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The Moderating Effect of LMX Quality and the Mediating Role of Team Monitoring on Shared Leadership and Team Performance

by

Zaheer Abbas

A thesis submitted in partial fulfillment for the degree of Master of Science

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Department of Management Sciences

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I want to dedicate this thesis to my parents, respected teachers and friends for their love, support and care.

CERTIFICATE OF APPROVAL

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(Zaheer Abbas)

Abstract

The aim of this research work is to examine the impact of Shared leadership in teams: The moderating effect of LMX qualityand intermediating role of Team Monitoring, on perceived team performance.

The current discussion is based on the LMX theory. In this discussion we have discussed shared leadersip and its impact on team performance such that how shared leadership increases or decrease the team performance. The team performance can be increase through continues monitoring. The shared leadership while studying the theory was suppose to moderate the relation through LMX quality. But while analysis it was found that it does not moderate the relationship. In total 384 responses were collected out of which 356 were validaded. The data was collect through, convenience sampling technique using the Google forms and emails as due to pandemic access to organization was restricted. The data was analyzed using SPSS in which demographics were measured. In order to test the realibility of the data, data set was analyzed through convergent validity in which outer loading of the construct were checked .Construct Reliability/Validity and Discriminant Validity were tested through Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT). The findings of the study suggested that there is positive and significant relationship between Shared Leadership and Team performance. Team monitoring capability meditates between shared leadership and Team performance. However from the 356 responses it was found that Leader member exchange quality dont moderates the relationship between SL and TP and hypothesis was rejected. The particle implication of shared leadership in particle context was learned as shared leadership always increases the performance of any organization. It always improves with proper monitoring and it was concluded that Team performance can be increased with Shared leadership and continuous monitoring.

Keywords: Shared Leadership, Project Team Performance, Team Monitoring Capability and Leader Member Exchange Quality

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Chapter 1

Introduction

1.1 Background of the Study

Shared leadership (SL) is the growing concept for most companies where the environment is dynamic and challenging (Sweeney, Clarke, & Higgs,2019). Shared leadership has numerous roles; one of the leading roles of a shared leader is to facilitate team coordination by offering clear strategies, monitoring which contributes to team learning. Shared leadership when studied with LMX relationships it has been found that the followers get inspiration, encouragement, and support from their leaders and they are given more responsibilities, challenging tasks, or developmental responsibilities when the relationship is high. Whereas in low LMX relationships the work is executed or accomplished conferring to a formal set of prescribed rules and the predefined contract of employment. The flow of information is directed downwards and the relationships between the leader and follower are characterized by distance. (Boies & Howell, 2006).

There are several studies in which the study concept only examines the definition of shared leadership and its measurement. Previous research has described shared leadership as having some basic common phenomena. However, the social system approach and the combination approach which have different appearances, coexist concerning the measurement methods. The former combines numerous existing leadership concepts and stresses the leadership part. The latter examines how

leadership is shared; hence, the emphasis is on the shared part. (Sato & Makabe, 2021) The materialization of shared leadership in teams performance which brings in the e team creativity have been combined through improvement between a leader and other team members, which has been explained by (Ali et al., 2020). If we combine words from the viewpoint of community knowledge and power complementarily with group management and originality to indirectly examine the enabling role of recognized participatory management for decorative team creativity through the promotion of shared leadership. Relationships among shared leadership, formal participatory leadership, and team imagination are constrained by team coordination and team creative effectiveness. We can safely say that it is a significantly constructive correlation among shared leadership and participatory leadership, which in again is absolutely connected with group creativity. The team's creative effectiveness and the team's language behaviour each moderated these relationships by reinforcing the positive relationships.

Shared leadership in decision-making is an exercise that goes beyond traditional methods of systematizing management purposes. It has been observed by Ds and Wilhelmson (2021) that every organization is also surprised when a few people take responsibility for the tasks of an inspectorate. The Managerial Shared Leadership research field has proven to be a great knowledge contributor and offers some applicable hypothetical concepts. In practice, shared leadership by management can provide leadership solutions when there is an imbalance between needs and resources in tackling complex situations.

It has been explained by (Van De Mieroop et al., 2019) The Leader's identity has conventionally been linked with ranked positions (formal leadership). Yet, while there is a growing leaning to favour leadership as a collective and distributed process, there is less information on the interaction of formal and informal leadership as in communal repetition within a graded setting.

