

Impact of shared leadership with mediating role of team trust on team performance

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Abstract

Purpose- Dynamic organizations focus on the team based environment, hence shared leadership concept is becoming increasingly important. On the basis of social learning theory, we explore the role of shared leadership for maximizing the performance of any team in an organization.

Design/Methodology/Approach- To test our hypothesis, data were collected from 350 members of 35 different teams by using Confirmatory Factor Analysis to discuss the relationships among shared leadership, team trust and team performance that bounded by team diversity.

Findings- Results showed positive link between shared leadership and team performance and finding also showed how team trust mediates shared leadership and team performance relationship. Furthermore, moderating effect of team diversity is also examined in our study. Our research brings important insights into the area of shared leadership and provides clear future direction. Shared leadership can be increased in organizations by focusing on team trust.

Originality/value- The novelty of this paper exists in inclusion of team diversity as moderation effect between team trust and team performance.

Keywords- Shared Leadership, Team Trust, Team Diversity, Team Performance

Research type- Research Paper

1. Introduction

The need for diverse skills, increased global competition, innovation and expertise acted as a driving force for the emergence of shared work in teams which is basic building block of organizations (Ghosh et al., 2019; Hoch & Kozlowski, 2014; Jones et al., 2020) The use of different types of teams became most common changes in today's complex work environment (Bergman et al., 2012; Devine, 2002; Klasmeier & Rowold, 2020; Zaccaro et al., 2020). To address complex work problems needs collaborative development of innovative and creative solutions and the foundation of team work which provides information, inspiration and support to other employees so that they can promote, develop and bring new ideas (Perry-Smith, 2003) . In this

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way, teams have become the back bone of organizational achievements as teams generate great benefits (Ellis et al., 2005), and thus, increase performance (O'Neill & Salas, 2018).

According to (Brown & Gioia, 2002; Day et al., 2004), organizations are facing uncertainty, dynamic environment and globalization. So, to cope with the changes in the environment, organizations have restructured themselves and turned to teams to compete more efficiently and effectively (Austin, 2003; Ilgen et al., 2005). Now, the challenge arises here is that how to manage those team based structure (Morgeson et al., 2010).

Leadership plays a very important role for organization success by managing good teams. Top-down and hierarchal processes that considered formal position are complemented by horizontal and informal form of leadership (Klasmeier & Rowold, 2020). To date, the main focus

of studies has been to investigate direct effect of shared leadership. So, researchers also recommend that the link between shared leadership and outcomes can be moderated by some other variables (Pearce & Sims, 2002). Diversity in teams and trust are the factors which can influence the association between leadership and team performance. According to (Liu et al., 2014; Zhu et al., 2018), teams allocate leadership roles to those members who have expertise in particular areas.

Shared leadership can be explained as a situation where teams are combined to exert leadership influence (Pearce & Conger, 2002). Recent studies on leadership found advantageous outcomes of shared leadership for organizations (Liu et al., 2014; Zhu et al., 2018). Both (D'Innocenzo et al., 2016; de Cruz, 2019) concluded shared leadership is strongly related with team outcomes if it cannot be measured through aggregation based method rather it can be measured with social network techniques. Study conducted by (Wang et al., 2014) theory proposes shared leadership might be useful to performance, some empirical research also supported this argument.

Both (Contractor et al., 2012; Denis et al., 2012) concluded that shared leadership gained lot of attention among practitioners and researchers. It is argued by the proponents of shared leadership that leader serves multiple functions that cannot be performed by a single person in any organization (Gottman et al., 1998; Morgeson et al., 2010; Zaccaro et al., 2020).

Past studies also found positive impact of shared leadership on team satisfaction (Serban & Roberts, 2016) team proactivity (de Cruz, 2019; Hunsaker & S., 2008) team performance (Ensley et al., 2006) and team functioning (Bergman et al., 2012). However, previous studies on leadership focused only on formal leaders, and its impact on the organizations as well (Bass & Bass, 2009).

