizational commitment (OC), with its influence being both strong and beneficial. The findings of this study further validate the outcomes of previous empirical research, underscoring the profound connection between effective transformational leadership practices and heightened organizational commitment. This reinforces the idea that leaders who inspire and motivate their teams not only enhance performance but also build deeper loyalty and dedication within their organizations.

A transformational leader possesses a unique ability to inspire and deeply influence their followers, fostering both loyalty to the organization and a strong emotional connection to its mission. This type of leader stands out by embodying idealized influence, where followers admire and are highly motivated by their bond with the leader. Transformational leaders act as mentors and advisors, guiding their teams toward personal and professional growth, helping them achieve their goals, and offering opportunities for development, such as through training programs. Through this supportive approach, these leaders enhance commitment to the organization, particularly by uplifting team morale and aligning the team's collective efforts to achieve greater success than individuals would pursue for their personal gain.

5.2 Practical implications

Our research offers valuable insights for companies aiming to enhance workplace dynamics. Transformational leaders who recognize the critical role of intrinsic motivation can adopt

strategies that cultivate and nurture this motivation among employees. The findings of our study reveal that transformational leadership not only strengthens intrinsic motivation but also creates a stress-free environment, thereby fostering conditions that promote high employee performance and overall well-being. This approach empowers organizations to build a more engaged, motivated, and productive workforce.

5.3 Limitations and future directions

One of the key limitations of this study lies in its cross-sectional design, which may introduce ambiguity in establishing causal relationships. The results could vary depending on the timing of data collection, making it difficult to pinpoint definitive cause-and-effect dynamics. To address this limitation, future research could adopt a longitudinal approach to better understand how the influence of transformational leadership on employee outcomes evolves over time. Additionally, the study's focus on the telecom sector in Lahore, Pakistan, restricts its generalizability. Expanding the research across multiple sectors and geographical contexts would provide a more comprehensive understanding and increase the applicability of the findings.

Future research could expand on the current study by gathering data from diverse industries, such as education, banking, and others, as well as exploring different geographic regions. This would provide a more comprehensive understanding and enhance the generalizability of the findings across various sectors and locations.

The observed effects should be interpreted with caution. To gain a deeper understanding of causal relationships and account for the temporal aspect, future studies should adopt longitudinal approaches. This methodology would provide valuable insights into how the variables evolve and interact over time, offering a clearer picture of their dynamic connections.

6. Conclusions

The study's results underscore the critical role of emotional intelligence, team leadership, corporate culture, work environment, and creative synergy in driving team effectiveness. These insights not only contribute valuable theoretical knowledge but also present important practical implications for both university settings and the broader educational landscape. For instance, integrating emotional intelligence and leadership development programs can enhance communication and conflict resolution, fostering a more harmonious and cooperative work

atmosphere. In addition, cultivating a positive corporate culture and work environment can increase job satisfaction and improve employee retention, thereby strengthening the institution's overall stability and continuity. Furthermore, promoting creative synergy through innovation-driven spaces can elevate competitiveness and adaptability, ensuring that the institution remains a leader in the evolving education sector.

The research conducted on permanent high school instructors in Madiun presents findings that align closely with global trends, yet it uncovers unique insights that can serve as a valuable foundation for advancing future studies in the field.

This research enriches our comprehension of organizational behaviour by illustrating how transformational leadership fosters employees' intrinsic motivation, ultimately enhancing their job satisfaction and performance. By nurturing this internal drive, transformational leaders not only improve work outcomes but also help mitigate burnout and reduce job-related stress. We anticipate that our findings will spark further exploration and innovation in this field, paving the way for deeper insights into the dynamics between leadership and employee well-being.

Quality of work-life balance mediates the association between transformative leadership and OCB.

The limitations of previous research have prompted a deeper exploration into the role of Quality of Work Life (QWL) as a mediator in the relationship between transformational leadership and both organizational commitment and teacher Organizational Citizenship Behaviour (OCB). This investigation is paving the way for new insights, especially as it delves into the unique contribution of organizational commitment (OC) in mediating the connection between transformational leadership and teacher OCB. These fresh findings mark a significant step forward by exploring mediating variables that influence the complex dynamics between leadership styles and employee behaviours, particularly in educational settings.

This study primarily concentrated on the high school instructors in Madiun City, leaving out a thorough examination of educators from the city's technical high schools. This gap presents an exciting avenue for future research, offering the potential to extend the analysis to teachers in Vocational High Schools within Madiun City, or even to other districts across East Java, Indonesia.

Various factors influence Organizational Citizenship Behaviour (OCB), as evidenced by the presence of external variables not captured in this study, accounting for 0.416% (100% - R² of

58.5%). This highlights an exciting opportunity for future research to explore additional variables, thereby enriching the empirical understanding of the drivers behind OCB and offering a more holistic perspective on its determinants.

Recent research provides groundbreaking strategies for educational institutions seeking to elevate the effectiveness of their teams. When leveraged strategically, these insights can not only enhance educational quality and student experiences but also bolster the institution's overall reputation. Faculty working in high-performance teams are better positioned to design innovative curricula, address teaching challenges with flexibility, and foster impactful research partnerships. These approaches go beyond improving team productivity—they lay the foundation for a dynamic academic environment built on continuous innovation, excellence, and enduring success.

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