Recently, a new study was offered by (Lorinkova & Bartol, 2021) examining new academic visions on the undercurrents of shared leadership and proposing a new dimension of the study. By incorporating influences from the team development model and shared leadership, we analyze why shared leadership transforms throughout the lifecycle of agroup and improve such design of change in terms of

group performance. Guided by shared leadership theory and project teamwork, we also examine team-level factors that will change the pattern of shared leadership growth. More specifically, it is recommend that shared leadership across project group develop unevenly, resemble an inverted U-shaped pattern, increase early in the team lifecycle, peak in the middle, and decrease in the later phase. This development pattern, in turn, is in good way affecting the team performance.

A recent study by (Zaim et al., 2021) on team performance from an Islamic perspective found that Moral leadership is one of the factors influencing organizational success which is the result of team performance. To convey Al-Ghazali's concept of justice and wisdom, there is a great relationship between self-control and courage, which has a significant influence on the effectiveness of the manager and thus on team performance. It has been proved that it is a positive connection among ethical leadership and the usefulness of leaders on team performance(TP). Concerning the magnitude of moral leadership, wisdom, fairness, and moderation are -completely correlated with the efficiency and effectiveness of leadership and group performance, while the union among dependent variables and courage is unimportant. The study contributes to moral leadership and Islamic leadership literature by suggesting a distinctive model based on Islamic perspective of Ethics Perspective and providing observed proof of the impact of Islamic ethics on leadership success and team performance.

Since forerunners advisors are more often inadequate to modifier team performance, this was said by (Clarke et al., 2021), as proper team leaders seek informal influence through a career from central positions in social networks. Previous research highlights the importance of executives to have simplex binding, either friendship or advice to bond, while multiplexing ties, where friendship and advice overlap, are neglected. Friendship and counselling relationships offer different but balancing benefits so that the importance of leaders in one system but not in the other limits the inspiration of leaders. It has been demonstrated theoretically and practically how the complex meaning of leaders affects the improvement of team performance, especially when leaders in the social context of the team are surrounded by thin friendships and numerous combative connections. It has been proven that the significance of leader multiplex centrality is relative to leader

simplex centrality. First, the complicated role of the leader provided a greater difference or change in team performance than the role of leader in a network of advisory or friendship teams. Additionally, the multiplex centrality of leaders predicts a change in performance for teams with dense adversarial networks or sparse friendship networks. So it's not enough for managers to be liked or seen as experts. It is the integration of advice and friendship into a bond between the leader and followers that enables changes in performance.

The exchange quality between leader and members (LMX) can influence the performance by increasing the performance at a high LMX or vice versa.(Chin-Yun, Long-Sheng, 2010). Monitoring systems that are methods for sensing the behaviour of the team and for monitoring various aspects of a team during actions provide useful information for the leader to take corrective action or help in deciding to formulate actions for the upcoming project. (Molyneux, Weast, & Burroughs, 2019).

The previous literature on individual leadership has focused almost only on the stereotyped perspective of leadership for team input and very little has been discussed about shared leadership. The initial reviews by (Zaccaro, Rittman & Marks, 2001) focused on the importance of team performance and shared leadership, while Aufegger, Shariq, Bicknell, Ashrafian, and Darzi (2019) added that factors such as shared leadership, decision-making process, and team performance have been very rarely studied, but these studies have a huge impact on the teams' results.

From this perspective, where shared leadership increases team performance, effective team leaders are the people who take on every required role function in the team, and such concepts have not been explored with multiple catalyst variables of how shared leadership affects team performance (Kuypers, Guenter, & van Emmerik, 2018). Hence, the main responsibility of a leader is to determine which roles or functions are missing or improperly managed on the team and to do or get them done. Although possible team influences on leadership effectiveness were briefly discussed, the focus was primarily on the influence of the leaders on the effectiveness of the team.

The importance of shared leadership so far has not been studied very much with LMX Quality, as it can increase or decrease team performance which needs to be investigated further (Randel et al., 2018). It has been found by Vandewaerde et al. (2011) that when team members focus on objects that directly contribute to the performance of the organization, these types of judgments are in the action phase (Marks et al., 2001).

