

MANAGERIAL ACTIONS IN SHAPING ENTREPRENEURIAL BEHAVIORS AND TEAM SYNERGY

Monika JASIŃSKA^{1*}, Aneta WYSOKIŃSKA²

¹ University in Siedlce, Institute of Management and Quality Sciences; monika.jasinska@uws.edu.pl, ORCID: 0000-0001-9231-4469

² Faculty of Command Management, War Studies University, Warsaw; a.wysokinska@akademia.mil.pl, ORCID: 0000-0001-9021-6355

*Correspondence author

Purpose: The aim of this article is to analyse the relationship between the quality of collaborative work and the synergistic functioning of teams in the context of management and entrepreneurial leadership.

Design/methodology/approach: The research project focused on identifying and empirically verifying the foundations for building entrepreneurial potential in organizations. The study was qualitative and quantitative in nature, with two stages of research based on the developed model: first, a field study, and second, a diagnostic survey. Statistical analysis of the data verified the reliability of the scales (Cronbach's alpha), conducted a confirmatory analysis (CFA) and calculated Pearson's r correlation coefficients. The undertaken activities clarified the relationships between three key areas: the entrepreneurial activities of management staff, the entrepreneurial behaviour of employees (entrepreneurial activity within a team), and the occurrence of synergy in teamwork.

Findings: Based on theoretical analysis and empirical research, the quality of collaboration is shown to be a key factor in the development of team synergy and team entrepreneurship in organizations. Entrepreneurial leadership fosters synergy by fostering autonomy, trust, and reflective learning, leading to the integration of competencies and shared responsibility. Three interrelated dimensions of synergy were identified: cognitive (shared understanding of goals and roles), emotional (trust and support) and behavioural (coordination of activities and knowledge sharing). Integrating these dimensions determines the creation of added value in the form of high-quality collaborative work.

Practical implications: The research findings confirm the importance of entrepreneurial leadership as a mechanism for strengthening collaboration, innovation, and organizational learning. From a practical perspective, the paper emphasizes the need to Foster a culture based on trust, shared responsibility, and shared goal definition, which fosters synergy and a sustainable competitive advantage for organizations.

Originality/value: The originality of this article stems from its comprehensive, empirically verified approach to team synergy in the context of entrepreneurial leadership, as well as from the combination of qualitative field research and quantitative statistical analyses to examine how managerial actions influence teams' entrepreneurial activity and the quality of their collaborative work. The value of this study lies in identifying the three-dimensional structure of synergy (cognitive, emotional and behavioural) and demonstrating that integrating these

dimensions provides a source of real added value in organizations. The article also contributes by empirically confirming the role of entrepreneurial leadership as a key mechanism for enhancing collaboration, learning, and the development of team competencies, which extends existing approaches to the analysis of teamwork and entrepreneurial potential in organizations.

Keywords: entrepreneurial leadership; team synergy; collaborative work quality; organizational learning; team entrepreneurship.

Category of the paper: Research paper.

1. Introduction

Modern organizations operate in an increasingly complex, uncertain, and ambiguous environment, referred to in the literature as the BANI world concept (Brittle, Anxious, Nonlinear, Incomprehensible). In these circumstances, the ability to respond flexibly, act proactively, and integrate team potential is a key requirement. Managers constitute a crucial component of an organization's adaptability, as their activity determines the pace and effectiveness of organizational responses to change. Entrepreneurial leadership, which fosters proactive behaviour and synergy within work teams, is gaining increasing importance.

Entrepreneurial behaviour in an organization refers to initiating, developing, and implementing new ideas, which, in the context of the contemporary environment, leads to increased creativity (Aristana, Wisnawa, Sriasih, Junipisa, 2022). It is suggested that entrepreneurial leaders foster a belief in the team's creative capabilities ("team creative efficacy"), which acts as a mediating mechanism for creating both tangible and intangible value for the organization and its members. The literature also emphasizes that entrepreneurial leadership stimulates positive relationships between team members and supports the leader-subordinate relationship, especially if the work environment embraces a learning organizational culture (Shiferaw et al., 2023). Entrepreneurial leadership is demonstrated when a leader cultivates relationships with subordinates through fostering a collaborative learning environment, personal emotional and social competencies, and an entrepreneurial mindset. Well-designed interactions satisfy three inherent human needs of subordinates: autonomy, relatedness, and competence. This motivates employees to act in an entrepreneurial manner (Taylor, Corbett, Greenberg et al., 2025). These types of relationships increase the likelihood of taking action to innovate and capitalize on emerging opportunities.

A review of empirical research indicates that specific forms of leadership – particularly entrepreneurial and transformational leadership – are significantly associated with innovative and proactive employee behaviour. Research findings further suggest that this relationship is often mediated by the innovation climate and perceived employee autonomy. In light of these findings, it is pertinent to ask how managers' leadership activity influences the development of entrepreneurial behaviours in teams and whether it promotes synergy understood as a situation

in which the collective activity of a team leads to results exceeding the sum of individual effects (Jasińska, 2019). Research on the relationship between managerial practices and synergistic effects indicates that management serves as a catalyst, accelerating the team activation process through the use of appropriate practices such as delegating tasks, stimulating knowledge sharing, modelling proactive behaviour, and creating conditions of psychological safety (Edmondson, 1999). These practices foster process benefits resulting from team members' collaboration and mutual learning. To build team effectiveness, the importance of emotional intelligence, team leadership, organizational culture, work environment, and creative synergy should be emphasized as factors determining the quality of team-generated results (Paredes-Saavedra et al., 2024).

The purpose of this study is to provide a theoretical, analytical, and empirical justification for the relationship between managerial activity, entrepreneurial behaviour in teams, and synergy as a result of high-quality collaboration. To achieve this goal, the following research questions were formulated:

1. What management actions foster employee entrepreneurial behaviour?
2. How do managerial practices influence the creation of conditions for synergy within a team?
3. What is the impact of a team's entrepreneurial activity on the development of synergy in collaborative work?

The research methodology includes a review of the literature on entrepreneurial behaviour, team synergy, and the role of leadership and managerial actions, with particular emphasis on the concepts of entrepreneurial leadership and team entrepreneurship (Patzelt, Shepherd, 2018; Schulze, Pinkow, 2020). The following part of the article presents a theoretical model (Fig. 1) integrating these areas and the results of qualitative and quantitative analyses conducted to verify the adopted research assumptions.