When the shared leadership increases in teams, team members accept one another's influence and share influence with each other (Aime et al., 2014) so, it provides opportunity to all team members to build trust (Bergman et al., 2012). Trust is considered to be very crucial in team interaction and dyadic relationship. When leader trust on team member, team member stimulate risk-taking behaviors (Derue & Ashford, 2010; Saks, 2006). So, trust in team is aspect that is considered to be associated with team performance because of the fact trust is an important element in team's knowledge attainment. The more members of the team trust each other, the more they are expected to engage in knowledge sharing and openly communicate. Theory proposes building trust among individuals in the team is one way through which shared leadership can be beneficial for team performance (Ferrin et al., 2008; Wang et al., 2014). As shared leadership increases the members in teams are more likely to accept and share one another's influence (Aime et al., 2014), that in turn provide opportunities to building trust (Bergman et al., 2012) and vice versa. Trust enhances cooperation among group members that is a necessary part for collective actions (Ferrin et al., 2008). Thus, trust is supposed to be a vital mechanism through which shared leadership may increase performance (Drescher et al., 2014).

Diversity can be a factor that possibly will affect link between shared leadership and team performance. As organizations are shifting towards the use of teams, the concept of team diversity is also increasing because diversity can affect teams and groups positively and negatively (Guzzo & Dickson, 1996; Milliken & Martins, 1996). Age diversity gained lot of attention because of aging workforce has reported by several scholars that have both negative and positive effect on team performance (Jackson et al., 2003; van Knippenberg et al., 2004; Williams & Charles, 1998).

Ambiguous evidence exists pertaining to the link between leadership and performance of the teams. (Nicolaidis et al., 2014) concluded team tenure is negatively affect shared leadership and team performance and recommended members of the teams might not be able to "sustain the sharing of leadership over a long period of time". On the other hand, (Wang et al., 2014) suggested that shared leadership is enhanced in a team with the passage of time. However, it is agreed time also plays a vital part in establishment of shared leadership, thus require an extra academic and experimental consideration in this regard (Nicolaidis et al., 2014).

Therefore, main objective of the current research was to investigate likely effect of shared leadership on team performance involving team trust and team diversity. Since, it has not been investigated before that team trust is taken as a mediator among shared leadership and team

performance. So, team trust has been taken as a mediator in this present research. We used a sample of 350 individuals on 35 teams from different banking sectors of Pakistan.

2. Theory and hypothesis development

According to social learning theory (Laland & Rendell, 2009) followers see the formal leader as a role model to recognize what behavior in the team will be appropriate while choosing whether to recognize and accept others leadership. An acceptance of other member and one's own leadership function are expected to happen in teams in which the formal leader involve their followers in decision making. This approach is similar to a participative leadership style which involves followers in leadership actions to resolve problems and accomplish team objectives (Armenakis et al., 1993; Miao et al., 2013).

The social learning theory recognizes the impact of reinforcement on employee's behavior within organization. Reinforcement contingency refers to the environment cues that lead worker conduct, move towards the rewards that consequently strengthen employee behavior. If a person is able to specify contingencies of self-reinforcement, it might be considered as a substitute for leadership (Manz & Sims, 1980)