According to Sin et al. (2009), there is another set of leadership functions that are carried out in such phases. The functions performed in this phase can be more time-sensitive than those functions performed in the changeover stage due to the tight communication requirements required to perform these functions. We will look at the subsequent leadership functions in the perspective of shared leadership at different levels of practice and sharing: monitoring the team, performing team tasks, solving problems, and keeping up with typical social weather.

To keep a team on track and satisfy its latency, team monitoring is a managerial role that must be performed. This function is not limited to monitoring the processes and performance of team members, but also extends to monitoring the environment (Fleishman et al., 1991; McGrath, 1962; Tu et al., 2015).Team monitoring provides significant benefits to team members in several ways that allow the following leadership roles to collide. When team monitoring is in place, team leaders are considered more victorious and the team is more united (Kane et al., 2016).

(Nahrgang et al., 2009) however, suggest that different sources be improved to make a more precise type of monitoring available than others. It is recommended that when this leadership meaning occurs as a function of shared leadership, the monitoring behaviour being conducted is likely to focus on aspects inside the team that are probable to be referred to as team performance, while the outside leadership is focused on monitoring the team environment. In both virtual and dispersed teams, monitoring some or all of these behaviours can become more difficult, especially in the early stages of team development. In particular, as the distribution increases, it becomes more difficult for managers to identify problems among team members until the problem may already be out of control (Connaughton & Shuffler, 2016).

In addition, it can be more difficult for extremely practical team leaders to measure the level of performance in a team than teams that have fewer virtual signals due to the lack of oral and non-verbal cues (Sutton et al., 2000).In addition, unevenly and repeatedly distributed teams may be able to monitor processes within the cell more efficiently but practice the challenges of recognizing differences. It has been observed that virtual teams perform very well compared to physical teams if they are given enough time to develop patterns and understand how the members function ((Jarvenpaa & Leidner, 1999).

The above conditions apply very well in situations where monitoring is shared among team members, as in such a case the team players need an additional time frame to determine which members are monitoring the other members and set up one for somewhat dispersed teams. A mechanism for just beginning monitoring both within and from corner to corner teams. The success of shared team monitoring is a matter of time in virtual teams, so virtual teams with plenty of time to set up an outline or device for monitoring will be less successful than virtual teams with enough time.

1.2 Gap Analysis

The concept of team performance and shared leadership has recently been explored with the mediators like coordination, knowledge sharing, and team commitment, which are one of the three variables that influence team performance (Han, Lee, Beyerlein & Kolb, 2018). It was suggested by Han et al. (2018) that examining additional variables would expand the knowledge with which we can examine in what way shared leadership affects the team process and eventually the performance of a team.

Taking the gap into account, Zhu, Liao, Yam (2018) has several variables. The future study of the force of shared leadership on team performance, where the proposed mediation mechanism for SL and TP is team monitoring and proposes LMX Quality, should be examined as a moderator. If the team lacks a collective individuality, shared leadership is not likely because there is a deficient in of common goals among team members. LMX quality can weaken collaboration between

team members, and therefore LMX quality could soften or yet overturn track of relationships between SL and TP. Hence, it is observed that shared leadership needs to be explored with mediators like TP and moderators like LMX Quality.

The current study will also contribute to the literature, including on how shared leadership affects team performance. It will also help executives understand that shared leadership leads to more innovative, creative, and flexible employee behaviour, which leads to more productive teams and, ultimately, company productivity.

1.3 Problem Statement

Shared Leadership is growing concept in the decentralized organizational setup. Since organizations are facing the performance problems in collective and team levels. The relationship mechanism that links shared leadership and team performance have always been very critical and it has been studied very little(DInnocenzo, Mathieu, & Kukenberger, 2016). Therefore, we have proposed a whole new intermediating dimension and its effect on shared leadership as independent variable and team performance as dependent variable and the prolocutor that will affect the shared leadership as independent variable and outcomes as dependent variable as if teams are given the liberty to work how corrective supervision can be made through team monitoring. Can team monitoring cant impact the team performance positively or it will decrease the performance. We considered the roles of a team monitoring to be examined and how it effects of sharing leadership on team performance to improve team processes and the potential of a team. In addition, in prescenc of LMX qualityas moderator how it will effect the realtion of shared leadership and Team performance.

