

## DAFTAR PUSTAKA

- Abrantes, A. C. M., Passos, A. M., Cunha, M. P. E., & Santos, C. M. (2018). Bringing team improvisation to team adaptation: The combined role of shared temporal cognitions and team learning behaviors fostering team performance. *Journal of Business Research*, *84*, 59–71.
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, *50*, 179–211.
- Argyris, C., & Schön, D. A. (1978). *Organizational learning: A theory of action perspective*. Reading, MA: Addison-Wesley.
- Arrow, H., Scott Poole, M., Henry, K. B., Wheelan, S., & Moreland, R. (2004). Time, change, and development: The temporal perspective on groups. *Small Group Research*, *35*, 73–105.
- Aubé, C., & Rousseau, V. (2005). Team goal commitment and team effectiveness: The role of task interdependence and supportive behaviors. *Group Dynamics*, *9*, 189–204.
- Bandura, A. (1986). *Social foundations of thought and action: A social-cognitive view*. Englewood Cliffs, NJ: Prentice-Hall.
- Bandura, Albert. (1977). *Social learning theory*. Englewood Cliffs, N.J.: Prentice-Hall.
- Bandura, A. (1989). Human agency in social cognitive theory. *American Psychologist*, *44*, 1175–1184.
- Barker, J. R. (1993). Tightening the iron cage: concertive control in self-managing teams. *Administrative Science Quarterly*, *38*, 408–437.
- Batson, C. D. (1994). Why Act for the Public Good? Four Answers. *Personal and Social Psychology Bulletin*, *20*, 603–601.
- Beal, D. J., Cohen, R. R., Burke, M. J., & McIndon, C. L. (2003). Cohesion and performance in groups: A meta-analytic clarification of construct relations. *Journal of Applied Psychology*, *88*, 989–1004.
- Bergeron, D. M., Shipp, A. J., Rosen, B., & Furst, S. A. (2013). Organizational citizenship behavior and career outcomes: The cost of being a good citizen. *Journal of Management*, *39*, 958–984.
- Beersma B, De Dreu CKW. (1999). Negotiation processes and outcomes in prosocially and egoistically motivated groups. *International Journal of Conflict Management*, *10*, 385-402.
- Bell, B. S., Kozlowski, S. W. J., & Blawath, S. (2012). Team learning: An integration and review. In S. W. J. Kozlowski (Ed.), *The Oxford handbook of organizational psychology* (pp. 859-909). New York: Oxford University Press.
- Biemann, T., Cole, M. S., & Voelpel, S. in (2012). Within-group agreement: On the use (and misuse) of  $r_{WG}$  and  $r_{WG(j)}$  in leadership research and some best practice guidelines. *Leadership Quarterly*, *23*, 66-80.

- Bliese, P. D. (2000). Within-group agreement, non-independence, and reliability: Implications for data aggregation and analysis. In K. J. Klein & S. W. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations* (pp. 349-381).
- Bommer, W. H., Dierdorff, E. C., & Rubin, R. S. (2007). Does prevalence mitigate relevance? The moderating effect of group-level OCB on employee performance. *Academy of Management Journal*, 50, 1481–1494.
- Bondarouk, T., Bos-nehles, A., Renkema, M., & De Leede, J. (2018). *Organisational roadmap towards teal organisations*. Emerald Publishing Limited.
- Burke, C. S., Stagl, K. C., Salas, E., Pierce, L., & Kendall, D. (2006). Understanding team adaptation: A conceptual analysis and model. *Journal of Applied Psychology*, 91, 1189–1207.
- Byrne, B. M. (2016). *Structural Equation Modeling with AMOS. Structural Equation Modeling with Amos: Basic Concepts, Applications, and Programming* (3 ed.). New York: Routledge.
- Campion, M. A., Medsker, G. J., & Higgs, A. C. (1993). Relations between work group characteristics and effectiveness: Implication for designing effective work groups. *Personnel Psychology*, 46, 823–850.
- Carson, C. M., Mosley, D. C., & Boyar, S. L. (2004). Goal orientation and supervisory behaviors: impacting SMWT effectiveness. *Team Performance Management*, 10, 152–162.
- Chatman, J. A., & Barsade, S. G. (1995). Personality, organizational culture, and cooperation: Evidence from a business simulation. *Administrative Science Quarterly*, 40, 423–443.