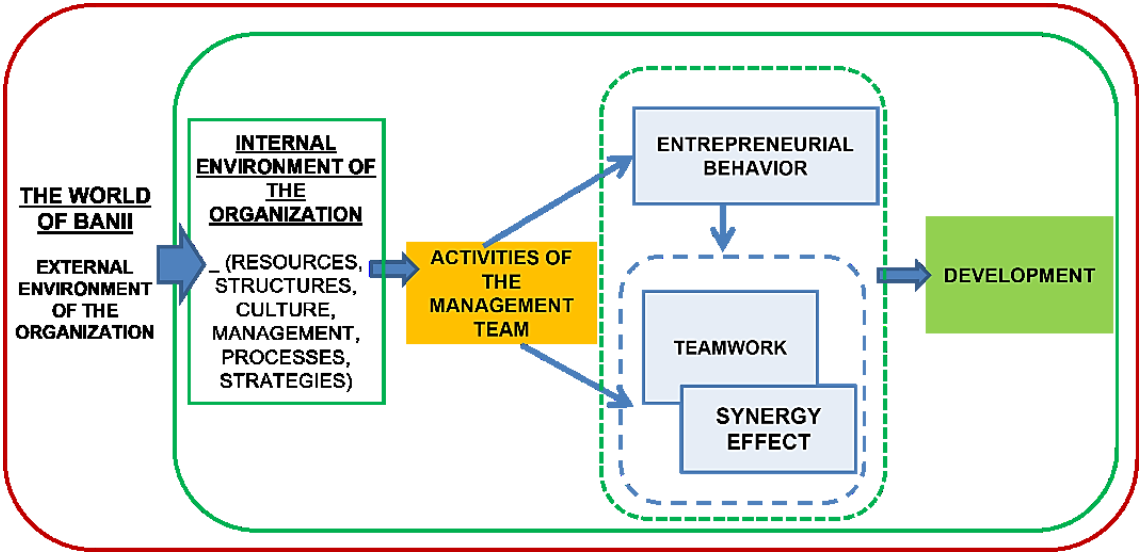


Figure 1. Conditions for building entrepreneurial potential in an organization.

Source: prepared by the authors.

Organizations operating in the knowledge economy paradigm and under conditions of unpredictable environmental changes are forced to systematically adapt their resources, structures, processes, organizational culture, and management methods. The BANI world concept redefines the concept of organizational effectiveness today – an organization's success depends not only on planning and control, but primarily on flexibility, collaboration, and the ability to learn together. In such an environment, team entrepreneurship and the synergy of joint action take on a new meaning, and the activity of management staff is a key factor determining the effectiveness of these processes.

2. Fundamentals of shaping entrepreneurial behaviour in teams – management actions as a factor determining employee activity

In an unstable and turbulent economic environment, the importance of an organization's ability to adapt, respond quickly to change, and generate innovative solutions is growing. These factors are currently key determinants of survival and maintaining a competitive advantage. Organizations respond to this situation by developing and leveraging entrepreneurial potential, which is based on creating an environment conducive to the development of organizational entrepreneurship. In the literature, corporate entrepreneurship is defined broadly – not as a process limited to the creation of new enterprises, but as a set of activities carried out within existing organizational structures. It encompasses both initiating new ventures and promoting proactive, innovative, and opportunity-oriented attitudes within the organization and its environment (Patzelt, Shepherd, 2018). This entrepreneurship is manifested through flexibility, creativity, and a willingness to take responsibility for initiatives undertaken under conditions of market uncertainty.

In the context of dynamic change, team entrepreneurship, understood as a set of proactive, innovative, and action-oriented behaviours implemented collaboratively by organizational members, is particularly important. Research indicates that the key characteristics of entrepreneurial teams are: autonomous action, willingness to take risks, initiative, and responsibility for work results (Shiferaw, Birbira, Werke, 2023). The effectiveness of team entrepreneurship is further enhanced by factors such as:

- action-oriented and initiative-driven, which positively impact venture outcomes (Çağa et al., 2024),
- complementarity and diversity of competencies, which facilitate coping with uncertainty and generating innovation (Rehman et al., 2025),
- a shared mental model, vision, and purpose, facilitating cooperation, commitment, and effectiveness (Krawczyk-Bryłka, 2016),
- innovation and adaptability, enabling the creation and exploitation of new opportunities (Kocot, Kocot, Soboń et al., 2024).

Team entrepreneurship is a form of collective entrepreneurship, also known as intrapreneurship. It emphasizes the importance of collaboration, synergy, knowledge sharing, and organizational learning (Schoss, Brettel, Mauer, 2021). In this approach, team entrepreneurship means the ability of a group to jointly create and implement new solutions in conditions of uncertainty and risk (Krawczyk-Bryłka, Stankiewicz, Ziemiański, Tomczak, 2020). Its effectiveness depends on the balance between autonomy and interdependence, the quality of communication, the level of trust, and a shared vision. Access to a well-developed collaboration network, which provides a foundation for the flow of knowledge and social capital, is also a crucial factor. As evidenced (Omri, Boujelbene, 2015), entrepreneurial teams leverage extensive networks and prior professional relationships, enabling them to acquire resources and partnerships more effectively.

From the perspective of the Resource-Based View (RBV), team entrepreneurship represents a unique, difficult-to-imitate organizational resource that provides a sustainable competitive advantage. Entrepreneurial teams adapt their strategies to changes more quickly, test operational hypotheses, and improve processes, leading to higher efficiency, higher-quality solutions, and higher participant satisfaction (Yang, Pu, Guan, 2019). Empirical evidence confirms that team entrepreneurship generates internal competitive advantages resulting from better utilization of knowledge, diversity, and innovative capabilities. The ability of teams to respond entrepreneurially to challenges and collaborate is therefore a key factor in organizational success (Seyedalikhani, Bagheri, Sajadi, 2022).

Shaping entrepreneurial behaviour in contemporary organizations requires an integrated strategic approach, encompassing the design of a management model and the creation of an organizational culture that fosters innovation and proactivity. In this context, management plays a key role, responsible for creating working conditions, motivational systems, and structures that support the development of initiative and shared responsibility (Schulze, Pinkow, 2020). The literature distinguishes three main theoretical approaches to the role of leadership in shaping entrepreneurial behaviour:

- systemic – assuming that managers' actions initiate the team's self-organization process, leading to the integration of individual potentials,
- psychosocial – focusing on shaping an entrepreneurial climate that strengthens a sense of community and commitment,
- behavioural – emphasizing that employee behaviour is a function of leadership style, motivational systems, and organizational culture.

Theoretical analysis indicates that transformational and entrepreneurial leadership are considered key management styles conducive to shaping innovative and entrepreneurial behaviours (Jun, Lee, 2023; Irshad, Ziaullah, Hayyat, 2023). Transformational leadership mobilizes through vision and motivation, while entrepreneurial leadership focuses on identifying opportunities, accepting risk, and supporting experimentation (Shiferaw et al., 2023). It combines vision, innovation, and the leader's ability to adapt under conditions of

uncertainty (Kuratko, 2007). Leaders of this type initiate and support creative activities, mobilize resources, and create an environment conducive to organizational learning. As Gupta, MacMillan and Surie (2004) point out, an effective entrepreneurial leader is able to balance exploratory (creating new opportunities) and exploitative (improving existing processes) activities, maintaining the strategic flexibility of the organization.

Effective entrepreneurial leadership requires not only the ability to inspire, but also the use of appropriate organizational instruments, such as:

- motivational systems that reward innovation and collaboration (Alkandi et al., 2023),
- mentoring, coaching and project training supporting action learning (Rae, 2006; Bagheri, Harrison, 2020),
- knowledge management and creating spaces for sharing experiences, e.g. through communities of practice (Nonaka, Takeuchi, 1995; Aljuwaiber, 2016),
- autonomy of project teams, which enhances responsibility and decision-making independence (Cobb, Hackman, 2003; Cohen, Ledford, 1994),
- a climate of psychological safety that enables experimentation and open communication (Edmondson, 1999; Zhu, Lv, Feng, 2022).

However, the process of developing entrepreneurial behaviour encounters numerous barriers, including excessive control, lack of trust, rigid organizational structures, and pressure for short-term results. These factors limit employees' willingness to take initiative and experiment. Overcoming these barriers, therefore, requires systemic changes, not just ad hoc training interventions (Doeleman, Have, Ahaus, 2012).