1.4 Research Questions

Based on the problems mentioned, this study aims to find answers to some questions; a summary of the questions is as follows:

1. What is the relationship between Shared leadership and team performance?
2. What is the effect of shared leadership on team monitoring capability?
3. What is the relationship between team monitoring capability and team performance?
4. Does team monitoring capability mediates between shared leadership and team performance?
5. Does LMX Qualitymoderates between shared leadership and team performance?

1.5 Research Objectives

The research aim is to examine the relationship objective between the variables according to the proposed model so that all of the variables are interrelated with each other to achieve the desired results of increased team performance. In addition, LMX Qualitywill be used as a moderator to identify the strength of the relationship between shared leadership and team performance. The main goal is to illustrate the new dimension of shared leadership as independent variable in team performance as dependent variable with the mediating role of team monitoring and the moderating effect of LMX Quality.

The specific objectives of the study are stated below:

1. To look into the association between Shared leadership and Team Performance.
2. To examine the effect of shared leadership on team monitoring capability.
3. To ascertain the association among team monitoring capability and team performance.
4. To examine the mediating role of team monitoring capability on the affiliation between shared leadership and team performance.
5. To settle on the moderating effect of LMX Qualityon the bond between shared leadership and team performance.

1.7 Supporting Theory

1.7.1 Leader-Member Exchange (LMX) Theory

The Leader-Member Exchange (LMX) theory suggests that leaders and followers build unique relationships based on their social exchanges, and the quality of such exchanges within an organization can influence employee outcomes Graen & Uhl-Bien, 1995; Liden et al., (1997).

According to the Leader-Member-Exchange Theory (LMX), influential expand dissimilar superiority associations with their supporters on their team (termed LMX Quality). An important hypothetical query concerns how different LMX associations inside a team influence the work results of the followers. (Robin & Goff, 1997).

Inconsistencies and ambiguities in the examination of the Leader-Member Exchange (LMX) and the group results, the quality of results vary among the groups. LMX Qualityis a characteristic where group members vary. (Buengeler et al., 2020).

According to the theory of the Leader-Member Exchange (LMX), leaders extend diverse excellence interaction with supporters in their team (termed LMX Quality). A significant academic query concerns how poles apart LMX relationships within a team affect the work results of the followers. The LMX Qualitybrings with it. The segregation process leads to schemes of LMX associations that capture the properties of inner trend, variation, and comparative position. We explain a classification that illustrates the various methods in which these properties have been conceptualized and calculated. LMX is embedded in the twist of approaches to LMX Qualityas a team perspective (these are common perceptions among team members) or a follower's perspective (subjective perceptions that are unique to each follower).

These perspectives lead to dissimilar types of actions that calculate unlike outcomes at the entity level and team levels. LMX itself also describes academic models used to make clear the property of LMX Quality(equity, social judgment, and social self theories). It is obvious that the lower the variation of the LMX

1.6 Significance of the Study

This study elaborates and adds in the literature in many ways. From this study we will deepen the understanding of the Shared Leadership and Team performance. With the help of this study new construct will be studied and the outcomes of these constructs will further widen he literature.

Furthermore this study will focus on the meditating mechanism of Team performance mechanism. In addition to that the study will focus on the moderating effect of LMX Quality on Team performance and Shared leadership will LMX will moderate the relationship or it will have no effect on the relationship. If the relationship is moderates it will be the positive fining and result s will be used my mangers to take the decision while keeping in view the LMX strategy and vice versa. the world has changed drastically into a global village and the organizations are trying to achieve and maintain a sustainable competitive advantage through innovation.

This study examines the personal disposition skills of Shared leadership such as LMX Qualityand team monitoring to enhance team performance. Since organized activities in the modern age of globalization are the most popular way of completing tasks in a given duration to achieve the desired goals and to boost team performance.

Therefore, concepts related to shared leadership and team performance need to be clarified to ensure that the activity has-been completed successfully and is having a positive impact on the organization.

However, only very limited theoretical work and empirically tested studies are available (Martin, Thomas, Legood & Dello Russo, 2018).

The study will fulfil the theoretical gap in the previous literature since the research on the influence of shared leadership on team performance through team monitoring was not examined with the effect of LMX Quality.

The study will make a productive and positive contribution to the achievement of the desired goals and milestones.

within the team or the higher the LMX of a team member than the average LMX of the team, the better the work results, but many moderators condition these effects.