- Chen, X., Lam, S. S. K., Schaubroeck, J., & Naumann, S. (2002). Group organizational citizenship behavior: A conceptualization and preliminary test of its antecedents and consequences. *Academy of Management Proceedings*, 1–8.
- Cheng, C. Y., Chua, R. Y. J., Morris, M. W., & Lee, L. (2012). Finding the right mix: How the composition of self-managing multicultural teams' cultural value orientation influences performance over time. *Journal of Organizational Behavior*, 33, 389–411.
- Choi, J. N., & Sy, T. (2010). Group-level organizational citizenship behavior: Effects of demographic faultlines and conflict in small work groups. *Journal of Organizational Behavior*, 31(7), 1032–1054.
- Cohen, S. G. (1993). Designing effective self-managing work teams. In M. Beyerlein and D. Johnson, eds., *Advances in Interdisciplinary Studies of Work Teams*, 1. Greenwich, Conn.: JAI Press, pp. 67-102
- Cohen, S. G., & Bailey, D. E. (1997). What makes teams work: Group effectiveness research from the shop floor to the executive suite, 23, 239–290.
- Cohen, S. G., & Ledford, G. E. J. (1994). The effectiveness of self-managing teams: A quasi-experiment. *Human Relations*, 47(1), 13–43.
- Cohen, S. G., Ledford, G. E., & Spreitzer, G. M. (1996). A predictive model of self-managing work team effectiveness. *Human Relations*, 49 (5), 643–676.

- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences* (3rd ed.). Hillsdale, NJ: Erlbaum.
- Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of Management Review*, *13*, 471–482.
- Cooper, D. R., & Schindler, P. S. (2011). *Business research methods*. McGraw-Hill.
- Cummings, T. G. (1978). Self-regulating work groups: A socio-technical synthesis. *Academy of Management Review*, (7), 625–634.
- De Dreu, C. K. W. (2006). Rational self-interest and other orientation in organizational behavior: A critical appraisal and extension of Meglino and Korsgaard (2004). *Journal of Applied Psychology*, *91*, 1245–1252.
- De Dreu, C. K. W., & Nauta, A. (2009). Self-interest and other-orientation in organizational behavior: Implications for job performance, prosocial behavior, and personal initiative. *Journal of Applied Psychology*, *94*, 913–926.
- De Dreu, C. K. W., Nijstad, B. A., & Van Knippenberg, D. (2008). Motivated information processing in group judgment and decision making. *Personality and Social Psychology Review*, *12*, 22–49.
- DeChurch, L. A., & Haas, C. D. (2008). Examining team planning through an episodic lens. *Small Group Research*, *39*, 542–568.
- Diefendorff, J. M., & Lord, R. G. (2003). The volitional and strategic effects of planning on task performance and goal commitment. *Human Performance*, *16*, 365–387.
- Doblinger, M. (2022). Individual competencies for self-managing team performance: A systematic literature review. *Small Group Research*, *53*, 128–180.
- Decuyper, S., Dochy, F., & Van den Bossche, P. (2010). Grasping the dynamic complexity of team learning: An integrative model for effective team learning in organisations. *Educational Research Review*, *5*(2), 111–133.
- Dreu, C. K. W. De. (2007). Cooperative outcome interdependence, task reflexivity, and team effectiveness: A motivated information processing perspective. *Journal of Applied Psychology*, *92*, 628–638.
- Druskat, V. U., & Pescosolido, A. T. (2002). The content of effective teamwork mental models in self-managing teams: Ownership, learning and heedful interrelating. *Human Relations*, *55*(3), 283–314.
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, *44*, 350.
- Edmondson, A. C. (2002). The local and variegated nature of learning in organizations: A group-level perspective. *Organization Science*, *13*(2), 128–146.
- Ehrhart, M. G., & Naumann, S. E. (2004). Organizational citizenship behavior in work groups: A group norms approach. *Journal of Applied Psychology*, *89*, 960–974.
- Emery, F. E., & Trist, E. L. (1965). The causal texture of organizational environment. *Human Relations*, 25–32.

- Eseryel, U. Y., & Eseryel, D. (2013). Action-embedded transformational leadership in self-managing global information systems development teams. *Journal of Strategic Information Systems*, 22(2), 103–120.
- Frayne, C. A., & Latham, G. P. (1987). The application of social learning theory to employee self-management of attendance. *Journal of Applied Psychology*, 72, 387–392.
