

THE RELATIONSHIP BETWEEN SHARED LEADERSHIP AND TEAM PERFORMANCE

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Abstract: A leader is a person who will lead an organization to achieve goals, by motivating its members to achieve good performance. Shared leadership is one of the leadership styles that can be used to achieve good performance, because shared leadership is to provide opportunities for its members to contribute to performance achievement. This study aims to determine the relationship between shared leadership which has two dimensions, namely Task Oriented Shared Leadership (TOSL) and Relation Oreinted Shared Leadership (ROSL) to team performance. The sample used in this study was 216 people from three universities in the cities of Surabaya, Manado and Jakarta. The result is that there is a relationship between shared leadership and team performance. High TOSL and ROSL will result in high team performance or vice versa.

Keywords: *Shared Leadership, Task Oriented Shared Leadership, Relations Oriented Shared Leadership, team performance*

1. Introduction

The results of the 2020 Population Census (www.bps.go.id) show that Indonesia's population is dominated by Generation Z, with a total of 74.93 million or 27.94% of the total Indonesian population. So, it can be said that in another 7 years, they will enter the productive age, and will become leaders in the future. For this reason, around so that the Indonesian nation can become a great nation, and be able to become a developed country, it is very dependent on the quality of its human resources. It is an uphill task for the Indonesian state to be able to prepare its population so that it can compete with other countries and take advantage of this demography bonus with good preparation. One of the tasks that must be done is to make the population of productive age have the competence to become reliable leaders and will bring this nation on an equal footing with other developed countries.

Research (McGrath & MacMillan, 2000), states that effective leadership will affect the development of organizational performance so it can be said that leadership is the key to the development of organizational performance (Obiwuru et al., 2011). To be able to develop an organization that is sustainable and has a competitive advantage depends on the leader. (Avolio, 1999; Rowe, 2001). For this reason, it can be concluded that there is a relationship between leadership and performance.

Many previous studies have stated that shared leadership affects the improvement of team performance (Nisjstad, Berger-Selman, & De Dreu, 2014; Clarke, 2013), research was also developed on higher education with similar results (Han, Lee, Beyerlein, & KOLB,

2018; Mathiew, Kukenberger, D'innocenzo, & Reily, 2015). Research conducted by (Carson, Tesluk, & Marrone, 2007) reinforces support that shared leadership is very effective for improving performance in very complex conditions and situations.

From several research results, it has not found a word of agreement from the dimension of shared leadership used (Zhu, Laio, Yam, & Johnson, 2018). For this reason, according to (Wang, Waldman, & Zhang, 2014) states that shared leadership is still a concept because of the inconsistency of its dimensions, besides that measuring shared leadership can be done from various aspects (Hoch, 2013; Hoch and Duhlebohn, 2013). Shared Leadership can be measured from network analysis by measuring shared leadership from team members (Liu et al., 2014), while other researchers measure shared leadership from the number of leaders nominated (McIntyre & Foti, 2013). The opinion of Hoch et al., (2010) states that measuring shared leadership is a dynamic process because the behavior of the leader is distributed to his team members. Studies on the relationship between Shared Leadership and team performance are also widely carried out with different results (Mathieu et al., 2015; Turbans & Roberts, 2016).

The number of debits made the author need to conduct research with the aim of analyzing the relationship between shared leadership and team performance with an emphasis on generation Z who have the potential to be leaders in the future. Leaders have a big role as a source of organizational change (Fukuyama, 2014), as per Senge's (1990) opinion that a leader is called visionary leadership, because it must be able to convey a vision that is supported by everyone because it reflects the vision of those people. Shared leadership is a type of leadership where leaders are willing to distribute authority, power and responsibility to members either individually or in groups (Merkens & Spencer, 1998; Nassif, 2019). So, in other words Shared leadership is a condition that occurs when a leader distributes responsibility to his members in order to be able to contribute knowledge to other team members, thereby increasing the team's ability to provide high-quality knowledge (Wu & Cormican, 2016; Jackson, 2000; Lambert, 2002; Pearce & Conger, 2003).