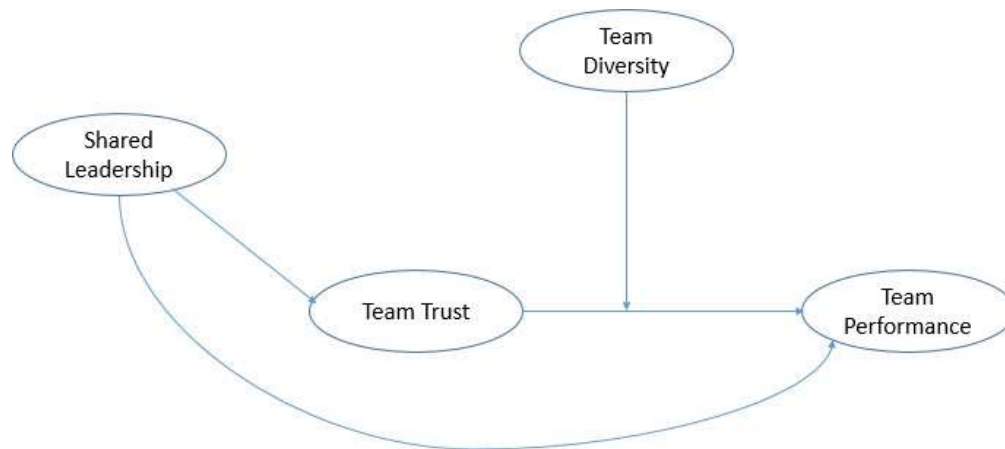


Figure 1 Research Framework

Shared leadership

Shared leadership idea was first provided by Gibb (1954). According to (Carson et al., 2007; Zhu et al., 2018) different researches described shared leadership in several ways. Shared leadership can be defined as a process between the groups for whose aim is to guide each other for attainment of goals of the organization (Pearce & Sims, 2002). There is a difference among shared leadership and formal leadership in way that the former is the informal source of leadership and the latter stems from formally designated leader of teams (Ali et al., 2020). Team member's leadership influence along with leadership influence of team leader can positively affect the teams (D'Innocenzo et al., 2016; Morgeson et al., 2010; Wang et al., 2014). From the functional approach of leadership, team members complete diverse leadership roles. Moreover, members of the teams mutually structure the tasks and give feedback. According to (Morgeson et al., 2010) team members also help each other in solving problem and create a supportive climate among teams.

Scholars have described that leadership is a downward process that derive from single person among the teams. Conventional studies on leadership considered that how leadership style can influence the followers (Bolden, 2011; Pearce & Conger, 2002). Since 1990's, scholars have challenged top down approach of leadership by arguing that leadership is a sharing process and a leader can share his responsibilities (Carson et al., 2007; Pearce & Sims, 2002). Within this perspective of team shared leadership, members of the team can influence each other (Carson et al., 2007). For instance, individual specialized in one area may exert influence in that particular domain whereas adopting follower's role in another domain (Manz et al., 2015; Meuser et al., 2016). However, new theories on leadership alter the perspective of leadership from top down approach (formal hierarchal approach) to mutual and cooperative conceptualization of leadership within organizations (Kozlowski et al., 2016).

Hypothesis 1: Shared leadership is positively related to team performance.

The meditating role of team trust

Trust can be expressed as readiness to be susceptible to dealings of another party founded on the belief that everyone will do a special task irrespective to control the action of another party. Many kinds of trust are trust to the leader, trust with the coworkers and peers and trust towards the organization are linked to team performance (Colquitt et al., 2007) and team process (Ashley Fulmer & Gelfand, 2012; Bormann et al., 2018).

Trust stimulates risk taking behavior, these risk taking behaviors contain recognition of mutual influence, social exchange and individual involvement, feedback and peer monitoring. Teams fulfilled the leadership function so these behaviors are also innate to high teams trust (Morgeson et al., 2010) so they support shared leadership.

The theory additionally proposes that building up trust among teams is one way by which changes in shared leadership is beneficial for team performance (Drescher et al., 2014). On this premise, we can say that trust is a basic method in the shared leadership and team performance.

Sharing leadership roles in teams fosters team members to accept each other's influence toward mutual goals. It gives opportunities to increase participation and establish trust (Bergman et al., 2012). Increase in trust in teams therefore cultivates a higher level of team performance (Bowers et al., 2000).

Researchers propose that shared leadership (Aime et al., 2014) and team trust (De Jong & Elfring, 2010) are two factors which develop over time. The advantage of shared leadership in groups is trust (Ferrin et al., 2008; Hoch & Kozlowski, 2014) that is a predictor of success (De Jong & Elfring, 2010). In a group level we say that trust is an approach which is shared by the team (Simons & Peterson, 2000). According to (Bergman et al., 2012; Hoch & Kozlowski, 2014; Liu et al., 2014) studies have revealed positive connection among shared leadership and trust but these researches checked static links.

When the shared leadership increases in teams, team members presume leadership roles- individuals have opportunities to cooperate with each other thus maintain trust that is very essential for team performance.