- Frese, M., & Zapf, D. (1994). Action as the core of work psychology: A German approach. In H. C. Triandis & M. D. Dunnette (Eds.), *Handbook of industrial and organizational psychology* (2nd ed., pp. 271–340). Palo Alto, CA: Consulting Psychologists Press.
- Gibson, C., & Vermeulen, F. (2003). A healthy divide: Subgroups as a stimulus for team learning behavior. *Administrative Science Quarterly*, 48, 202–239.
- Gilmore, P. L. (2013). *Towards a Stronger Motivational Theory of Innovative Performance*. Fairfax, VA; George Mason University.
- Goodman, P. S., Devadas, R., & Hughson, T. L. G. (1988). Groups and Productivity; Analyzing the effectiveness of self-managing teams. *Research Showcase @ CMU*, 295–327.
- Grant, Adam M., Berg, J. M. (2011). Prosocial motivation at work: When, why, and how making a difference makes a difference. In *Prosocial motivation at work: When, why, and how making a difference makes a difference* (pp. 28–44). New York: Oxford University Press.
- Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*, 93, 48–58
- Grant, Adam M., Campbell, E. M., Chen, G., Cottone, K., Lapedis, D., & Lee, K. (2007). Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior. *Organizational Behavior and Human Decision Processes*, 103, 53–67.
- Grant, Adam M., & Mayer, D. M. (2009). Good soldiers and good actors: prosocial and impression management motives as interactive predictors of affiliative citizenship behaviors. *Journal of Applied Psychology*, 94, 900–912.
- Grant, Adam M., Parker, S., & Collins, C. (2009). Getting credit for proactive behavior: supervisor reactions depend on what you value and how you feel. *Personnel Psychology*, 62, 31–55.
- Grant, Adam M., & Wrzesniewski, A. (2010). I won't let you down... or will I? Core self-evaluations, other-orientation, anticipated guilt and gratitude, and job performance. *Journal of Applied Psychology*, 95, 108–121.
- Grant, Adam M. (2007). Relational job design and the motivation to make a prosocial difference. *Academy of Management Review*, 32, 393–417.
- Grant, Adam M, & Balino, M. C. (2016). The bright side of being prosocial at work, and the dark side, Too: A review and agenda for research on other-oriented motives, behavior, and impact in organizations. *The Academy of Management Annals*, 1–72.

- Grant, Adam M, & Berry, J. W. (2011). The necessity of others is the mother of invention: Intrinsic and prosocial motivations, perspective taking, and creativity. *The Academy of Management Journal*, 54, 73–96.
- Grant, Adam M, & Parker, S. K. (2009). Redesigning work design theories: The rise of relational and proactive perspectives. *Academy of Management Annals*, 3, 1–88.
- Grant, Adam M, & Sumanth, J. J. (2009). Mission possible? The performance of prosocially motivated employees depends on manager trustworthiness. *Journal of Applied Psychology*, 94, 927–944.
- Guzzo, R. A., & Dickson, M. W. (1996). Teams in organizations: Recent research on performance and effectiveness. *Annual Review of Psychology*, 47, 307–338.
- Hacker, W. (2003). Action regulation theory: A practical tool for the design of modern work processes? *European Journal of Work and Organizational Psychology*, 12, 105–130.
- Hackman, J. R. (1976). *The design of self-managing work groups*. (Tech. Rep. No. 11). New Haven, CT: Yale University, School of Organization and Management.
- Hackman, J. R. (1987). The design of work teams. In *Handbook of Organizational Behavior* (In J. Lorsch, pp. 315–242). Englewood Cliffs, NJ: Prentice-Hall.
- Hackman, J. R. (2002). Leading teams: Setting the stage for great performances. Boston: *Harvard Business School Press*, Boston, MA.
- Hackman, J. R. (1986). The psychology of self-management in organizations. *Psychology and Work: Productivity, Change, and Employment*, 87–136.
- Hair, Joseph E. Jr., Rolph E. Anderson, Ronald L. Tatham, & William C. Black. (2014). *Multivariate Data Analysis*. 7<sup>th</sup> Ed. Pearson New International Edition, Harlow: Pearson Education Limited.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Hoda, R., Noble, J., & Marshall, S. (2013). Self-organizing roles on agile software development teams. *IEEE Transactions on Software Engineering*, 39, 422–444.
