

ANALYZING THE IMPACT OF SHARED LEADERSHIP DIMENSIONS ON TEAM PERFORMANCE: MODERATING ROLE OF COURAGEOUS FOLLOWERSHIP

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ABSTRACT

Followership study is gaining momentum in leadership research. Drawing from Conservation of Resource Theory (COR) and constructive approach in followership theory, this study investigates the moderating role of courageous followership on shared leadership and team performance. Using sample of leader-follower dyad from 28 teams in multiple departments of research and innovation labs in Pakistan, we support our hypothesis that courageous followership enhances relationship-oriented shared leadership impact on team performance. Moreover, the negative impact of task-oriented shared leadership on team performance is reduced by courageous followership behavior. This study has critical implications for followership development highlighting the role of followers in team performance. Organization needs to focus development of courageous followership along with good leadership.

Key Words: Shared Leadership, Courageous Followership, team performance.

INTRODUCTION

The world leaders are leading at the edge with diversity of public, political, and educational challenges. Leadership has been tested severely due to uncertainty during pandemic. Generally, the leaders need to deal with three types of problems that are known as puzzles, wicked and critical problems (Grint, 2020). Critical problems are usually leading towards uncertain and ambiguous situations (Grint, 2005). The researchers and scholars are devising new ways to lead in critical times (Ahne & Lo, 2020), critical problems can only be dealt with by collaboration, proactive role of team and public to cooperate with leaders. The mainstream leadership theories are unable to deliver what is expected by the leaders in this challenging situation (Tourish, 2020). In today's dynamic business environment, a single leader cannot perform all the tasks, the shared leadership (Pearce & Sim, 2002) can be the solution to solve the dynamic problems faced by the organizations (Small & Rentsch, 2010). Shared Leadership is advantageous for team collaborative work and brings productive solutions (Carson et al., 2007).

Both forms of shared leadership i.e task and relationship oriented have different and opposite impact on performance of teams (Haan et al., 2021). The consequences of shared leadership have some divergent insights in academic research (Nicolaides et al., 2014). The members in teams feel empowered through shared leadership by sharing power to effectively play both leading and following roles (Ali et al., 2020). Unfortunately, most of the organizations continue to ignore the following role due to obsession of leaders in leading role (Peterson et al., 2021). Most of research is leadership centric, where leaders play important role in development of followers, and following role is considered as outcome only (Hurwitz & Hurwitz, 2009). Many studies investigated the role of shared leadership (Martin et al., 2018), antecedents of shared leadership (Ali et al., 2020), emergence of shared leadership (Rose et al., 2021) and different conditional impact of shared leadership (Nicolaides et al., 2014) but the independent or moderating role of followership as behavior is unexplored in shared leadership literature. Challef (2009) a management practitioner introduced the concept of courageous followership—a proactive form

of followership having dimensions of assume responsibility, serve the leader, take part in organizational transformation, challenge the wrongdoings of leaders, and by doing so that follower is capable enough to leave the organization on basis of ethical practices of leaders in the shape of taking moral action. The work of followership is still in its infancy as most of the followership models in management are developed by practitioners and theory building needs more empirical investigations (Northhouse, 2019).

This research study aims to explore the contradictory finding on dimensions of shared leadership on team performance using COR theory framework. Drawing on followership theory taking lens of leadership process framework this study builds argument that leading and following occur simultaneously (Uhl-Bien et al., 2014). Moreover, it will link shared leadership with team performance through courageous followership as a condition.

Theory and Hypotheses

Shared Leadership and Team Performance

The shared leadership emerges when other member accepts leadership role of other team members (DeRue & Ashford, 2010). High performing work teams has strong impact of shared form of leadership as it adds value to their performance (Ensley et al., 2006). The shared leadership is form of dichotomous behavior having task and relationship orientation (Burke et al., 2006). The research supports that while studying such form of leadership, researchers must consider both dimensions of behavior for better understanding the impact of shared leadership (Han et al., 2021).

Shared leadership dimensions of Task - Orientation and Team Performance

Team members work collectively to achieve organization objectives. Team members are more focused on achieving good performance targets as they get more instructions and work detail from leader who practice shared form of leadership (Grille & Kauffeld, 2015). By practicing task-oriented shared leadership, the leader explains and coordinates every rule and procedure that add value to performance of team members (Yukl et al., 2002). But, in academic research very inadequate attention is paid on practical application of task orientation of shared form of leadership (Conger & Pearce, 2003).