In the aftermath of the pandemic, the importance of online management and leadership has become an increasing problem for almost any organization, and managing geographically separated group is a compound job. In such cases, existing management styles in worldwide essential groups have become out of date and a decentralized leadership style is a tool that can contribute to greater effectiveness in the workplace. In such cases, shared leadership proves to be the only tool to support such diversified teams.

When shared leadership is combined with trust, strength, and commitment, it can be viewed as independent and shared leadership and online group performance is improved.

Another addition was made by (Kim et al., 2021). The theory of social exchange deduces that team teams are ready to share their knowledge because of the exchange motive, which is inspired by high-quality swap associations with their leader (LMX). The connection may not be that easy. When we add social learning and self-efficacy basics to social cognitive supposition, it was found that team members with higher overall self-efficacy were more likely to share knowledge with their teammates if they also enjoyed high-quality LMX with the leader. Furthermore, we generalize that this effect is stronger if the knowledge exchange in teams is increased by observing the knowledge exchange of their executives or if the variances of the LMX qualities within a team (LMX Quality) are lower. Knowledge sharing has been discovered to have an important trust force on group performance and it is hypothesized that group level information contribution is absolutely connected to team-level performance.

Chapter 2

Literature Review

2.1 Defination

Shared Leadership

A dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both (Pearce et al., 2008)

Team Performance

Team performance is defined as the extent to which a team is able to meet its output goals (e.g., quality, functionality, and reliability of outputs), the expectations of its members, or its cost and time objectives (Ancona & Caldwell, 1992)

Team Monitoring Capability

It is defined as Team monitoring capability involves intentional positive actions to control fellow teammates and help teammates to achieve the team's goals (De Jong & Elfring, 2017).

LMX Quality

Leadermember exchange (LMX) theory suggests that leaders and followers develop unique relationships based on their social exchanges, and the quality of these exchanges within an organization can influence employee outcomes (Graen & Uhl-Bien, 1995)

Shared Leadership(SL) has been very burning issue in current world Since forerunners advisors are more often inadequate to modifier team performance, this was said by (Clarke et al., 2021), as proper team leaders seek informal influence through a career from central positions in social networks. Previous research highlights the importance of executives to have simplex binding, either friendship or advice to bond, while multiplexing ties, where friendship and advice overlap, are neglected. Friendship and counselling relationships offer different but balancing benefits so that the importance of leaders in one system but not in the other limits the inspiration of leaders. It has been demonstrated theoretically and practically how the complex meaning of leaders affects the improvement of team performance, especially when leaders in the social context of the team are surrounded by thin friendships and numerous combative connections. It has been proven that the significance of leader multiplex centrality is relative to leader simplex centrality. First, the complicated role of the leader provided a greater difference or change in team performance than the role of leader in a network of advisory or friendship teams. Additionally, the multiplex centrality of leaders predicts a change in performance for teams with dense adversarial networks or sparse friendship networks. So it's not enough for managers to be liked or seen as experts. It is the integration of advice and friendship into a bond between the leader and followers that enables changes in performance.

In view of (He et al. 2001), it has been proven that shared leadership influences group performance on many occasions. Shared leadership organize and measured as a network of group members the density of mutual leadership and influence affects group act over time SL improves the transitive memory system (TMS), which is a scheme of distributing and retrieving group members according to their expertise. Studies have shown that when constructing a dynamic modal. It showed that SL had a very good impact on TP and that TMS conveyed this positive

association. It was also studied that the contribution and impact of SL on group impact was bonded in the early stages of the group life sequence, and again TMS mediated this provisional result.

Negative surveillance, or we can say surveillance for surveillance's sake, not corrective action, can affect team performance in any cultural setting. In such cases, inefficiency can be conveyed through collective efficiency and group identification and mitigated through the interdependence of tasks. It was found that monitoring that leads to an abusive supervision climate has a negative correlation with team creativity; Such a problem can be conveyed through collective effectiveness and group identification; in addition, the negative effects through interdependence, team creativity, and the optimistic association among group identification and team performance can be minimized (Men et al., 2021).

In view of (Walker et al., 2021), monitoring and shared leadership are important leadership skills that professionals need when working in a multi-layered team. It was found that supervision and joint leadership in the context of a multi-level professional team required a complex evaluation and decision-making process that was influenced by several factors. Through this work, transparent performance practices and mutual understanding are always developed in the care team to enable effective care. It was added by (Ficapal-Cus et al., 2021).