- Hofmann, D. A., Griffin, M., & Gavin, M. 2000. The application of hierarchical linear modeling to organizational research. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multi level theory, research, and methods in organizations*: 467-511. San Francisco: Jossey-Bass.
- Hoggs, M., & Terry, D. (2000). Social identity and self-categorisation processes in organisational contexts. *Academy of Management Review*, 25(1), 121–141.
- Hogg, Michael A., Deborah J. Terry, & Katherine M. White. (1995). A Tale of Two Theories: A Critical Comparison of Identity Theory With Social Identity Theory. *Social Psychology Quarterly*, 58:255-69

- Hollenbeck, J. R., Beersma, B., & Schouten, M. E. (2012). Beyond team types and taxonomies: A dimensional scaling conceptualization for team description. *Academy of Management*, 37, 82–106.
- Hu, J., & Liden, R. C. (2015). Making a difference in the teamwork: Linking team prosocial motivation to team processes and effectiveness. *Academy of Management Journal*, 58, 1102–1127.
- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: A Meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, 92, 1332–1356.
- Hechanova-Alampay, R., & Beehr, T. A. (2001). Empowerment, span of control, and safety performance in work teams after workforce reduction. *Journal of Occupational Health Psychology*, 6, 275–282.
- Hogg, Michael A., Deborah J. Terry, and Katherine M. White. 1995. "A tale of two theories: A critical comparison of identity theory with social identity theory." *Social Psychology Quarterly*, 58, 255-69.
- Hyatt, D. E., & Ruddy, T. M. (1997). An examination of the relationship between work group characteristics and performance: Once more into the breach. *Personnel Psychology*, 50, 553–585.
- Ilggen, D. R. (1999). Teams Embedded in Organizations. *American Psychologist*, 54, 129–139.
- Ilggen, D. R., Hollenbeck, J. R., Johnson, M., & Jundt, D. (2005). Teams in organizations: From Input-Process-Output models to IMO models. *Annual Review of Psychology*, 56, 517–543.
- Ickes, W., & Gonzalez, R. (1994). "Social" cognition and social cognition: From the subjective to the intersubjective. *Small Group Research*, 25, 294–315.
- Ingvaldsen, J. A., & Rolfsen, M. (2012). Autonomous work groups and the challenge of inter-group coordination. *Human Relations*, 65, 861–881.
- James, L. B., Demaree, R. G., & Wolf, G. (1984). Estimating within-group interrater reliability with and without response bias. *Journal of Applied Psychology*, 69, 85–98.
- Jobidon, M., Turcotte, I., Aubé, C., Labrecque, A., Kelsey, S., & Tremblay, S. (2017). Role variability in self-organizing teams working in crisis management. *Small Group Research*, 48, 62–92.
- Johnson, M. D., Hollenbeck, J. R., Derue, D. S., Barnes, C. M., & Jundt, D. (2013). Functional versus dysfunctional team change: Problem diagnosis and structural feedback for self-managed teams. *Organizational Behavior and Human Decision Processes*, 122, 1–11.
- Jong, A. De, & Ruyter, K. De. (2004). Adaptive versus Proactive Behavior in Service Recovery: The Role of Self-Managing Teams. *Decision Sciences*, 35(3), 457–492.
- Jong, A. de, Ruyter, K. de, & Lemmink, J. (2004). Antecedents and consequences of the service climate in boundary-spanning self-managing service teams. *Journal of Marketing*, 68, 18–35.
- Kanfer, R. (1990). Motivation theory and industrial and organization psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and*

- organizational psychology* (2nd ed., Vol. 1, pp. 75–170). Palo Alto, CA: Consulting Psychologists Press.
- Kasl, E., Marsick, V. J., & Dechant, K. (1997). Teams as learners: A research-based model of team learning. *Journal of Applied Behavioral Science*, 33, 227–246.
- Kim, Y., Dyne, L. Van, Kamdar, D., & Johnson, R. E. (2013). Why and when do motives matter? An integrative model of motives, role cognitions, and social support as predictors of OCB. *Organizational Behavior and Human Decision Processes*, 121, 231–245.
- Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*, 42(1), 58–74.
- Kirkman, B.L., Rosen, B., Tesluk, P.E., & Gibson, C.B. (2004). The impact of team empowerment on virtual team performance: The moderating role of face-to-face interaction. *Academy of Management Journal*, 47, 175–192.