The culmination of team entrepreneurship processes is the achievement of synergy – a state in which team members' collaboration leads to results that exceed the sum of their individual efforts. Synergy is based on trust, communication, and shared responsibility, which determine the quality of collaborative work. Research confirms that a climate of psychological safety, knowledge exchange, and interpersonal support foster both innovation and the ability to generate shared value (Edmondson, 1999; West, 2012). In this context, entrepreneurial leadership represents a contemporary management paradigm, integrating elements of vision, innovation, and flexibility. Its key function is to create an environment in which team entrepreneurship can thrive, leading to the creation of synergies and sustainable competitive advantage. In this process, management's actions act as a mediator between organizational conditions and teamwork outcomes, determining the quality of collaborative work and the organization's ability to learn and adapt.

3. The quality of collaborative work and its relationship to synergistic team functioning – the context of management and entrepreneurial leadership

The quality of collaborative work is a key indicator of organizational team effectiveness and a fundamental factor in the development of team synergy. In the management and organizational psychology literature, this concept is defined as the degree of effectiveness in the implementation of joint tasks, encompassing cohesion of actions, mutual trust, and satisfaction with interpersonal relationships (Salas, Reyes, McDaniel, 2018; Kozlowski, Chao, 2018). Contemporary research on knowledge-based organizations considers the quality of collaborative work to be a measure of organizational maturity, determining the ability of individuals and teams to collaborate, learn, and innovate.

According to the IMOI (Input–Mediator–Output–Input) model of team effectiveness, the quality of collaboration is the result of a dynamic interaction between the input structure (e.g. team member competences and diversity), mediating processes (such as communication, trust, cohesion, and psychological safety), and organizational outcomes, which in turn initiate subsequent cycles of action (Ilgen, Hollenbeck, Johnson, Jundt, 2005; Mathieu, Hollenbeck, van Knippenberg, Ilgen, 2017). This suggests that the quality of collaboration is not a static state, but a process of continuous learning and adaptation within complex social and organizational interactions. In this context, the concept of team synergy is crucial, understood as a phenomenon in which the effect of joint action exceeds the sum of the individual contributions of its members (Katzenbach, Smith, 2015; Kozlowski, Ilgen, 2006). Synergy is emergent in nature, resulting from complementary competencies, role interdependence, trust, and shared goals. From a cognitive perspective (West, 2012), it occurs when a team develops a shared mental model – a shared vision of goals and understanding of roles – that fosters effective coordination and adaptation in a changing environment.

Jasińska (2019) expands on this concept, arguing that synergy in teamwork is a social process in which individual potentials and resources are integrated through trust, communication, and shared responsibility, leading to the creation of “added value” in the form of quality of collaborative work. In this approach, synergy is not the result of formal collaboration, but rather the result of internalized attitudes of cooperation and mutual cognitive openness. A team achieves synergy when three dimensions coexist: cognitive (shared understanding of goals and tasks), emotional (trust, support, empathy) and behavioural (coordination of activities, willingness to share knowledge). Integrating these three dimensions enables the full utilization of a team’s potential and translates into lasting organizational results.

Research on teams indicates that factors that foster synergy include effective communication, role clarity, shared responsibility, trust, and psychological safety (Edmondson, 1999). Psychological safety is particularly important in modern organizations, as it allows for open expression of opinions, sharing ideas, and experimentation without fear of negative

consequences. Such conditions foster both innovation and team cohesion (Carmeli, Gittell, 2009). High-quality collaborative work, therefore, signifies the team's ability to collaborate creatively, coherently, and in an integrated manner, resulting in synergistic learning and the creation of new value. Although synergy develops within team processes, a key factor initiating and sustaining it is the way the leader shapes the conditions for collaboration. A key mechanism currently enhancing synergistic processes is entrepreneurial leadership – a management concept focused on mobilizing the potential of individuals and teams in conditions of complexity and uncertainty (Gupta, MacMillan, Surie, 2004; Renko, 2017). Entrepreneurial leaders combine an innovative orientation with the ability to inspire and engage team members in experimental activities aimed at value creation and organizational development (Shiferaw, Birbirs, Werke, 2023).

The mechanisms by which entrepreneurial leadership influences the quality of collaboration and the development of synergy can be explained based on social exchange theory (Blau, 2017) and the concept of psychological safety (Edmondson, 1999). Entrepreneurial leaders create a climate of trust, reciprocity, and recognition that strengthens emotional commitment, reduces knowledge hiding, and enhances team identification (Carmeli, Spreitzer, 2009). Behaviourally, they serve as moderator of collaboration – supporting autonomy, collaborative decision-making, and shared responsibility, which ultimately enhances creativity and work quality.

Empirical research indicates that entrepreneurial leadership fosters synergy by strengthening tacit knowledge sharing and deepening emotional bonds within teams (Pu, Sang, Yang, Ji, Tang, 2022). In learning organizations, according to the concept of double-loop learning (Argyris, Schön, 1996), synergy develops through teams' ability to reflectively learn and modify their mental models. In this process, the leader acts as a catalyst – supporting dialogue, enabling the exchange of experiences, and building a culture of practice-based learning (Nonaka, Takeuchi, 1995). Research confirms (Shiferaw et al., 2023) that entrepreneurial leadership enhances team learning, which mediates between entrepreneurship and innovation, leading to higher levels of cognitive integration and adaptive flexibility.

In management practice, entrepreneurial leadership means designating a work environment based on trust, shared responsibility, and shared goal-defining. Effective entrepreneurial leaders not only inspire but also enable – by creating conditions for experimentation, autonomy, and shared learning. These activities lead to increased collaboration, innovation, and team member satisfaction. Team synergy is therefore a key dimension of collaborative work quality and a fundamental mechanism for value creation in entrepreneurial organizations. It arises from the integration of competencies, trust, and communication, supported by leadership based on vision, reflexivity, and openness. From this perspective, team entrepreneurship becomes a strategic organizational resource, integrating individual competencies and strengthening the organization's capacity for sustainable learning, innovation, and adaptation in a turbulent environment.

4. Research methodology

The main objective of the conducted research was to identify and empirically verify the foundations for building entrepreneurial potential within an organization. The analysis focused on explaining the relationships between three key areas: entrepreneurial activities of management staff, entrepreneurial behaviours of employees (entrepreneurial activity within a team) and the occurrence of synergy in teamwork. To achieve the research objective, we characterized managerial activities that foster the development of entrepreneurial behaviours and shape the organizational conditions necessary for the emergence of team synergy. Furthermore, it was determined how entrepreneurial activity within teams manifests itself in organizational practice and how it influences the qualitative dimension of collaboration, understood as the effect of synergistic interaction.

The subsequent research focused on determining the extent to which these elements coexist and mutually reinforce each other, creating a systemic foundation for building entrepreneurial potential within organizations. The assumption was made that the analysed areas constitute a coherent system of factors that determines an organization's ability to create added value, strengthens its strategic flexibility, and increases adaptability in conditions of increasing complexity and volatility in the environment.