Hypothesis 2: Team trust mediates the relationship between shared leadership and team performance

The moderating role of team diversity

According to (van Knippenberg et al., 2004), diversity can be described as distinction between persons on any characteristics that lead to recognition that every individual is dissimilar from other person (van Knippenberg et al., 2004). A few researchers have suggested that effects of diversity depend upon kinds of diversity (Harrison et al., 1998; Williams & Charles, 1998) deep level diversity is associated with information elaboration so it enhances performance while surface level diversity is related with intergroup bias and decreases the performance. Past studies showed inconsistent results of deep level and surface level diversity on performance (Bowers et al., 2000; van Knippenberg et al., 2004; Webber & Donahue, 2001).

Many works reviewed that there is no direct link between diversity and outcome while a few works showed positive effect of diversity on outcome. Other works showed negative impact, some works showed inconsistent effect (the effect of diversity has not effect as a dependent variable but it could be effect as a mediator or moderator variable). Moreover the meta-analytical result (Van Dijk et al., 2012) revealed diversity has no impact on outcome and team process.

According to (Milliken & Martins, 1996; Simons et al., 1999; Williams & Charles, 1998) research, has found that diversity may have positive or negative effect on teams, either by increasing or decreasing performance of the teams. As team diversity is related with dissimilarities of belief, these dissimilarities can result in lack of performance (Bunderson & Sutcliffe, 2002). (Pelled et al., 1999) concluded that diversity increases conflict, thus generates slow response (Hambrick et al., 1996). Several studies tried to recognize mediators or moderators which describe the effect of functional diversity on team performance and other variables for example, innovation and satisfaction (Pinto et al., 1993).

In the team literature worked in team performance and gender team composition, (Hoogendoorn et al., 2013) conducted experiments by taking sample of diverse teams of students and found that gender adjusted teams perform as

compared with male groups but they were unable to evaluate the effects of female groups. Experiments conducted by (West et al., 2012) with a combination of student groups, including a significant part of females; they found that gender diversity has no impact on performance, however, they found that large number of women in teams led to lower level of group effectiveness. (Frink et al., 2003) found a curvilinear connection between gender composition and performance but they did not evaluate team level.

Hypothesis 3: Team diversity will moderate the relationship between team trust and team performance such that the relationship will be stronger if the higher level of team diversity

According to Zaccaro and coworker (2001), we assume team has transparent structure and leader is considered accountable and responsible for functioning. It is expected that leader manages team diversity and understands their needs. Both (Bowers et al., 2000; Chatman et al., 2019) concluded that more diversity have more likely to promote performance on difficult tasks rather than simple and easy tasks.

Diversity has positive effect and it can be clarified through the accessibility of information. The more the team is diverse the more different thoughts, idea and information is available. So, the diverse team can outperform homogeneous teams (van Knippenberg et al., 2004). The diverse team which shows higher level of shared leadership will get benefit from shared leadership.

When the teams is more diverse in terms of background, age, experience and knowledge in this way shared leadership will enhance the quality of decision in team, promote new ideas, creative solution of complex problems will be beneficial for team performance.

Most of the work focus on the role of leadership, it explain the link among team diversity and team processes but it is the first stage moderation while explaining the link between the processes imitated by diversity and team outcomes it is the second stage moderation. The present research discusses the second stage moderation, team diversity moderate the link between shared leadership and team performance

According to (D'Innocenzo et al., 2016; Liu et al., 2014; Nicolaidis et al., 2014), and some studies (Carson et al., 2007; Perry et al., 1999; Zhou, 2012) shared leadership has a positive connection with team performance. Additionally, they hypothesized with clear understanding that shared leadership increase and support member difference and successfully encourage more performance. According to (DeRue et al., 2015; Hoch, 2013) have observed that when member of the team spontaneous lead and influence others then it can provide competitive advantage .When the members who have expertise and use the resources to solve a difficult task, performance is increased. Additionally, our study proposed a moderation mediation model of shared leadership.

Particularly, shared leadership is positive connected with team performance (team diversity as a moderator. The indirect association of shared leadership on team performance via team trust is anticipated to be stronger if team diversity is high so we proposed following hypothesis **Hypothesis 4:** Team diversity moderate the indirect effect of shared leadership on team performance via team trust such that indirect effect will be stronger if high level of team diversity.