According to the results of research related to the concept of the importance of the relationship between shared leadership and work and how to measure its impact on the team making shared leadership a team centric phenomenon (Ensley et al., 2006; Serban and Roberts, 2016), where team members are related to the role and responsibility of the leader towards his team (Robert and You, 2018, p. 503), and receive collegial leadership (Aubé et al., 2017, p. 199), i.e. collective leadership proses, in which many team members step up to participate in the team leadership function (Hoch and Dulebohn, 2017,). The emphasis of shared leadership is that leadership is carried out by the team as a whole and not just by one designated individual (Ensley et al., 2006), so that there is a mutual influence and shared responsibility, where they lead each other to achieve common goals (Wang et al., 2014)

Shared leadership (Muethel & Hoegl, 2016). Carson et al, (2007) consist of: (1) shared purpose, which is a condition when team members have a common understanding of the main goals of the team to ensure that the steps taken are focused on collective goals, (2) social support is an effort that team members make to provide strength emotionally and psychologically (3) voice which is defined as a condition regarding the extent to which team members have an idea of how the team runs things in order to the goal is achieved. Shared leadership as a quality and process in the team that creates a mechanism to unite the team and strengthen the commitment to team success (Nassif, 2018). According to Wu & Chen (2018) shared leadership has implications for employee performance, namely the existence of a common understanding of the main goals of the team, the presence of emotional and

psychological encouragement, and the involvement of team members to collaborate in terms of decision making and responsibility, so employees will perform better in the organization.

Research from Yulk (2006), developed the dimensions of Shared leadership into two dimensions, namely the TOSL (Task Oriented Shared Leadership) and ROSL (Relation Oriented Shared Leadership) Dimensions. For the Task Oriented Shared Leadership dimension measures the aspect that a leader only focuses on tasks to achieve desired goals or management tasks such as coordination needed in relation to work activities, such as administration work, supervising product quality and preparing financial reports. Meanwhile, the Relationship Oriented Shared Leadership Dimension focuses on job satisfaction, motivation, and life balance of the members. This leader always builds a good relationship with his members and helps each of his members (Reily, 1968). The leader realizes that work productivity requires a positive work environment, and he is willing to take risks, as well as provide support (Graen and Uhl-Bien, 1995).

Team performance is a team effort to achieve its goals and mission, as well as to build structures, provide feedback, and develop team members (Zhang et al., 2012). A leader is required to share information and knowledge in the team (Katz, 1998), in order to improve team performance (Mehra, 2006). The results of the study (Carson et al., 2007) found that shared leadership is a useful predictor of team performance when assessed by clients. Sivasubramaniam et al., (2002) state that collective leadership behavior is positively related to group potential and team performance. Similarly, Pearce and Sims [6] were able to find significant evidence that shared Leadership has a stronger correlation with team performance than traditional vertical leadership (top-down).

2. Research Method

This study used data from 216 respondents from university students in 3 cities, namely Surabaya, Manado, and Jakarta, who were involved in entrepreneurial projects or student organizations. The number of men is 37%, and women are 73%. When viewed from the involvement of organizations followed by 27% involved in student unions and 83% in business projects. The Specific participant demographic are outlined in Table 1

Table 1 Sample characteristic

Characteristics		Frequency	Percentage
Gender	Male	80	37 %
	Female	136	73 %
Organization	Student Union	60	27%
	Business Project	156	83%

Sources: data proceed 2022

3. Results and Discussion

3.1. Results

Task Oriented Shared Leadership (TOSL) and Relation Oriented Shared Leadership (ROSL) with Team Performance

The data were analyzed using different tests to compare TOSL (Task Oriented Shared Leadership) variables with Team Performance with the results as in Table 2, namely there is a difference in perception between high TOSL and low TOSL with Team Performance because the p value < 0.01.

Table 2. Test Results of Differences in TOSL and Team Performance

	t	df	p
TE	-11.179	214	< .001 ^a

Note. Student's t-test.

^a Levene's test is significant (p < .05), suggesting a violation of the equal variance assumption

Source: processed data

The requirement to conduct a differential test is that the data must be normally distributed, for which a data normality test is carried out using the Shapiro-Wilk test, which states that the distributed data is normal (Table 3)

Table 3. Normality Test using Shapiro-Wilk test

		W	p
TE	1	0.942	< .001
	2	0.912	< .001

Note. Significant results suggest a deviation from normality.

Table 4 Mean TOSL

	Group	N	Mean	SD	SE	Coefficient of variation
TE	1	115	3.579	0.586	0.055	0.164
	2	101	4.391	0.464	0.046	0.106

Table 4 explains the TOSL variable with the highest mean value of 4.391 and the standard deviation of 0.464 while the lowest mean is 3.579 with a standard deviation of 0.586, meaning that the data is less varied (homogeneous) because the standard deviation value is lower than the mean.