With respect to the research subject, the methodological approach considered the processes and mechanisms shaping organizational entrepreneurship, understood as a dynamic phenomenon occurring in the interaction between leaders and team members. The study was quantitative and qualitative in nature, enabling both the identification of structural relationships between variables and an in-depth contextual interpretation of the obtained results. Empirical verification of the theoretical assumptions was conducted based on the model presented in Figure 2. This model integrates key research constructs and demonstrates the relationships between managerial actions, team entrepreneurship, and synergy effects, which form the basis for developing the entrepreneurial potential of modern organizations.

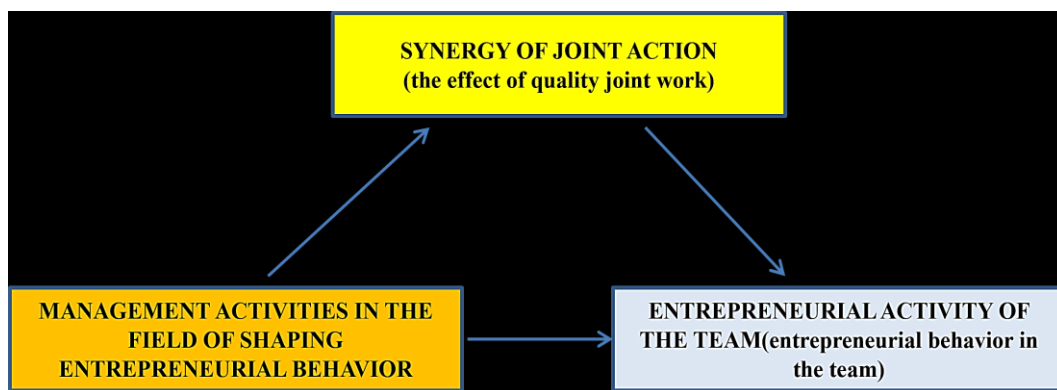


Figure 2. Foundations of building entrepreneurial potential in an organization – theoretical assumption model.

Source: prepared by the authors.

The developed research model is the result of experience gained from implementing the research grant concept. This allowed for a complex process of obtaining information on the phenomenon of synergy in teamwork in learning organizations.

To achieve the goal stated at the beginning of this article and in reference to the presented research model (Figure 2), the following research questions were formulated in this paper:

P1: What management actions foster entrepreneurial behaviour among team members?

P2: How do management actions fostering entrepreneurial behaviour influence the creation of conditions for synergy within the team?

P3: What is the impact of a team's entrepreneurial activity on the development of synergy in collaborative work?

Based on the specific research questions and the previous theoretical model based on the interdependencies between management's actions (entrepreneurial leadership), team entrepreneurial behaviour, and team synergy (the quality of collaborative work) — the following research hypotheses were formulated:

H1: Entrepreneurial management actions (i.e. building an entrepreneurial organizational culture, shaping a motivational system that promotes autonomy and responsibility, and implementing regulations and procedures that support organizational learning and knowledge exchange) significantly influence the development of entrepreneurial behaviours among employees in teams (i.e. increased levels of proactivity and innovation, employee willingness to take on challenges and initiate change, as well as independence and adaptability of entrepreneurial behaviours within teams).

H2: Management efforts aimed at developing entrepreneurial behaviours within the team (entrepreneurial leadership, shaping organizational culture, high levels of communication, trust, and support from leaders) positively influence the occurrence of synergy (higher levels of satisfaction with joint activities).

H3: Entrepreneurial activity of the team (high level of proactivity and openness to innovation, readiness to learn and experiment) positively influences the creation of synergy in teamwork, both in terms of task effectiveness and psychosocial effectiveness (effectiveness and satisfaction with cooperation, mutual strengthening of team members' competences, greater cohesion, commitment and social integration).

The study covered 58 organizations in Poland, classified as learning organizations, in which entrepreneurial behaviour was observed during the preliminary research phase. The entities included represent both the private and public sectors, primarily large and medium-sized enterprises with manufacturing, manufacturing and services, and service sectors. From an economic perspective, these organizations maintain good or fairly good financial liquidity, indicating their operational stability. At the same time, they operate in conditions of high variability and complexity of the external environment, which can be interpreted as an environment conducive to the activation of entrepreneurial activities. The study also assessed the organizational development stage of individual companies. The empirical section shows

that most of them are in the phase of implementing change, entering a new development phase, or experiencing dynamic growth. This indicates that these are organizations demonstrating innovation tendencies or actively developing competencies in this area.

The study involved 203 work teams, comprising a total of 1394 participants. After taking into account correctly completed questionnaires, 1380 surveys were obtained, representing a 99% return rate for all distributed research tools. These data provide a solid foundation for quantitative analyses and qualitative interpretations. Respondents' responses primarily focused on their functioning in medium-sized and large teams, focused on projects, decision-making, or problem-solving, allowing for the identification of diverse forms of team collaboration.

To achieve the research objectives, a mixed methods approach was employed, combining elements of quantitative and qualitative research. This approach enabled both the identification of statistical relationships between variables and an in-depth contextual interpretation of the mechanisms shaping entrepreneurial potential in organizations. The study was conducted in two stages: qualitative and quantitative. The first stage involved exploratory research aimed at identifying the main areas and processes determining entrepreneurial behaviour in organizations and initially identifying factors that facilitate the occurrence of synergy in teamwork. To gather empirical data, a field study was employed, utilizing in-depth interviews with middle and senior managers and a preliminary survey among project team members. The qualitative analysis ultimately allowed for:

- identification of three primary areas of management activity (systemic, emotional, and behavioural),
- clarifying the dimensions of team entrepreneurial activity,
- identifying the psychosocial and organizational determinants of synergy.

The obtained results served as the basis for constructing the research model and developing the measurement tool used in the quantitative phase.

The second stage of the research was quantitative and verifiable. It employed a diagnostic survey method using a proprietary questionnaire developed based on the results of qualitative research and a review of literature in the field of entrepreneurial leadership, team entrepreneurship and organizational synergy. The questionnaire included statements measuring three main research constructs:

1. Entrepreneurial activities of management staff – encompassing three indicators:
 - building an entrepreneurial organizational culture – (systemic aspect) treated as an element of systemic support for employee activity (5 items regarding: flexibility, adaptability, risk tolerance, openness to new things and changes, promotion and support for new solutions),
 - shaping a motivational system that fosters proactivity – (emotional aspect) focused on strengthening and rewarding initiative and proactivity (6 items related to: supporting collaboration and knowledge exchange, rewarding and motivating

- activity, building engagement, appreciating innovation, and recognizing work results),
- creating regulations supporting autonomy and knowledge management within the team (behavioural aspect) (5 items regarding: providing recognition, autonomy of innovators, shaping openness to challenges and stimulating active work, principles of participation).
2. Entrepreneurial activity of teams – measured by four traits: openness to innovation, proactivity and adaptability, willingness to take risks and challenges, and independence in learning and developing competencies.
 3. Team synergy effect – understood as a state of psychosocial integration and satisfaction with joint action, described by ten indicators, including: level of engagement, quality of cooperation, autonomy and participation, sense of community, and benefits resulting from cooperation.

Each statement was rated using a five-point Likert scale (1-5), where 1 indicated disagreement and 5 indicated complete agreement with the statement.

The defined indicators enabled a comprehensive understanding of the process of building entrepreneurial potential in organizations and formed the basis for constructing the empirical model presented in Figure 3.