3. Methodology

The purpose of our investigation was to evaluate how shared leadership is associated with team trust, team diversity and team performance that require data of all these variables in longitudinal format. Researchers requested the manager of different branches of banks through emails and calls for their collaboration. After visiting different branches of banks personally, the consent of 35 banks was obtained. They were told the purpose of our research and were requested to facilitate data collection among the teams of their respective branches by assuring them confidentiality and anonymity.

We collected data from members and team leaders of banking sector in Pakistan particularly, Rahim Yar Khan. We used a sample of 350 employees on 35 teams from different banking sectors of Pakistan. The team members involved in the sample was from different departments of banks such as sales, operation, human resource, accounts department. Simple random sampling has been used in present research. Exploratory research design is employed in order to explore the link between shared leadership and team performance. The selected sample is best suited for our research due to following reasons, first we selected sample from diverse areas that enable us to evaluate generalizability of our model (Liu et al., 2014) Second, teams in banks are self-managed having higher degree of interdependence so they coordinate their responsibilities with each other.

Our sample is comprised of 35 teams with 350 members at response rate 80%. Most of members in our team were males (70%) and average age of each member was 40 years. About 80% employees in the bank were having university degree. Demographic data has also been collected. Each team comprised of ten members. Average tenure of each team was 3.5 years.

Measures

In a shared leadership, we measured all items on a five point Likert scale (1 strongly disagree to 5 strongly agree). Shared leadership is measured by using a social network perspective (Meindl et al., 2002). The sample item is “Spent time discussing our team’s purpose, goals, and expectations for the project”. According to (Contractor et al., 2012; Hoch & Kozlowski, 2014) shared leadership was conceptualized as sharing of roles between member of the team .The concept is consistent with dynamic shared leadership concept which suggest that individuals imagine diverse and specific leadership function as task demand (Aime et al., 2014; Klein et al., 2006). Reliability of adapted items is 0.863.

In a team trust items are measured on a 5- point Likert scale (1=strongly disagree, 5 =strongly agree). We adopted Robinson’s 1996 7- item scale for team trust in this research .Trusting behavior includes taking risk within the team (Schoorman et al., 2007) such as the option of delegation of important chore (Colquitt et al., 2007). Reliability value of these items is 0.848.

In a Team performance, items are measured on 5- point Likert scale (1 strongly disagree to 5 strongly agree). In a team performance using a five items questionnaire developed by Edmondson’s (1996) team performance survey (TPS).Reliability value of these items is 0.869.

We used 13 items scale to access the team diversity. The rating are measured on 5 point Likert scale (1 strongly disagree to 5 strongly agree). Reliability of adapted items is 0.738.

Control Variables

We considered several control variables in this research. According to past research, team size is taken as control variable (Carson et al., 2007; Grille et al., 2015). An analysis performed by (Nicolaides et al., 2014) concluded that shared leadership are also affected by team leader tenure and team member tenure.

4. Results

The value of means, standard deviation and inter-correlation are obtained as shown in table 1 below. Most variables are correlated which provide the support of our hypothesis. Confirmatory Factor Analysis is performed to find distinctiveness of the variables which included in this research (shared leadership, team trust, team diversity and team performance).Table 2 shows fitness of model ($\chi^2 = 1275.64$,GFI = 0.841, CFI = 0.901, TLI = 0.904, RMSEA = 0.071).

Test of hypothesis

The method described by (Preacher et al., 2007) has been used to test our model. We adopted the PROCESS macro developed by (Hayes, 2017).

Table 1: Descriptive statistics and intercorrelation

1	Variables	Mean	Std.	2	3	4	5	6	7	8	9	10	11
	Gender	1.	0.	---									
		49	5	---									
			-										
	Employee	1.	0.	0.	----								
	status	2	6	06	--								
	Education	1.	0.	0.	0.03	----							
		8	61	04	---								
	Age	1.	0.	0.	0.19	0.1	----						
		9	56	01	**	2*	--						
	Experience	4.	3.	0.	0.08	0.0	0.79	----					