When leader explain all details and coordinates each rule and procedure it becomes difficult for high performing members to reach on decision which results in poor performance of team (Zhu et al., 2018). From perspective of COR theory (Hobfoll et al., 2018) the slow decision-making results in resource loss in case of not achieving job demands that results in spiral loss which become fast then gain resulting in low performance. This leads to following hypothesis H 1: Shared leadership dimension of task orientation has negative relationship with team performance.

Shared Leadership dimension of Relationship orientation and Team Performance

The relationship-oriented form of shared leadership plays important role in enhancing motivation, performance, and job relation satisfaction of members (Judge et al., 2004). According to job resource model (Demerouti & Bakker, 2011) the factors related motivation, job satisfaction and performance are considered as resources for individuals. The COR theory perspective (Hobfoll et al., 2018) explained that when individuals see gain in resources, they work harder, the individual with less resources. Therefore, relationship orientation of shared leadership is considered as resource for employee and that increases their performance. This aspect of theoretical support helps us to develop the following hypothesis

H2: Shared leadership dimension of task orientation has positive relationship with team performance.

Courageous Followership as moderator

Literature on followership defines courageous follower as follower who has courage to act, take responsibility of actions and widely recognized by team members (Challeff, 2010; Uhl-Bien et al., 2014). Such type of follower exhibit leadership qualities as courageous followership leader towards exemplary leadership practices (Ghias et al., 2018). The management scholar in the 20th century slowly recognized the independent role of followers (Uhl-Bien et al., 2014). Earlier leadership theories of Great Man where leaders were considered heroes have evolved with the growing changes in the social-economic paradigm – recommending a shared form of leadership (Northhouse, 2019). The courageous followership is a form of behavior exhibited by follower taking responsibility for the organization's work (Challeff, 2010).

The constructive approach in followership theory (Uhl-Bien et al., 2014) posits that leadership and followership are co-created where a leader- can lead as well as follow. This aspect is very much related with shared leadership, where leader delegate responsibility performs both role as team member. The patterns of leading and following in presence of shared leadership highlights the important role of courageous followership. The constructive approach of followership the team members engage in

following behavior in way that construct leadership among members with positive team outcomes (Uhl-Bien & Carsten ,2018). The dimension of task orientation of shared form of leadership empowers team members to achieve high work standards through explaining, assigning work and responsibilities to team members (Grille & Kauffeld, 2015).

Courageous followership is an authentic form of behavior that naturally works for the common purpose of organization and leader success, nurtured when leaders are open and allow the subordinates to access them (Challef,2010). Followers' ability to affect organization outcomes will enhance leader decisions of more shared form of leadership (Van Dierckon & Diskon, 2012). From a psychological theory perspective, followers' sense of ownership of an organization leads towards a responsible attitude (Pierce et al., 2001). Ownership comes in the individuals once they invest their time, energy, and efforts to achieve objectives.

Employees taking ownership of the organization enhances employees' attitudes towards the behavior of responsibility towards the organization (VandeWalle et al.,1995) which enables them to perform their tasks effectively. If followers take initiative with a deep sense of responsibility towards organization goals, the leader, in turn, reciprocates by sharing information (Avolio & Reichard,2008) and enabling followers to have trust in the leader. Such followers act as a buffer to lead, protect leaders, and help leaders toward creative work. These aspects lead to hypothesize that courageous followers are not afraid of task details, rather they help leader to further delegate work by adding value to high performance which in turn add value to team performance. Such form of followership behavior also maintain relationship with leaders rather they stand up for the leaders to achieve organizational objectives (Challef,2010)

H 3: Courageous followership moderates the relationship between task orientation of shared form of leadership with team performance to an extent that high level of courageous followership decreases shared leadership task orientation and team performance.

H 4: Courageous followership moderates the relationship between relationship orientation of shared form of leadership with team performance to an extent that high level of courageous followership enhances shared leadership relationship orientation and team performance.