- Korsgaard, M. A., Meglino, B. M., & Lester, S. W. (1997). Beyond helping: Do other-oriented values have broader implications in organizations? *Journal of Applied Psychology*, 82, 160–177.
- Kozlowski, S. W. J., & Bell, B. S. (2013). Work groups and teams in organizations: Review update. *Industrial and Organizational Psychology, Second Edition*, 12, 412–469.
- Kozlowski, S. W. J., & Ilgen, D. R. (2006). Enhancing the effectiveness of work groups and teams. *Perspectives on Psychological Science*, 7, 77–124.
- Kozlowski, S.W.J., & Klein, K. J. (2000). A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes. In K. J. Klein & S. W. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations* (pp. 349–381).
- Kuipers, B. S., & Stoker, J. I. (2009). Development and performance of self-managing work teams: A theoretical and empirical examination. *International Journal of Human Resource Management*, 20(2), 399–419.
- Lai, J. Y. M., Lam, L. W., and Lam, S. S. K, (2013) Organizational citizenship behavior in work groups: A team cultural perspective. *Journal of Organizational Behavior*, 36(7), 1039–1056
- Lambe, C. J., Webb, K. L., & Ishida, C. (2009). Self-managing selling teams and team performance: The complementary roles of empowerment and control. *Industrial Marketing Management*, 38, 5–16.
- Leach, D. J., Wall, T. D., Rogelberg, S. G., & Jackson, P. R. (2005). Team autonomy, performance, and member job strain: Uncovering the teamwork KSA link. *Applied Psychology: An International Review*, 54, 1–24.
- LeBreton, J. M., & Senter, J. L. (2008). Answer to twenty questions about interrater reliability and interrater agreement. *Organizational Research Methods*, 11, 815–852.
- Lee, M. Y., & Edmondson, A. C. (2017). Self-managing organizations: Exploring the limits of less hierarchical organizing. *Research in organizational behavior*, 37, 35–58.

- LePine, J. A. (2005). Adaptation of teams in response to unforeseen change: Effects of goal difficulty and team composition in terms of cognitive ability and goal orientation. *Journal of Applied Psychology, 90*, 1153–1167.
- LePine, J. A., Hanson, M. A., Borman, W. C., & Motowidlo, S. J. (2000). Contextual performance and teamwork: Implications for staffing. In G. R. Ferris & K. M. Rowland (Eds.), *Research in personnel and human resources management*, 19: 53-90. Greenwich, CT: JAI Press.
- LePine, J. A., Piccolo, R. F., Jackson, C. L., Mathieu, J. E., & Saul, J. R. (2008). A meta-analysis of teamwork processes: Tests of a multidimensional model and relationships with team effectiveness criteria. *Personnel Psychology, 61*, 273–307.
- Levitt, B., & March, J. G. (1988). Organizational learning. *Management Science Letters, 14*, 319–340.
- Lewin, K. (1947). Frontiers in group dynamics: II. Channels of group life; social planning and action research. *Human Relations, 1*, 143–153.
- Lewis, K., D. Lange, L. Gillis. (2005). Transactive memory systems, learning, and learning transfer. *Organ. Sci, 16*, 581-598.
- Li, N., Kirkman, B. L., & Porter, C. O. L. H. (2014). Toward a model of work team altruism. *Academy of Management Review, 1*–63.
- Locke, E. A., & Latham, G. P. (1990). A theory of goal-setting and task performance. Englewood Cliffs, NJ: Prentice-Hall.
- Magpili, N. C., & Pazos, P. (2017). Self-managing team performance: A systematic review of multilevel input factors. *Small Group Research, 1*–31.
- Manz, C. C., Sims, H. P. (1987). Leading workers to lead themselves: The external leadership of self-managing work teams. *Administrative Science Quarterly, 32*, 106–129.
- Manz, C. C., & Stewart, G. L. (1997). Attaining flexible stability by integrating total quality management and socio-technical systems theory. *Organization Science, 8*, 59–70.
- Marks, M. A., Mathieu, J. E., & Zaccaro, S. J. (2001). A Temporally based framework and taxonomy of team processes. *Academy of Management Review, 26*, 356–376.
- Marks, M. A., & Panzer, F. J. (2004). The influence of team monitoring on team process and performance. *Human Performance, 17*, 25–41.