	14	32	02		4	**	-							
Team Size	1.	0.	0.	0.01	0.0	0.1	0.09	---						
	48	57	06		1			---						
Team member tenure	3.	2.	0.	0.05	0.0	0.69	0.96	0.	-----	-				
	31	77	01		2	**	**	07	--					
Team leader tenure	3.	2.	0.	0.06	0.0	0.65	0.93	0.	0.98	---				
	11	6	02		2	**	**	05	**	---				
Shared leadership	2.	0.	0.	0.03	0.0	0.04	0.01	0.	0.01	0.	-----			
	85	64	01		4			01		03	-			
Team trust	3.	0.	0.	0.01	0.1	0.08	0.06	0.	0.06	0.	0.55	-----		
	03	58	02					01		06	**	--		
Team Performance	3.	0.	0.	0.05	0.0	0.05	0.04	0.	0.05	0.	0.43	0.44	---	
	39	27	01		8			01		03	**	**	---	
													--	
Team diversity	3.	0.	0.	0.1	0.0	0.06	0.02	0.	0.04	0.	0.28	0.39	0.	
	77	64	02		5			02		03	**	**	41	
													**	

Note:**. Correlation is significant at the 0.01 level

*. Correlation is significant at the 0.05 level

Table 2: Results of Confirmatory Factor Analysis

Goodness of fit indices	Desirable Range	Measurement Model
χ^2	Nil	1275.674
NC	≤ 5	1.544
GFI	≥ 0.80	.841
AGFI	≥ 0.80	.807
RMSEA	≤ 0.08	.071
TLI	≥ 0.90	.904
CFI	≥ 0.90	.901

Table 3: Direct effects and moderation mediation effects on team trust and team performance

Hypothesis	β	SE	t	P
H1	0.4177	0.0506	8.2625	0.0000*
H2	0.2620	0.0645	4.0607	0.0001**
H3	0.0080	0.0900	0.0893	0.9289

Note:* Correlation is significant at the 0.01 level

** Correlation is significant at the 0.05 level

Table 4: Indirect effects of moderation mediation on team performance

Hypothesis	index	SE	LLCI	ULCI H4
0.0039	0.0450	-0.0987	0.0783	

First we explained the direct relationship suggested by hypothesis 1, then we explained the moderated mediation model. The first hypothesis proposed direct relationship of shared leadership on team performance. Research analysis showed shared leadership was having positive link with team performance ($\beta = .4177$, $se = .0506$, $t = 8.2625$, $p < .000$), values support the first hypothesis. In the measurement results of indirect relationship, first we measured the effect of shared leadership on team trust and then mediating effect of team trust with the connection of shared leadership and team performance, the research analysis exposed that shared leadership was positively connected with team trust ($\beta = .4869$, $se = .0423$, $t = 11.5171$, $p < .000$), whereas the result analysis showed that there is a mediating effect of team trust on the connection of shared leadership and team performance ($\beta = 0.2620$, $se = 0.0645$, $t = 4.0607$, $p < 0.0001$). Hence, hypothesis 2 is also supported.

The direct relationship between dependent and independent variable was strong with these values ($se = .0585$, $p < .0000$). It showed that the relationship is positive and significant between dependent and independent variable. On other hand when team trust comes in the relationship among shared leadership and team performance and the relation is still positive and significant that shows team trust mediates the connection between the shared leadership and team performance.

The result analysis showed that interaction term of moderator (team trust * team diversity) showed insignificant value ($\beta = 0.0080$, $se = 0.0900$, $t = 0.0893$, $p = 0.9289$) so team diversity is not moderating the relationship of team trust and team performance.

Table 4 showed the indirect relationship of shared leadership on team performance through team trust such that indirect effect will be stronger if there is high level of team diversity available. The results of indirect relationship are ($\beta = -0.0039$, $se = 0.0450$, 95% CI [-0.0987, 0.0783]).

5. Discussion

First, result of our research supports that shared leadership is positively linked with team performance. These finding are related with many previous research (Chiu et al., 2016; Fausing et al., 2015; Muethel et al., 2012) which shows that shared leadership has an important part in the development of these team outcome variable. The teams having members who influence each other can better able to achieve common goal and meet expectation of performance.