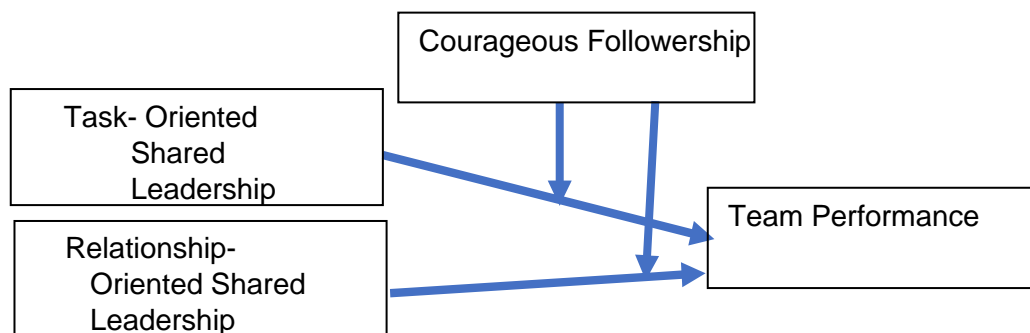


Fig 1: Conceptual framework

METHODOLOGY

The current study used quantitative approach having explanatory research design. The pandemic has impacted the health sector badly, high work responsibility bore on team members working in research and development of ventilators, along with other biomedical devices (Bartsch et al., 2020). Moreover, the role of shared form of leadership is very crucial for team performance in innovation labs (Rose et al., 2021). The sample population was collected from project teams working in research and innovation labs, designing ventilators, X-rays machines.

These teams were working in multiple departments of research and innovation labs i.e., Mechanical systems, Computer Engineering, Design Implementation, Mechatronics, Electrical, Quality Control and Quality Assurance, and Hardware and Production. The total number of 40 team leaders were contacted with the help of administration in research and innovation lab centers located near Islamabad and Rawalpindi, who further distributed the questionnaire to average of 6 team members in each team.

Total number of 240 questionnaire were distributed among team through their leaders to rate their team leads on shared leadership dimensions and 40 leaders rated their subordinates on courageous followership and their team performance. The data was received and analyzed for completion, 12 team returned incomplete or missing data. Finally, 28 teams having 168 members' complete data was computed in SPSS 25. The male members constitute 76% and females are 24% in number. The 57% are having master's degree where 43% were holding bachelor's degree. The average team members are from 20-45 years of age having 2-6 years of tenure with Leader and average within team members tenure is from 1-5 years.

Measurement

All the instruments used in the study are adapted from previously published research studies. The shared leadership dimensions of task orientation and relationship orientation is rated by subordinates about their leader's using six items with six items having reliability $\alpha = 0.79$ used in Haan et al (2021). The reliability for shared leadership for present study also in range, for task oriented, $\alpha = 0.77$, relationship-oriented, $\alpha = 0.82$. To measure the team performance which is rated by the leader using scale having four items having $\alpha = 0.90$ (Henderson & Lee, 1992). The team performance reliability was computed for this study and values of $\alpha = 0.87$ which is consistent and in range for acceptable criteria of reliable instrument.

This study adapted Courageous followership questionnaire developed by Dixon (2003) having 19 items scale rated by leaders about their subordinate's courageous followership. This scale is widely used in research to study courageous followership among faculty members with overall reliability $\alpha = .74$ (Schwab, 2017). This instrument is used to measure wide variety of sector like military organization (Green 2018), in Pakistan to measure managers followership and leadership behavior (Ghias et al., 2018) with $\alpha = .78$, moreover, also used in measuring relation with Islamic work ethics among project managers in NGO (Ghias et al., 2020). The reliability value of courageous followership for this study is in range with previous studies $\alpha = .81$.

RESULTS

The study results analyzing the role of courageous followership behavior of shared leadership dimension, task orientation and relationship orientation on team performance. The Pearson correlation was computed and presented in Table 1.

Table No. 1 Correlation of all Variables (n=168)

Variables	I	II	III	IV
I-Courageous Followership	-	-	-	-
II- Relationship Shared Leadership	.560**	-	-	-
III-Task Shared Leadership	-.470**	.356**	-	-
IV-Team Performance	.750**	.574**	-.503**	-

The results of correlation show positive significant relation of all variables (Table 1). The Courageous Followership and relationship oriented form of shared leadership has significant positive correlation ($r = .560^{**}$, $p < .01$), task-oriented form of shared leadership is negatively correlated ($r = -.470^{**}$, $p < .01$) with performance in teams resulted in positive correlation ($r = .750^{**}$). The relationship oriented form of shared leadership has significant positive correlation with performance in teams ($r = .710^{**}$, $p < .01$) whereas task oriented form of shared leadership has negative correlation with performance in teams ($r = -.503^{**}$, $p < .01$). These results state the strong relation concerning Cohen's criteria (Cohen, 1988). The results shows that relationship oriented form of shared leadership and courageous followership has positive association with performance in teams whereas task-oriented form of shared leadership has negative association with performance in teams.