- Mathieu, J. E., Gilson, L. L., & Ruddy, T. M. (2006). Empowerment and team effectiveness: An empirical test of an integrated model. *Journal of Applied Psychology, 91*, 97–108.
- Maynard, M. T., Gilson, L. L., and Mathieu, J. E. (2012) Empowerment—Fad or Fab? A Multilevel Review of the Past Two Decades of Research. *Journal of Management, 38*, 1231–1281
- Maynard, M. T., Kennedy, D. M., & Sommer, S. A. (2015). Team adaptation: A fifteen-year synthesis (1998–2013) and framework for how this literature needs to “adapt” going forward. *European Journal of Work and Organizational Psychology, 24*, 652–677.

- McNair, L. D., Newswander, C., Boden, D., & Borrego, M. (2011). Student and faculty interdisciplinary identities in self-managed teams. *Journal of Engineering Education*, *100*, 374–396.
- Menon, S. T. (2001). Employee empowerment: An integrative psychological approach. *Applied Psychology*, *50*, 153–180.
- Miller, D. T. (1999). The Norm of Self-Interest. *American Psychologist Association*, *54*, 1053–1060.
- Millikin, J. P., Hom, P. W., & Manz, C. C. (2010). Self-management competencies in self-managing teams: Their impact on multi-team system productivity. *The Leadership Quarterly*, *21*, 687–702.
- Morgeson, F. P., & Humphrey, S. E. (2006). The work design questionnaire (WDQ): Developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, *91*, 1321–1339.
- Neuman, L. W. (2014). *Social research methods: qualitative and quantitative approaches*, 7th edition. Pearson Education Limited.
- Nicholls, C. E., Lane, H. W., & Brechu, M. B. (1999). Taking self-managed teams to Mexico. *Academy of Management Executive*, *13*, 15–25.
- Nielsen, T. M., Bachrach, D. G., Sundstrom, E., & Halfhill, T. R. (2012). Utility of OCB: Organizational citizenship behavior and group performance in a resource allocation framework. *Journal of Management*, *38*, 668–694.
- Nijstad, B. A., and De Dreu, C. K. W. (2012). Motivated information processing in organizational teams: Progress, puzzles, and prospects. *Research in Organizational Behavior*, *32*, 87–111.
- Nijstad, B. A., & Oltmanns, J. (2012). Motivated information processing and group decision refusal. *Group Processes and Intergroup Relations*, *15*, 637–651.
- Nunnally J and Bernstein I (1994). *Psychometric theory*, 3rd edn.. New York: McGraw-Hill.
- Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of Management*, *14*, 547–557.
- Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. *Research in Organizational Behavior*, *12*, 43–72.
- Organ, D. W. (1997). Organizational citizenship behaviour: It's construct clean up time. *Human Performance*, *10*(2): 85-97.
- Park, R. (2012). Self-managing teams and employee attitudes: the moderating role of capital intensity. *International Journal of Human Resource Management*, *23*, 714–730.
- Parker, S. K., Morgeson, F. P., & Johns, G. (2017). One hundred years of work design research: Looking back and looking Forward. *Journal of Applied Psychology*, *102*, 403–420.
- Pearce, C. L., & Herbik, P. A. (2004). Citizenship behavior at the team level of analysis: The effects of team leadership, team commitment, perceived team support, and team size. *The Journal of Social Psychology*, *144*, 293–310.
- Pearce, J. A., & Ravlin, E. C. (1987). The design and activation of self-regulating work groups. *Human Relations*, *40*, 751–782.

- Petermann, M. K. H. & Zacher, H. (2020). Agility in the workplace: Conceptual analysis, contributing factors, and practical examples. *Industrial and Organizational Psychology*, 13(4), 599–609.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94, 122–141.
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82, 262–270.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, 513–563.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879–903
- Politis, J. D. (2005). Dispersed leadership predictor of the work environment for creativity and productivity. *European Journal of Innovation Management*, 8, 182–204.
- Qvale, T. U. (1976). A Norwegian strategy for democratization of industry. *Human Relations*, 29, 453–469.
- Randall, K. R., Resick, C. J., & DeChurch, L. A. (2011). Building team adaptive capacity: The roles of sensegiving and team composition. *Journal of Applied Psychology*, 96, 525–540.