Shared leadership is an obvious factor in reacting quickly and flexibly responding to environmental uncertainties. Working in teams is preferable. Shared leadership is required for team performance because leadership must be decentralized for effective team performance. This study by (Hadi & Chaudhary, 2021) also proved that SL has a very strong impact on group reflexivity, which has an important shock on group performance.

It was proposed by (Jeske, 2108) that SL is verified as a tag embedded in more and more monitoring software to track the daily performance of employees in organizations who have resorted to employment and task completion. The joint management aims to show the possibilities, advantages, and disadvantages of monitoring for employees. The number of pros and cons, and the resulting recommendations for HR professionals, have shown how technology will help with monitoring, but in some cases, it can affect performance as well. From the perspective of(Marks

& Panzer, 2009) the relationship between decentralized leadership, monitoring, coordination, and feedback, as well as effectiveness, is of very great importance for organizational growth. Shared leadership has always been enhanced by team monitoring and has supported the important role of team monitoring in the performance of action teams.

In the aftermath of the pandemic, the importance of online management and leadership has become an increasing problem for almost any organization, and managing geographically separated group is a compound job. In such cases, existing management styles in worldwide essential groups have become out of date and a decentralized leadership style is a tool that can contribute to greater effectiveness in the workplace. In such cases, shared leadership proves to be the only tool to support such diversified teams.

When shared leadership is combined with trust, strength, and commitment, it can be viewed as independent and shared leadership and online group performance is improved. This leads to self-oriented leaders as well as the strength and commitment to bring higher levels of performance out of online teams. Additionally, trust, which is an important blend of shared leadership, is a critical attribute to achieve SL through self-direction. The results increase the theories on leadership and virtual teams. They have day to day challenges for managers and companies that implement within companies agreements in Online groups (Castellano et al., 2021).With every emerging technology, so does the complexity of work in organizations. The complexity of work in information technology (IT) employees has been shown to influence group activity and calculate the role of SL. It has been added that perceived work complexity negatively predicts group performance, while shared leadership negatively predicts perceived work complexity and positively predicts team performance (Storm & Scheepers, 2019).

In addition, it can be more difficult for extremely practical team leaders to measure the level of performance in a team than teams that have fewer virtual signals due to the lack of oral and non-verbal cues (Sutton et al., 2000).In addition, unevenly and repeatedly distributed teams may be able to monitor processes within the cell more efficiently but practice the challenges of recognizing differences. It has been observed that virtual teams perform very well compared to physical teams if

they are given enough time to develop patterns and understand how the members function ((Jarvenpaa & Leidner, 1999).

The above conditions apply very well in situations where monitoring is shared among team members, as in such a case the team players need an additional time frame to determine which members are monitoring the other members and set up one for somewhat dispersed teams. A mechanism for just beginning monitoring both within and from corner to corner teams. The success of shared team monitoring is a matter of time in virtual teams, so virtual teams with plenty of time to set up an outline or device for monitoring will be less successful than virtual teams with enough time. The exchange quality between leader and members (LMX) can influence the performance by increasing the performance at a high LMX or vice versa.(Chin-Yun, Long-Sheng, 2010). Monitoring systems that are methods for sensing the behaviour of the team and for monitoring various aspects of a team during actions provide useful information for the leader to take corrective action or help in deciding to formulate actions for the upcoming project. (Molyneux, Weast, & Burroughs, 2019).

The previous literature on individual leadership has focused almost only on the stereotyped perspective of leadership for team input and very little has been discussed about shared leadership. The initial reviews by (Zaccaro, Rittman & Marks, 2001) focused on the importance of team performance and shared leadership, while Aufegger, Shariq, Bicknell, Ashrafian, and Darzi (2019) added that factors such as shared leadership, decision-making process, and team performance have been very rarely studied, but these studies have a huge impact on the teams' results.

From this perspective, where shared leadership increases team performance, effective team leaders are the people who take on every required role function in the team, and such concepts have not been explored with multiple catalyst variables of how shared leadership affects team performance (Kuypers, Guenter, & van Emmerik, 2018). Hence, the main responsibility of a leader is to determine which roles or functions are missing or improperly managed on the team and to do or get them done. Although possible team influences on leadership effectiveness were

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The importance of shared leadership so far has not been studied very much with LMX Quality, as it can increase or decrease team performance which needs to be investigated further (Randel et al., 2018). It has been found by Vandewaerde et al. (2011) that when team members focus on objects that directly contribute to the performance of the organization, these types of judgments are in the action phase (Marks et al., 2001).