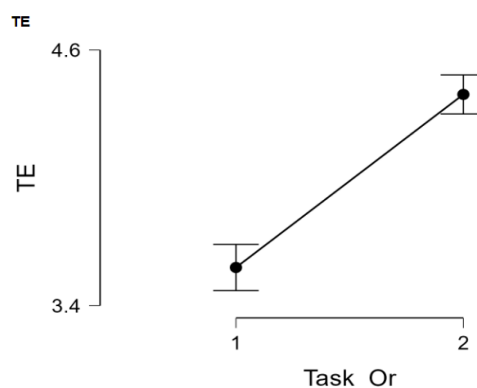


Figure 1. Relationship between TOSL and Team Performance

In Figure 1, it can be explained that TOSL has a relationship with team performance because high TOLL will affect high team performance and low TOLL will have a low impact on Team performance

Relationship Oriented Shared Leadership (ROSL) and Team Performance

The data were analyzed using different tests to compare the variable ROSL (Relation Oriented Shared Leadership) with Team Performance with the results as in Table 5, namely there is a difference in perception between high ROSL and low ROSL with Team Performance because the p value < 0.01 .

Table 5 Test Results of ROSL and Team Performance Differences

	t	df	p
TE	-11.545	214	$< .001^a$

Note. Student's t-test.

^a Levene's test is significant ($p < .05$), suggesting a violation of the equal variance assumption

The requirement to conduct a differential test is that the data must be normally distributed, for which a data normality test is carried out using the Shapiro-Wilk test, which states that the distributed data is normal (Table 6)

Table 6 ROSL Normality Test using Shapiro-Wilk test

		W	p
TE	1	0.910	$< .001$
	2	0.915	$< .001$

Note. Significant results suggest a deviation from normality.

Table 7 Mean TOSL

	Group	N	Mean	SD	SE	Coefficient of variation
TE	1	116	3.575	0.562	0.052	0.157
	2	100	4.404	0.482	0.048	0.109

Table 7 explains the ROSL variable with the highest *mean* value of 4.404 and the standard deviation of 0.48 while the lowest mean is 3.575 with a standard deviation of 0.562, meaning that the data is less varied (homogeneous) because the standard deviation value is lower than the mean.

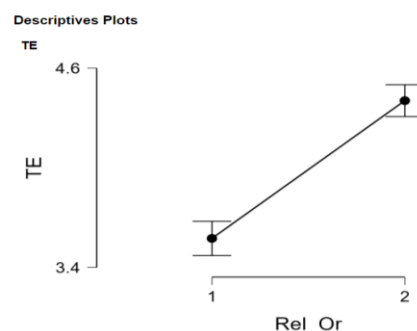


Figure 2. Relationship between ROSL and Team Performance

In Figure 2, it can be explained that ROSL has a relationship with team performance because high ROSL will affect high team performance and low ROSL will have a low impact on Team performance

3.2. Discussion

Based on figures 1 and 2, it can be seen that Shared Leadership which is translated into two dimensions, namely: TOSL and ROSL have a relationship with Team performance, this supports the research carried out by (Nisjad, Berger-Selman, & De Dreu, 2014; Clarke, 2013). This is because shared leadership is carried out in a team (Ensley et al., 2006) then the existing responsibility is a shared responsibility and each member will work together to achieve purpose (Wang et al., 2004).

The dimension of shared leadership initiated by (Yulk, 2006), can explain that a leader who has elements of TOSL is a leader who focuses on how to be able to achieve the goals that have been set by coordinating his work, will carry out and supervise administrative activities so that they run in accordance with procedures, supervise product quality to be in accordance with established standards or try prepare reports in a timely manner in order to support existing performance. The ROSL dimension will prepare a leader who pays attention to good relations with his members, because he realizes that by creating good relationships with his members (Reily, 1968), then he can create a positive work environment and will help achieve high productivity (Graen and Uhl-Bien, 1995).

4. Conclusion

Shared leadership is one of the appropriate leadership styles to apply because shared leadership gives members the opportunity to develop as well. Shared leadership is how a leader to achieve the goals of the organization then he will share authority with his members, this allows his members to contribute to the achievement of team performance, because he will be able to make decisions more quickly. The relationship between shared leadership and team performance through the TOSL and ROSL dimensions is that a leader who uses high TOSL and ROSL will achieve high team performance or a leader who uses TOSL and ROSL who will achieve low team performance. For this reason, a leader is expected to be able to combine TOSL and ROSL well to create optimal team performance.

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