- Rioux, S. M., & Penner, L. A. (2001). The causes of organizational citizenship behavior: A motivational analysis. *Journal of Applied Psychology*, 86, 1306–1314.
- Rosen, M. A., Bedwell, W. L., Wildman, J. L., Fritzsche, B. A., Salas, E., & Burke, C. S. (2011). Managing adaptive performance in teams: Guiding principles and behavioral markers for measurement. *Human Resource Management Review*, 21, 107–122.
- Rousseau, V., & Aubé, C. (2010). Team self-managing behaviors and team effectiveness: The moderating effect of task routineness. *Group & Organization Management*, 35, 751–781.
- Rousseau, Vincent, Aubé, C., & Savoie, A. (2006). Teamwork behaviors: A review and an integration of frameworks. *Small Group Research*, 37, 540–570.
- Rousseau, V., Aubé, C., & Savoie, A. (2005). Team Goal Commitment and Team Effectiveness: The Role of Task Interdependence and Supportive Behaviors. *Group Dynamics: Theory, Research, and Practice*, 9, 189–204
- Salas, E., Sims, D. E., & Burke, C. S. (2005). Is there a “big five” in teamwork? *Small Group Research*, 36, 555–599.

- Salem, M., Lazarus, H., & Cullen, J. (1992). Developing self-managing teams: Structure and performance. *Journal of Management Development*, 11(3), 24–32.
- Santos, C. M., Passos, A. M., & Uitdewilligen, S. (2016). When shared cognition leads to closed minds: Temporal mental models, team learning, adaptation and performance. *European Management Journal*, 34, 258–268.
- Savelsbergh, C. M. J. H., van der Heijden, B. I. J. M., & Poell, R. F. (2009). The development and empirical validation of a multidimensional measurement instrument for team learning behaviors. *Small Group Research*, 40, 578–607.
- Schnake, M. E., & Dumler, M. P. (2003). Levels of measurement and analysis issues in organizational citizenship behaviour research. *Journal of Occupational and Organizational Psychology*, 76, 283–301.
- Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological and team empowerment in organizations: A meta-analytic review. *Journal of Applied Psychology*, 96, 981–1003.
- Sharma, S., Duran, R., M. & Gur-Arie, O. (1986). Identification and analysis of moderator variables. *Journal of Marketing Research*, 18, 291–300.
- Spreitzer, G. M. (2008). Taking stock: A review of more than twenty years of research on empowerment at work. *Handbook of Organizational Behavior*, 54–73.
- Spreitzer, G. M. (1995). Psychological, Empowerment in the Workplace: Dimensions, Measurement and Validation. *Academy of Management Journal*, 38, 1442–1465.
- Spreitzer, G. M., Cohen, S. G., & Ledford, G. E. J. (1999). Developing effective self-managing work teams in service organizations. *Group & Organization Management*, 24(3), 340–366.
- Stevens, M. J., & Champion, M. A. (1994). The knowledge, skill, and ability requirements for teamwork: Implications for human resource management. *Journal of Management*, 20, 503–530.
- Stewart, G. L. (2006). A meta-analytic review of relationships between team design features and team performance. *Journal of Management*, 32, 29–55.
- Staats, B. R., Gino, F., & Pisano, G. P. 2010. *Varied experience, team familiarity, and learning: The mediating role of psychological safety*. Working paper 10-016, Harvard Business School.
- Tata, J., & Prasad, S. (2004). Team self-management, organizational structure, and judgments of team effectiveness. *Journal of Managerial Issues*, 16:248–265.
- Tesluk, P. E., & Mathieu, J. E. (1999). Overcoming roadblocks to effectiveness: Incorporating management of performance barriers into models of work group effectiveness. *Journal of Applied Psychology*, 84, 200–217.
- Thoms, P., Pinto, J. K., Parente, D. H., & Druskat, V. U. (2002). Adaptation to self-managing work teams. *Small Group Research*, 33(1), 3–31.
- Tian, X., Peng, X., & Peng, X., 2021. Influence of Prosocial Motivation on Employee Creativity: The Moderating Role of Regulatory Focus and the Mediating Role of Knowledge Sharing. *Front. Psychol*, 12, 704–630.

- Timmerman, T. A. (2005). Missing persons in the study of groups. *Journal of Organizational Behavior*, 26, 21-36.
- Trist, E. (1981). The evolution of socio-technical systems. *Perspective on Organizational Design and Behaviour*, 2, 1-67.