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To keep a team on track and satisfy its latency, team monitoring is a managerial role that must be performed. This function is not limited to monitoring the processes and performance of team members, but also extends to monitoring the environment (Fleishman et al., 1991; McGrath, 1962; Tu et al., 2015).Team monitoring provides significant benefits to team members in several ways that allow the following leadership roles to collide. When team monitoring is in place, team leaders are considered more victorious and the team is more united (Kane et al., 2016).

(Nahrgang et al., 2009) however, suggest that different sources be improved to make a more precise type of monitoring available than others. It is recommended that when this leadership meaning occurs as a function of shared leadership, the monitoring behaviour being conducted is likely to focus on aspects inside the team that are probable to be referred to as team performance, while the outside leadership is focused on monitoring the team environment. In both virtual and dispersed teams, monitoring some or all of these behaviours can become more difficult, especially in the early stages of team development. In particular, as the distribution increases, it becomes more difficult for managers to identify problems among team

members until the problem may already be out of control (Connaughton & Shuffler, 2016).

2.2 Shared Leadership (SL) and Team Performance (TP)

Shared leadership is an emerging team trait that arises from the diffusion of shared leadership concepts and affects multiple team members. It represents the state of several influences that are embedded in the interaction between the team members involved in the interaction and that can significantly improve the team and organizational performance. According to this conceptualization, shared leadership extends along a continuum based on the number of leadership sources (i.e. team members) that have a high impact on the team (Bruccoleri, Riccobono & Grler, 2019). Shared leadership has tended to combine insights from for-profit and non-profits, ignoring contextual differences in these various areas. It is also admitted that the challenges shared leaders face vary according to organizational structure. SL has a positive impact on team performance as a leader contributes to the collective level on a one to one level (Sweeney et al., 2019). Shared leadership has a constructive and stronger influence on group performance when it is embedded in the instrument of information system management, as the study has shown several factors that can influence high team performance in information system projects.

According to (Han et al., 2021), shared leadership has a very close connection with team performance, since shared leadership connects the team, completely influences group performance with the intercession effect of psychological capital, and, without psychological capital, has a negative effect on TP.

In light of (He et al.,. 2021), it has been proven that shared leadership influences group performance on many occasions. Shared leadership organize and measured as a network of group members the density of mutual leadership and influence affects group act over time SL improves the transitive memory system (TMS), which is a scheme of distributing and retrieving group members according to their expertise. Studies have shown that when constructing a dynamic modal. It showed

that SL had a very good impact on TP and that TMS conveyed this positive association. It was also studied that the contribution and effect of shared leadership on group performance was bonded in the early stages of the group life sequence, and again TMS mediated this provisional result.

Shared leadership is an obvious factor in reacting quickly and flexibly responding to environmental uncertainties. Working in teams is preferable. Shared leadership is required for team performance because leadership must be decentralized for effective team performance. This study by (Hadi & Chaudhary, 2021) also proved that SL has a very strong impact on group reflexivity, which has an important shock on group performance.

Organizations are increasingly using cross-functional teams to improve employee productivity. It helps to increase the work ethic of the employees and thus to increase long-term trust, internal team environment, and cohesion among the members. From the time of Hawthorne's undergraduate studies and the dawn of the human relations movement, it can be seen that teams play a huge role in employee performance. These aspects combine the dynamics of teams, whether formal or informal and have a major impact on overall effectiveness and performance. Shared leadership's affective response to member satisfaction leads to team effectiveness and performance, especially in organizations where teamwork is a culture (Sangeetha & Kumaran, 2018). A meta-analysis by DInnocenzo et al. (2016) confirmed that there is a positive correlation between shared leadership and team performance. A random-effects model was used in this study and it was found that the theoretical basis and associated measurement techniques used to index shared leadership significantly moderate team performance.

In the aftermath of the pandemic, the importance of online management and leadership has become an increasing problem for almost any organization, and managing geographically separated group is a compound job. In such cases, existing management styles in worldwide essential groups have become out of date and a decentralized leadership style is a tool that can contribute to greater effectiveness in the workplace. In such cases, shared leadership proves to be the only tool to support such diversified teams.