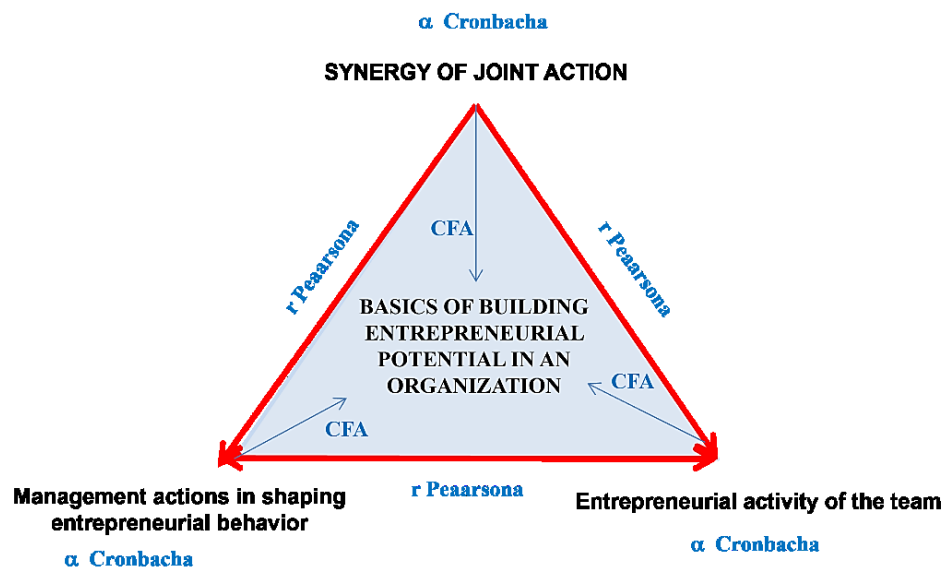


Figure 3. Basic relationships in the analysis of factors building entrepreneurial potential – empirical model.

Source: prepared by the authors.

In accordance with the developed empirical model (Figure 3), the acquired data were analysed using Statistica 10 statistical software. First, the reliability of the scales (Cronbach's alpha) was verified, obtaining values ranging from 0.835 to 0.986, confirming the high level of internal consistency of the instrument. Confirmatory analysis (CFA) was then conducted to confirm the structural validity of the theoretical model. The CFA confirmed the validity of the

research model. This is reflected in the high factor loadings (from 0.703 to 0.919), confirming the convergent validity of the model and the adequacy of the selection of variables describing the studied constructs. All coefficient values were statistically significant at the $p < 0.001$ level. Furthermore, the quantitative analysis calculated Pearson's r correlation coefficients for the main research constructs. The obtained correlation coefficient values indicated strong and statistically significant relationships between the studied variables, with r ranging from 0.578 to 0.850. These values confirm that managerial actions aimed at developing entrepreneurship foster both strengthening team activity and building synergy in collaborative work.

The methodology used not only allowed for the verification of the adopted research hypotheses but also for a deeper understanding of the mechanisms shaping organizational entrepreneurship and synergistic collaboration within teams. Ultimately, it can be concluded that the measurement tool is characterized by high reliability, validity, and structural stability, which constitutes a basis for considering the obtained results as credible empirical confirmation of the developed theoretical model. Therefore, it can be assumed that the conducted research provides an appropriate basis for further theoretical and empirical analysis in the areas of strategic management, entrepreneurial leadership, and the development of organizational innovation potential.

5. Research results, discussion, and conclusions

The purpose of this section of the article is to present and interpret the results of empirical research on the relationship between entrepreneurial activities of management staff, entrepreneurial activity of teams, and the synergy effect in collaborative work. The analysis of the results is a direct continuation of the previously described research procedure and is based on data obtained during the quantitative phase of research conducted in 58 organizations operating in Poland. The collected empirical material was subjected to statistical analysis, which included verification of the reliability and validity of the measurement tool, followed by an assessment of the interdependencies between the model's main constructs – the main results of the analysis are presented in Figure 4. Therefore, this section will present the results of Cronbach's alpha coefficient, structural analysis of variables, including factor loadings and correlation coefficients, verification of the adopted research hypotheses, and interpretation of the obtained relationships in a theoretical and practical context. The aim of this part of the study is not only to empirically confirm the model of building entrepreneurial potential in organizations, but also to provide an in-depth explanation of the mechanisms that facilitate the creation of synergy effects in teamwork.

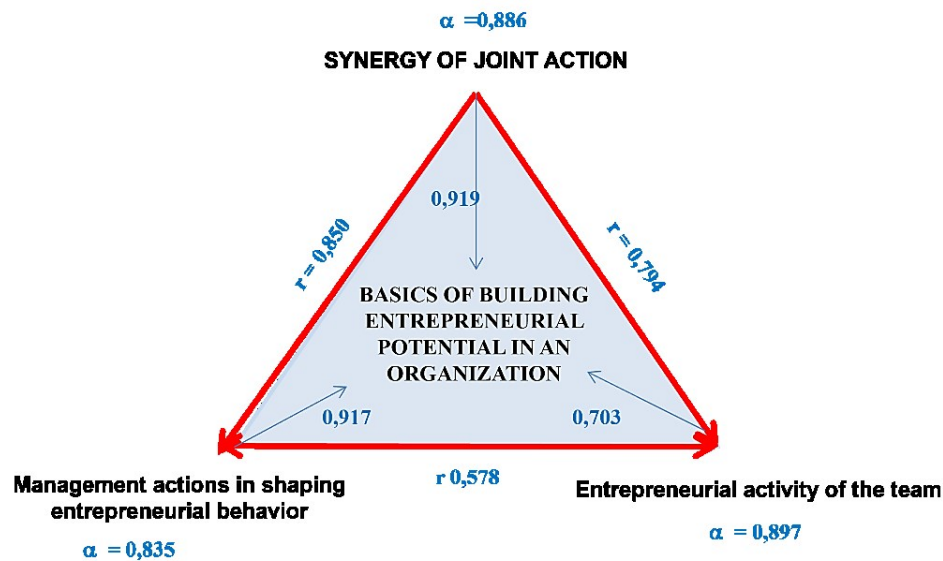


Figure 4. Results of Cronbach's alpha reliability assessment, factor analysis (CFA) and Pearson's r correlation of the basic factors explaining the relationships in building entrepreneurial potential.

Source: own study using the Statistica 10 statistical program.

The empirical research results allowed for a full empirical verification of the adopted theoretical model of building entrepreneurial potential in organizations. This model, presented in the form of a triangle (Figure 4), encompasses three key dimensions: entrepreneurial actions of management staff, entrepreneurial activity of teams, and the effect of team synergy. The relationships between the identified constructs are characterized by high levels of internal consistency and statistical significance, confirming the validity of the adopted research framework. First, the reliability of the measurement scales was assessed using Cronbach's alpha. The obtained values were very high:

- for management actions – $\alpha = 0.835$,
- for team entrepreneurial activity – $\alpha = 0.897$,
- for team synergy – $\alpha = 0.886$.

The obtained results indicate high internal consistency of the research tool and stability of the scales used. This demonstrates the appropriate selection of measurement items and their consistency with the adopted theoretical constructs.

In the next step, confirmatory analysis (CFA) was conducted to assess the structural validity of the model. The obtained factor loadings for individual variables ranged from 0.703 to 0.919. For the individual variables defined in the model, the CFA results were as follows:

- synergy of joint action – 0.919,
- management actions in shaping entrepreneurial behaviour – 0.917,
- team entrepreneurial activity – 0.709.