- Trist, E. L., & Bamforth, K. W. (1951). Some social and psychological consequences of the longwall method of coal-getting: An examination of the psychological situation and defences of a work group in relation to the social structure and technological content of the work system. *Human Relations*, 4, 3-38.
- Tschan, F. (2002). Ideal cycles of communication (or cognitions) in triads, dyads, and individuals. *Small Group Research*, 33, 615-643.
- Turner, J. C. (1987). *Rediscovering the social group: A selfcategorization theory*. New York, NY: Blackwell Publishers.
- Uhl-Bien, M., & Graen, G. B. (1998). Individual self-management: Analysis of professionals' self-managing activities in functional and cross-functional work teams. *Academy of Management Journal*, 41, 340-350.
- Van Der Vegt, G. S., & Bunderson, J. S. (2005). Learning and performance in multidisciplinary teams: The importance of collective team identification. *Academy of Management Journal*, 48, 532-547.
- Van der Vegt, G. S., Bunderson, S., & Kuipers, B. (2010). Why turnover matters in self-managing work teams: Learning, social integration, and task flexibility. *Journal of Management*, 36, 1168-1191.
- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *The Academy of Management Journal*, 37, 765-802.
- Wegman, L. A., Hoffman, B. J., Carter, N. T., et al. (2018). Placing job characteristics in context: Cross-temporal meta-analysis of changes in job characteristics since 1975. *Journal of Management*, 44, 352-386.
- Wageman, R. (1997). Critical Success Factors for Creating Superb Self-Managing Teams. *Organizational Dynamics*, 26(1), 49-61
- Wageman, R. (2001). How leaders foster self-managing team effectiveness: Design choices versus hands-on coaching. *Organization Science*, 12(5), 559-577.
- Wagner III, J. A. (1995). Studies of individualism-collectivism: Effects on cooperation in groups. *Academy of Management*, 38(1), 152-172.
- Wall, T. D., Kemp, N. J., Jackson, P. R., & Clegg, C. W. (1986). Outcomes of autonomous workgroups: A long-term field experiment. *Academy of Management*, 29(2), 280-304.
- Wall, T. D., Cordery, J. L., & Clegg, C. W. (2002). Empowerment, performance and occupational uncertainty: A theoretical integration. *Applied Psychology: An International Review*, 51, 146-169.
- Wat, D., & Shaffer, M. A. (2005). Equity and relationship quality influences on organizational citizenship behaviors—the mediating role of trust in the supervisor and empowerment. *Personnel Review*, 34, 406-422

- Weerheim, W., Van Rossum, L., & Ten Have, W. D. (2019). Successful implementation of self-managing teams. *Leadership in Health Services*, 32, 113–128.
- Wiese, C. W., & Burke, C. S. (2019). Understanding team learning dynamics over time. *Frontiers in Psychology*, 10, 1-14.
- Wiese, C. W., Burke, C. S., Tang, Y., Hernandez, C., & Howell, R. (2021). Team Learning Behaviors and Performance: A Meta-Analysis of Direct Effects and Moderators. *Group & Organization Management*. Vol. 0(0) 1–41.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17, 601.
- Wilson, J. M., Goodman, P. S., & Cronin, M. A. (2007). Group learning. *Academy of Management Review*, 32, 1041–1059.
- Wittenbaum, G. M., Hollingshead, A. B., Paulus, P. B., Hirokawa, R. Y., Ancona, D. G., Peterson, R. S., Jehn, K. A., & Yoon, K. (2004). The functional perspective as a lens for understanding groups. *Small Group Research*, 35(1), 17–43.
- Wu, T., Wang, W., Bi, X., & Liu, D. (2013). Mediating effect of team trust between team conflict and team effectiveness in self-management teams. *Journal of Applied Sciences*, 13, 1504–1508.
- Yang, S., & Guy, M. E. (2011). The Effectiveness of Self-Managed Work Teams in Government Organizations. *Journal of Business and Psychology*, 26, 531–541.
- Yeatts, D. E., & Hyten, C. (1998). *High-Performing Self-Managed Work Teams: A Comparison of Theory and Practice*. Thousand Oaks, CA: Sage.
- Zimmerman, M. A. (1993, April). Empowerment theory: Where do we go from here. Paper presented at the annual meeting of the Midwest Psychological Association, Chicago, IL.