To analyze the relationship between the impact of dimensions of shared leadership i.e.

relationship and task-oriented form of shared leadership on performance of team, multiple regression was computed in SPSS 25 to test the H1 and H2. The results are reflected in Table 2.

Table No. 2: Multiple Regression Analysis (n=168)

Model		B	S. E	β	t	Sig.
(Constant)		1.92	.278	-	6.9	.000
1	Relationship Shared Leadership	.65	.058	.60	11.2	.000
	Task Shared Leadership	-.24	.044	-.29	-5.2	.000

$$r=.76, R^2=.57 F= 112.5^*, df (2,165)$$

Team Performance (TP), Dependent Variable * $p < .05$, ** $p < .01$, *** $p < .001$

The multiple regression is applied to test the hypothesized relationship of two forms of shared leadership i.e. task-oriented – relationship-oriented and performance of team. The value of $r=.76$ is within the Cohen's range of model fit as value of $r > 0.5$ reflects strong association among variables of study. The performance of team shows variance $R^2 = 57\%$, $F(2,165) = 112.5$, $p < .01$. due to shared form of relationship-oriented and task-oriented leadership. The results of multiple regression support the hypothesis 1 and hypothesis 2, the performance of team increases due to relationship-oriented form of shared leadership ($\beta=.65$, $p < .001$), and decreases due to task-oriented form of shared leadership ($\beta=-.24$, $p < .001$),

To test the H3, courageous followership as boundary condition between relationship oriented shared leadership and team performance the hierarchical multiple regression analysis was computed in SPSS as shown in Table 3, in the first step, model 1, which includes the impact of courageous followership and relationship-oriented leadership on team performance. The results showed significant change in team performance, $R^2 = .505$, $F(2,168) = 100.4$, $p < .05$. In Model 2, Table 3, the interaction term of courageous followership with relationship oriented shared leadership was added to the hierarchical regression model which showed a significant amount of variance in the team performance, $R^2 \Delta = .028$, $F(1,167) = 3.10$, $p < .05$. As shown in Table 3, model 2 explains that introducing moderator, R square explains 2.8% variance in team performance due to conditional effect of courageous followership. In model 1, the performance of team increases due to relationship-oriented form of shared leadership ($\beta=.42$, $p < .001$) and courageous followership ($\beta=.51$, $p < .001$). The Model 2 Table 3, represent the enhancing role of courageous followership in relation to team performance and shared form of relationship-oriented leadership.

Table No. 3 Moderation Analysis Coefficient (n=168)

Model	R Square R^2	R Square Change $R^2 \Delta$	Beta Value (β)	t	Sig
1 (Constant)			-	-	-
ROSL	.505	.505	.424	8.05	.000
CF			.512	9.72	.000
2 (Constant)	-	-	-	-	-
ROSL			.383	7.22	.000
CF	.533	.028	.499	9.69	.000
ROSL x CF			.141	3.10	0.02

Team Performance (TP), Dependent Variable (Task Oriented Shared (TOSL), Relationship Oriented Shared Leadership (ROSL), Courageous Followership (CF). To test the H4, courageous followership as boundary condition between task-oriented form of shared leadership on performance of teams, the hierarchical multiple regression analysis was computed in SPSS as shown in Table 3, in the first step, model 1, which includes the impact of courageous followership and task-oriented form of shared leadership on performance of teams. The results showed significant change in performance of teams, $R^2 = .591$, $F(2,168) = 99.4$, $p < .01$. In Model 2, Table 4, the interaction term of courageous

followership with task-oriented form of shared leadership was added to the hierarchical regression model which showed a significant amount of variance in the performance of teams, $R^2\Delta=.010$, $F(1,167)=3.10$, $p<.05$. As shown in Table 4, model 2 explains that introducing moderator, R square explains 1.9% variance in team performance due to conditional effect of courageous followership. In model 1 Table 4, the performance of team decreases due to task-oriented form of shared leadership ($\beta=-.19$, $p<.001$) and courageous followership increase performance of team ($\beta=.65$, $p<.001$). The Model 2 Table 4, represent the enhancing role of courageous followership in relation to team performance and shared form of task-oriented leadership where interaction of courageous followership is significant $p=.03$ with $\beta=.102$ results in positive change due to courageous followership behavior in task orientation and performance of team.