The obtained CFA results confirm the high convergent validity of the model and the correct assignment of observable variables to the studied latent constructs. All coefficient values were statistically significant ($p < 0.001$), demonstrating the high quality of measurement and the validity of the developed research tool.

Based on the calculated Pearson r correlation coefficients, strong and positive correlations were identified between all analysed constructs:

- between management actions and team synergy – $r = 0.850$,
- between management actions and team entrepreneurial activity – $r = 0.578$,
- between team entrepreneurial activity and synergy – $r = 0.794$.

High coefficient values confirm the existence of close relationships between the studied areas, which is consistent with the adopted research hypotheses. The results indicate that entrepreneurial managerial activities, such as building an entrepreneurial organizational culture, supporting autonomy and knowledge exchange, and employing motivators that enhance proactivity, are key factors in shaping team entrepreneurial activity. At the same time, it was confirmed that a high level of this activity fosters synergy, manifesting itself in greater commitment, trust, and satisfaction from working together. These relationships demonstrate that an organization's entrepreneurial potential stems from the interactive interplay of three areas: entrepreneurial leadership, team entrepreneurship, and teamwork synergy. The combined impact of these factors creates a foundation for dynamic organizational learning, increased innovation, and the development of a sustainable competitive advantage.

The empirical analysis confirmed the validity of the adopted model for building entrepreneurial potential in organizations. The results clearly indicate that the entrepreneurial activities of management staff are a fundamental factor initiating the development of team entrepreneurship and determining the occurrence of synergy in collaborative work. High reliability and correlation coefficients confirm that management mechanisms based on trust, autonomy, open communication, and a culture of innovation are crucial for strengthening teams' entrepreneurial activity. It was also confirmed that entrepreneurial activity within teams serves as a mediator between entrepreneurial leadership and team synergy, demonstrating that effective collaboration is not solely the result of the leader's actions but also the result of shared dynamics, learning, and mutual reinforcement of competencies within the team. In this approach, a high level of synergy is not only a result but also a catalyst for further organizational and innovative development.

Theoretically, the obtained results align with the concept of dynamic organizational capabilities (Teece, Pisano, Shuen, 1997), indicating that entrepreneurial leadership and a learning culture shape teams' ability to flexibly respond to change and generate added value through collaboration. This indicates that an organization's entrepreneurial potential is not a set of isolated competencies, but an integrated system of interactions in which management creates the conditions, the team initiates actions, and synergy is the measurable result of this collaboration.

The starting point for further analytical activities in this section is the verification of three research hypotheses stemming from the previously formulated research problems. The analysis conducted in this area was based on an empirical model (Figure 3), which integrates three key theoretical constructs: entrepreneurial managerial actions, entrepreneurial team activity,

and team synergy. The research results (Figure 4) provide empirical confirmation of the relationships between these areas and provide a basis for interpreting the mechanisms shaping organizational entrepreneurship in the context of contemporary management challenges. The following issues were identified within the analysed scope:

Hypothesis H1: Entrepreneurial activities of management staff – including building an entrepreneurial organizational culture, shaping a motivational system that promotes autonomy and responsibility, and implementing regulations that support activity, including organizational learning and knowledge exchange – significantly influence the development of entrepreneurial behaviours of employees in the team (proactivity, innovation, readiness to take on challenges, independence and adaptability).

The research results confirm a high and statistically significant correlation between management's actions and employee entrepreneurial activity ($r = 0.578$, $p < 0.001$). This means that management, through communication, fostering autonomy, and shaping a culture of openness and trust, actually stimulates entrepreneurial attitudes among team members. The obtained results are consistent with the concept of entrepreneurial leadership, according to which leaders act as initiators and catalysts of change, inspiring employees to seek innovative solutions and take risks (Gupta, MacMillan, Surie, 2004). Similarly, the learning organization theory (Senge, 2006) emphasizes that supporting learning and creating an environment conducive to knowledge exchange builds the foundation for entrepreneurial behaviour. In light of the obtained data, it can be concluded that an organizational culture based on openness, shared responsibility, and trust serves as a structural catalyst for entrepreneurial activity within a team.

Given the above analytical results, it can be concluded that hypothesis H1 is confirmed – entrepreneurial managerial actions are a key factor in the development of employee entrepreneurial attitudes, strengthening their initiative, innovation, and adaptability in a dynamic environment.

Hypothesis H2: Management actions aimed at developing entrepreneurial behaviours within a team (entrepreneurial leadership, shaping organizational culture, communication, and support) positively influence the occurrence of synergy.

Correlation analysis revealed statistically significant relationships between managerial actions and synergy ($r = 0.850$, $p < 0.001$), indicating that teams operating in an environment supported by entrepreneurial leadership demonstrate higher levels of trust, cohesion, and satisfaction with collaboration. This means that team synergy does not arise spontaneously, but is a consequence of leaders consciously shaping conditions that foster shared responsibility and autonomy. This relationship is supported by the concepts of transformational leadership (Bass, 1999) and participatory management theory (Cotton et al., 1988; Somech, 2002), which emphasize the importance of a common goal, trust, and participation in decision-making

processes. From a knowledge management perspective (Nonaka, Takeuchi, 1995), actively supporting communication and experience sharing between team members creates conditions for synergistic combination of competencies, which leads to the creation of new organizational value.

Based on the presented analytical results, it can be concluded that hypothesis H2 was confirmed – managerial actions that Foster entrepreneurship not only foster team activity but also create the psychosocial conditions for synergy, manifested by mutual strengthening of competences, greater engagement, and satisfaction with teamwork.

Hypothesis H3: Team entrepreneurial activity (proactivity, openness to innovation, willingness to learn) positively influences the development of synergy in teamwork.

The research results confirm a positive and statistically significant correlation between team entrepreneurship and synergy ($r = 0.7945$, $p < 0.001$). This means that the higher the level of engagement and proactivity of team members, the greater the likelihood of synergy, understood as an effect exceeding the sum of individual contributions. This phenomenon confirms the theoretical assumptions of the social capital concept (Cohen, Prusak, 2001) and the team dynamics theory (Kozlowski, Ilgen, 2006), which indicate that cooperation based on trust and shared values fosters outcomes that are difficult to achieve individually. In the context of organizational entrepreneurship, team entrepreneurial activity therefore serves as a mediating link between managerial actions and collective effectiveness.

The obtained results of the analysis indicate that hypothesis H3 was confirmed – the entrepreneurial activity of teams is one of the key factors determining the occurrence of synergy in joint actions, which strengthens the innovation potential of the organization.

The empirical research conducted confirms the coherence of the model for building entrepreneurial potential in organizations. Analysis for the relationships between the constructs revealed that:

1. Entrepreneurial managerial actions are a fundamental factor initiating team entrepreneurship processes.
2. Entrepreneurial activity within teams serves as a mediator between entrepreneurial leadership and the synergy effect.
3. The synergy effect is the result of the integrated action of three factors: management actions and organizational culture, entrepreneurial leadership, and team activity.

In light of the above, it can be concluded that an organization's entrepreneurial potential is systemic and dynamic – the result of the interplay of managerial, team, and organizational behaviours. In practical terms, the obtained results indicate that the development of entrepreneurship in an organization requires creating an environment conducive to autonomy, trust, learning, and shared responsibility, which constitute the foundation of sustainable team synergy.