Second, our findings highlight that team trust mediates association of shared leadership and team performance. The conclusions are also related with theory of (Drescher et al., 2014). Their study showed that trust is an essential part for the team effectiveness. They also suggested that team trust can be improved by shared leadership as the members of team influence others and are also influenced by others.

Third, our result findings highlight that team diversity neither weak nor strong in the association between team trust and team performance. It shows insignificant relationship between these two variables. Our explanation for such conflicting result is that team members with diverse race, age and gender may not trust each other and may not cooperate with each other due to biases away them (Pitts & jerry 2009).

Theoretical contribution

Despite early suggested ideas by researchers that shared leadership is necessary (Gibb et al., 1954; Katz & Kahn, 1978) theory on leadership continued to primarily emphasis on external leader's role and to use model of dyadic leadership (Austin, 2003). Present study complements value to existing works in several ways. Firstly, it extends the existing literature on shared leadership (Chiu et al., 2016; Hoch, 2014; Zhu et al., 2018). (Chiu et al., 2016) revealed that shared leadership is founded by modest leader. Our finding highlights the role of energetic leader who expresses shared vision of the team focuses on the common goal (Kark et al., 2003). It is consistent with study of (Pieterse et al., 2019)

which found that clear defined goals help shared leadership emergence. Results also indicate that team trust may be necessary component to establish shared leadership. Through the valuable outcomes of shared leadership, leader fully trust team members hence a trustful environment is generated. Shared leadership is associated to enhance the performance of the teams. However, results highlight the honest environment is the not only the necessary requirement for the shared leadership, it is a method in which trust among team members can create beneficial environment and further encourage team work.

To the best our knowledge, our study provides the first investigation related to diversity in teams in the association between team trust and performance. We assume that existing research is lacking not because of deficiency of interest rather due to deficiency in contextual consideration. However, previous literature has examined the direct relationship between diversity and team performance.

Practical Implications

Shared leadership makes teams easier and meets global market demands with creativity. It also creates many aspects by enhancing ideas, innovations, and services (Amabile et al., 2018; Perry-Smith, 2003). In today's environment, specific team diversity is needed to increase team performance. In addition, managers should think how team members can be motivated to jointly control team processes in order to achieve creative goals. So, our finding offer shared leadership as solution that includes delegating tasks to the followers, cues and motivating team member to reinforce, align and take the initiative. Due to shared leadership, members in a team lead their colleagues with confidence and evaluate guidance of others, hence resulting in greater team performance.

The results exhibited that shared leadership increase trust in the teams. Ultimately, when you trust the team, you need to increase the performance of the team. However, trust in teams encourages follower's concern in leadership task.. Therefore, followers must be willing to lead a team by empowering themselves, making suggestions and recommendations, and engaging on topics that affect team performance. The results of this research indicate that shared leadership has a positive effect on team trust and ultimately on team performance.

Moreover, our results showed that leadership is important for fostering trust in a team. Therefore, organizations need to promote a strong team leadership model to build trust between teams (Wu & Chen, 2018). However, because team members must participate in a variety of leadership and follow-up roles, better skills are essential for them to perform at that level.

Therefore, it is found that when members of team have confidence in their abilities and skills lead other, shared leadership practices can be more successful. At this stage, our research provides guidelines for human resource managers who want to consider various leadership qualities as well as team characteristics to increase team performance.

Limitation and future research direction

No research is without limitation due to the constraints of resources and time. Present research has also some limitation which we discuss here. We collected the data from a single sector (banking sector) with teams performing different roles so it might arise question of generalizability. Future research can take sample from various industries in order to increase generalizability.

Cross sectional design has been used in our research which did not permit us to test causality. Shared leadership is a dynamic influence process so longitudinal designs are required to recognize that how shared leadership can be developed over time. Future studies can use longitudinal design in order to recognize the dynamic nature of leadership.

We have examined the impact of shared leadership on team performance. Future studies may check the influence of other form of leadership style on team performance. Moreover, we have included team trust and team diversity as mediator and moderator respectively. Future studies may include the alternative variable such as organization culture, shared vision (Avolio, Sosik, Kahai, & Baker, 2014; Robert & You, 2018; Zhang et al., 2012).

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