Table No. 4 Moderation Analysis Coefficient (n=168)

Model	R Square R^2	R Square Change $R^2\Delta$	Beta Value (β)	t	Sig
1 (Constant)			-	-	-
TOSL	.591	.591	-.193	-3.46	.000
CF			.651	11.6	.000
2 (Constant)	-	-	-	-	-
TOSL			-.204	-3.64	.000
CF	.560	.019	.642	11.3	.000
TOSL x CF			.102	2.61	0.03

Team Performance (TP), Dependent Variable (Task Oriented Shared (TOSL), Relationship Oriented Shared Leadership (ROSL), Courageous Followership (CF)

DISCUSSION AND CONCLUSIONS

The present study analyzed the task-oriented form of shared leadership and relationship oriented on performance of teams along with role of courageous followership as boundary condition. The relationship-oriented form of shared leadership add value in enhancing performance in teams whereas courageous followership positively moderates the relation. On the other hand, task-oriented form of shared leadership decreases performance of teams, but courageous followership positively moderates the relation to an extent that it reduces the negative impact of task oriented form of shared leadership by enhancing team performance.

Theoretical and Practical contribution

The first theoretical contribution of study is made by analysis of relationship and task-oriented form of shared leadership and performance- of teams. Although the impact of relationship and task oriented shared leadership is found in previous researchers (Zu et al,2018; Han et al,2021) but this study added value by analyzing it in culture of Pakistan context. The positive impact of relationship oriented shared leadership and negative impact of task oriented shared leadership is consistent with previous research and this is true in Pakistan context too. Our study also suggests that leader should focus more on relationship orientation and less on task orientation in innovative teams where new ideas in research labs are generated because task orientation lower team performance (Han et al,2021) as micromanagement by leadership decreases the leading ability of employees (Capler,2021) this lower employee's performance.

Secondly, we extended theoretical contribution by combining leadership with followership by analyzing the boundary condition of followership role in leadership and team performance as followership is best studied with leadership and we need to highlight the role of followership in leadership process (Uhl-Bien,2021). Moreover, this study filled the research gap of studying the boundary condition of task-oriented form of shared leadership and performance in teams which is also suggested by Han et al (2021) to study the boundary condition of performance in teams and task-oriented form of shared leadership. This study added value not only by identifying the conditional role rather linked follower's role as conditional effect thus highlighting the much-needed research in followership (Uhl-Bien et al.,2014; Northhouse,2019; Uhl-Bien, 2021).

Thirdly, we tested the followership theory by studying relationship approach of followership

where followers play integral role in leadership process (Uhl-Bien et al.,2014). Our findings suggests that courageous followership as boundary condition plays pivotal role and impact leadership and team performance. Our findings suggests that courageous followership has important role in leadership and team performance. It adds value to by enhancing performance of team members through relationship orientation of shared leadership. The study also confirms that conditional role of courageous followership in reducing that negative impact of task- oriented form of shared leadership in performance of team members. Our findings statistically confirms that courageous followership behavior enables subordinates to serve as partner to leaders (Chaleff,2009).

Limitation and Future Directions

This study analyzed the shared form of leadership and its two dimensions in research-based organizations. The results of task orientation form of shared leadership show negative impact on performance of teams and courageous followership moderate significantly by decreasing the negative effect. This may be due to research labs and researchers' occupation where innovation is more related to creating environment in which organization members can openly work without task descriptions, future research might see sample from other occupations as employee occupations has different implicit followership behavior (Urbach, et al.,2020).

Secondly, we analyzed the two dimensions of shared leadership on performance of team, with conditional role of courageous followership, the future research might see the relationship with participative leadership as antecedent of shared leadership as team voice behavior enhance the participative leadership impact on shared leadership. (Ali & Waon,2020). Thirdly, although this study used dyadic reporting of behaviors of leaders and teams that have control over biases, but future research might look for experimental design in different population that might impact the role of courageous followership.

Lastly, this study did not control of age, gender, tenure with leader and size of organization, these variables might impact the relationship among courageous followership, shared leadership, and performance of teams. Future research might see the same relationship for controlling these variables because the tenure with leader has significant impact on task performance form of shared leadership, team performance and team psychological capital (Hanet, al,2021).

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