6. Conclusion

Theoretical analysis and empirical findings confirmed that the quality of collaborative work is a key determinant of team effectiveness and a fundamental mechanism for creating organizational synergy. Research has shown that the quality of collaboration is not solely the result of individual competences but is the result of complex social interactions based on trust, communication, shared goals, and a climate of psychological safety. These results are consistent with the assumptions of the IMO model (Ilgen et al., 2005), in which mediating processes – such as support, cognitive openness, and coordination – form the foundation of team synergy.

The empirical study demonstrated that a significant determinant of the quality of collaborative work is the leadership style and nature of managers' actions. Entrepreneurial leadership, identified as a contemporary management paradigm, fosters conditions for self-regulation, knowledge sharing, and reflective learning. Entrepreneurial leaders act as moderators of collaborative processes, enhancing team autonomy, accountability and innovation. Organizations with higher levels of such leadership are characterized by better communication, greater cognitive integration, and higher quality of collaboration, confirming previous theoretical findings (Gupta et al., 2004; Schulze, Pinkow, 2020; Jun, Lee, 2023).

Empirically, a positive relationship between the quality of collaborative work and the level of team synergy was also confirmed. Synergy has been shown to be an emergent phenomenon in which the effect of joint action exceeds the sum of individual contributions, and its source is the integration of cognitive, emotional and behavioural dimensions (Jasińska, 2019). Teams with high levels of trust and a shared vision were characterized by greater adaptability and creativity, which aligns with the concept of learning organizations (Argyris, Schön, 1996; Nonaka, Takeuchi, 1995).

Both the theoretical analysis and the research findings confirmed that entrepreneurial leadership serves as a catalyst for synergy and the quality of collaborative work. Managers who base their actions on trust, autonomy, and shared responsibility enhance the effectiveness, learning, and cognitive development of teams. From a practical perspective, the results point to the need to design management systems that promote a culture of collaboration, open communication, and reflective leadership. From a theoretical perspective, this study contributes to the development of the team entrepreneurship paradigm by integrating the concepts of synergy, collaborative work quality, and entrepreneurial leadership into a coherent model.

In summary, an entrepreneurial leader is a key link between the organizational context and team effectiveness. It is his actions – aimed at building an environment of trust, autonomy and a shared vision – that determine the organization's ability to achieve synergy, innovation and sustainable development.

References

1. Aljuwaiber, A. (2016). Communities of practice as an initiative for knowledge sharing in business organisations: a literature review. *Journal of Knowledge Management*, 20(4), 731-748.
2. Alkandi, I.G., Khan, M.A., Fallatah, M., Alabdulhadi, A., Alanizan, S., Alharbi, J. (2023). The Impact of Incentive and Reward Systems on Employee Performance in the Saudi Primary, Secondary, and Tertiary Industrial Sectors: A Mediating Influence of Employee Job Satisfaction. *Sustainability*, 15(4), 3415. DOI: 10.3390/su15043415
3. Argyris, C., Schön, D.A. (1996). *Organizational learning II: Theory, method, and practice*. Addison-Wesley.
4. Aristana, I.N., Wisnawa, I.M.B., Sriasih, A.A.K., Junipisa, N.M.E. (2022). Entrepreneurial leadership and employee creativity: Moderation and mediation perspectives. *Jurnal Ekonomi Dan Bisnis*, 25(2), 199-236. <https://doi.org/10.24914/jeb.v25i2.5406>
5. Bagheri, A., Harrison, C. (2020). Entrepreneurial leadership measurement: a multi-dimensional construct. *Journal of Small Business and Enterprise Development*, 27(4), 659-679. DOI: 10.1108/JSBED-01-2019-0027
6. Bass, B.M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9-32. <https://doi.org/10.1080/135943299398410>
7. Blau, P.M. (2017). *Exchange and power in social life*. Routledge.
8. Çağa, M. et al. (2024). The Mediating Effect of Entrepreneurial Team Behavior and Transformational Leadership in the Relationship between Corporate Entrepreneurship and Firm Performance. *Sustainability*, 16(13), 5443. DOI: 10.3390/su16135443
9. Carmeli, A., Gittell, J.H. (2009). High-quality relationships, psychological safety, and learning from failures in work organizations. *Journal of Organizational Behavior*, 30(6), 709-729. <https://doi.org/10.1002/job.565>
10. Carmeli, A., Spreitzer, G.M. (2009). Trust, connectivity, and thriving: Implications for innovative behaviors at work. *The Journal of Creative Behavior*, 43(3), 169-191. <https://doi.org/10.1002/j.2162-6057.2009.tb01313.x>
11. Cobb, A.T., Hackman, J.R. (2003). Leading teams: Setting the stage for great performances. *Administrative Science Quarterly* 48(4), 712. DOI: 10.2307/3556648
12. Cohen, D., Prusak, L. (2001). *In Good Company: How Social Capital Makes Organizations Work*. Boston, MA: Harvard Business School Press.
13. Cohen, S.G., Ledford, G.E. Jr. (1994). The effectiveness of self-managing teams: A quasi-experiment. *Human Relations*, 47(1), 13-43. <https://doi.org/10.1177/001872679404700102>

14. Cotton, J.L., Vollrath, D.A., Froggatt, K.L., Lengnick-Hall, M.L., Jennings, K.R. (1988). Employee participation: Diverse forms and different outcomes. *The Academy of Management Review*, 13(1), 8-22. <https://doi.org/10.2307/258351>
15. Doeleman, H.J., Have, S., Ahaus, K. (2012). The moderating role of leadership in the relationship between management control and business excellence. *Total Quality Management & Business Excellence*, 23, 5-6, 591-611.
16. Edmondson, A.C. (1999). Psychological Safety and Learning Behavior in Work Teams. *Administrative Science Quarterly*, 44(2), 350-383. <https://doi.org/10.2307/2666999>
17. Gupta, V., MacMillan, I.C., Surie, G. (2004). Entrepreneurial leadership: Developing and measuring a cross-cultural construct. *Journal of Usiness Venturing*, 19(2), 241-260. [https://doi.org/10.1016/S0883-9026\(03\)00040-5](https://doi.org/10.1016/S0883-9026(03)00040-5)
18. Ilgen, D.R., Hollenbeck, J.R., Johnson, M., Jundt, D. (2005). Teams in organizations: from input-process-output models to IMOI models. *Annu. Rev. Psychol.*, 56, 517-43. doi: 10.1146/annurev.psych.56.091103.070250. PMID: 15709945
19. Irsha, M., Ziaullah, M., Hayyat, A. (2023). The Effects of Entrepreneurial Leadership, and Transformational Leadership on Innovation Behavior. *Global Economics Review*, VIII(II), 317-333. [https://doi.org/10.31703/ger.2023\(VIII-II\).24](https://doi.org/10.31703/ger.2023(VIII-II).24)
20. Jasińska, M. (2019). Synergy in a Team – Quality Analysis of Conditions. *Zeszyty Naukowe Uniwersytetu Przyrodniczo-Humanistycznego w Siedlcach. Seria: Administracja i Zarządzanie*, 47(120), 5-15. <https://doi.org/10.34739/zn.2019.47.01>
21. Jasińska, M. (2020). Synergy-an enhancement of learning organisations undergoing a change. *Entrepreneurship and Sustainability Issues*, 7(3), 1902-1920. [http://doi.org/10.9770/jesi.2020.7.3\(31\)](http://doi.org/10.9770/jesi.2020.7.3(31))
22. Jun, K., Lee, J. (2023). Transformational Leadership and Followers' Innovative Behavior: Roles of Commitment to Change and Organizational Support for Creativity. *Behav. Sci. (Basel)*. 7, 13(4), 320. doi: 10.3390/bs13040320
23. Katzenbach, J.R., Smith, D.K. (2015). *The Wisdom of Teams: Creating The High-Performance Organization*. Harvard Business Review Press Books.
24. Kim, P.H., Aldrich, H.E. (2005). Social Capital and Entrepreneurship. *Foundations and Trends in Entrepreneurship*, Vol. 1, No. 2, 55-104. DOI: 10.1561/0300000002
25. Kocot, M., Kocot, D., Soboń, J. et al. (2024). Assessing the adaptability of teams in an agile organization. *Humanitas Zarządzanie*, 25(4), 103-117. <https://doi.org/10.5604/01.3001.0054.9664>
26. Kozlowski, S.W.J., Chao, G.T. (2018). Unpacking team process dynamics and emergent phenomena: Challenges, conceptual advances, and innovative methods. *American Psychologist*, 73(4), 576-592. <https://doi.org/10.1037/amp0000245>
27. Kozlowski, S.W.J., Ilgen, D.R. (2006). Enhancing the effectiveness of work groups and teams. *Psychological Science in the Public Interest*, 7(3), 77-124. <https://doi.org/10.1111/j.1529-1006.2006.00030.x>

28. Krawczyk-Bryłka, B. (2016). Attributes of Entrepreneurial Teams as Elements of a Mental Model. *Studia i Materiały Wydział Zarządzania Uniwersytet Warszawski*, 2, 7-16. Retrieved from: <https://press.wz.uw.edu.pl/sim/vol2016/iss2/1>
29. Krawczyk-Bryłka, B., Stankiewicz, K., Ziemiański, P., Tomczak, M.T. (2020). Effective Collaboration of Entrepreneurial Teams—Implications for Entrepreneurial Education. *Education Sciences*, 10(12), 364. <https://doi.org/10.3390/educsci10120364>
30. Kuratko, D.F. (2007). Entrepreneurial leadership in the 21st century. *Journal of Leadership and Organizational Studies*, 13(4), 1-11. <https://doi.org/10.1177/10717919070130040201>
31. Mathieu, J.E., Hollenbeck, J.R., van Knippenberg, D., Ilgen, D.R. (2017). A century of work teams in the Journal of Applied Psychology. *Journal of Applied Psychology*, 104(3), 452-467. <http://dx.doi.org/10.1037/apl0000128.supp>
32. Nonaka, I., Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press.
33. Omri, A., Boujelbene, Y. (2015). Entrepreneurial Team: How Human and Social Capital Influence Entrepreneurial Opportunity Identification and Mobilization of External Resources. *Journal of Entrepreneurship, Management and Innovation*, 11(3), 25-42.
34. Paredes-Saavedra, M. et al. (2024). Work Team Effectiveness: Importance of Organizational Culture, Work Climate, Leadership, Creative Synergy, and Emotional Intelligence in University Employees. *Administrative Sciences*, 14, 280. <https://doi.org/10.3390/admsci14110280>
35. Patzelt, H., Shepherd, D.A. (2018). *Entrepreneurial cognition: Exploring the mindset of entrepreneurs*. Cham: Palgrave Macmillan. <https://doi.org/10.1007/978-3-319-71782-1>
36. Pu, B., Sang, W., Yang, J., Ji, S., Tang, Z. (2022). The Effect of Entrepreneurial Leadership on Employees' Tacit Knowledge Sharing in Start-Ups: A Moderated Mediation Model. *Psychology Research and Behavior Management*, 15, 137-149. <https://doi.org/10.2147/PRBM.S347523>
37. Rae D. (2006). Entrepreneurial learning: A conceptual framework for technology-based enterprise. *Technology Analysis & Strategic Management*, 18(1), 39-56. <https://doi.org/10.1080/09537320500520494>
38. Rehman, K. et al. (2025). The Synergy of Entrepreneurial Leadership and Team Diversity: Pathways to Entrepreneurial Success in Pakistan's SMEs. *Sustainability* 17, 2063. <https://doi.org/10.3390/su17052063>
39. Renko, M. (2017). *Entrepreneurial Leadership*. Forthcoming in "Nature of Leadership". D.V. Day, J. Antonakis (eds.). SAGE Publications, Available at SSRN: <https://ssrn.com/abstract=2977744>
40. Salas, E., Reyes, D.L., McDaniel, S.H. (2018). The science of teamwork: Progress, reflections, and the road ahead. *American Psychologist*, 73(4), 593-600. <https://doi.org/10.1037/amp0000334>

41. Schoss, S., Brettel, M., Mauer, R. (2021). 30 Years of Entrepreneurial Team Research: Review and Suggestions for Developing the Field. *Science Journal of Business and Management*, 9(3), 162-177. DOI: 10.11648/j.sjbm.20210903.13
42. Schulze, J.H., Pinkow, F. (2020). Leadership for organisational adaptability: How enabling leaders create adaptive space. *Administrative Sciences*, 10(3), 37. DOI: 10.3390/admsci10030037
43. Senge, P.M. (2006). *The Fifth Discipline: The Art and Practice of the Learning Organization (Revised and Updated Edition)*. New York: Doubleday/Currency.
44. Seyedalikhani, F., Bagheri, A., Sajadi, S.M. (2022). Entrepreneurial team characteristics, social interactions and the success of information technology (IT) start-ups. *International Journal of Research in Industrial Engineering*, 11(3), 224-243.
45. Shiferaw, R.M., Birbirs, Z.A., Werke, S.Z. (2023). Entrepreneurial leadership, learning organization and organizational culture relationship: a systematic literature review. *Journal of Innovation and Entrepreneurship*. <https://doi.org/10.1186/s13731-023-00305-z>
46. Somech, A. (2002). Explicating the complexity of participative management: An investigation of multiple dimensions. *Educational Administration Quarterly*, 38(3), 341-371. <https://doi.org/10.1177/0013161X02383004>
47. Suswati, E., Sawitri, D. (2022). Entrepreneurial leadership and learning organization its influence on midwives performance mediating by organizational commitment. *International Journal of Entrepreneurship*, 26(S1), 1-15.
48. Taylor, S.N., Corbett, A., Greenberg, D. et al. (2025). A conceptual model of entrepreneurial leadership: how entrepreneurial leaders enable entrepreneurial opportunity. *Int. Entrep. Manag. J.*, 21, 58. <https://doi.org/10.1007/s11365-025-01074-9>
49. Teece, D.J., Pisano, G., Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7)
50. West, M.A. (2012). *Effective teamwork: Practical lessons from organizational research*. John Wiley & Sons.
51. Yang, J., Pu, B., Guan, Z. (2019). Entrepreneurial Leadership and Turnover Intention in Startups: Mediating Roles of Employees' Job Embeddedness, Job Satisfaction and Affective Commitment. *Sustainability*, 11(4), 1101. DOI: 10.3390/su11041101
52. Zhu, J., Lv, H., Feng, Y., (2022), The Effect of Psychological Safety on Innovation Behavior: A Meta-Analysis. *Advances in Economics, Business and Management Research*, vol. 211, 3082-3087.