When shared leadership is combined with trust, strength, and commitment, it can be viewed as independent and shared leadership and online group performance is improved. This leads to self-oriented leaders as well as the strength and commitment to bring higher levels of performance out of online teams. Additionally, trust, which is an important blend of shared leadership, is a necessary construct to achieve shared leadership through self-direction. The results enrich the literature on leadership and virtual teams. They have practical implications for managers and companies that implement intra- and/or within companies agreements in virtual teams (Castellano et al., 2021).With every emerging technology, so does the complexity of work in organizations. The complexity of work in information technology (IT) employees has been shown to influence team performance and examine the role of shared leadership. It was found that perceived work complexity negatively predicts team performance, while shared leadership negatively predicts perceived work complexity and positively predicts team performance (Storm & Scheepers, 2019).

Studies have shown that there is a strong link between shared leadership and team performance, and it found that shared leadership and performance were positively and mutually related over time, as expected. In addition, the relationship between shared leadership and performance emerges and becomes stronger and positive, while the association flanked by performance and shared leadership has remained fairly constant over time. As expected, the intervention correlated positively with the path of shared leadership (Sinha et al., 2021). Hence on the basis of above discussion we can say that.

H_1: *Shared leadership is positively and significantly related to Team performance.*

2.3 Shared Leadership and Team Monitoring Capability

According to Aufegger et al. (2019) showed the shared leadership in connection with various sub-units of team monitoring is always a positive relationship, since the shared leadership when controlling with team monitoring delivered results

that showed increased satisfaction. Shared leadership has a positive bang on the organization's group act. Shared leadership is very effective at handling teams because it focused on the concept of monitoring at the individual level, as each level of leadership also oversees the team below (Zaccaro et al., 2001). It was proved that that shared leadership expands group performance through the mediating mechanism of team reflexivity, which mainly results from the team's ability to supervise. Shared leadership, when regulated with team monitoring, will predict the specific regulatory process of team reflexivity, which in turn is associated with two outcomes of team performance, effectiveness and productivity behaviour, which manifest themselves in the process of team reflexivity, which in turn is team performance Forecasts positive (Lyubovnikova, Legood, Turner & Mamakouka, 2017). This is stated in shared leadership by Carter, Seely, Dagosta, DeChurch, and Zaccaro (2015). Careful monitoring helps develop cognitive, motivated, and effective new states in the team. A positive organizational climate led by shared leadership improves performance and a sense of belonging. We know that positive monitoring is important for a positive organizational climate that always promotes learning: empowerment, authenticity, commitment, self-efficacy, and motivation (Hughes & Pickeral, 2013).

It was added by (Jeske, 2021) that Shared Leadership is known as a tag embedded in more and more monitoring software to track the daily performance of employees in organizations who have resorted to employment and task completion. The joint management aims to show the possibilities, advantages, and disadvantages of monitoring for employees. The number of pros and cons, and the resulting recommendations for HR professionals, have shown how technology will help with monitoring, but in some cases, it can affect performance as well. From the perspective of(Marks & Panzer, 2009) the relationship between decentralized leadership, monitoring, coordination, and feedback, as well as effectiveness, is of very great importance for organizational growth. Shared leadership has always been enhanced by team monitoring and has supported the important role of team monitoring in the performance of action teams. From the above discussion it is safe to state that.

H_1: *Shared leadership is positively and significantly related to team monitoring capability.*

2.4 Team Monitoring Capability and Team Performance

With the help of team monitoring, the teams are observed daily and their performance monitored daily or as required. This aid represents a timely corrective action as the information gathered during monitoring can timely identify the reasons for poor performance and help adjust appropriate responses, analysis, and interpretations of the team monitoring system (Thornton, Delaney, Duthie & Dascombe, 2019). Team monitoring has further strengthened the tasks of the teams. Team monitoring can have the unintended consequence of disrupting team communication and coordination. Decision-making team monitoring should also dramatically change the organization and distribution of tasks in complex situations. This type of situation not only increases the skills of the individual but also improves the overall performance of the team (Bowers, Oser, Salas & Cannon-Bowers, 2018). Supervision improves control of the team and in turn improves team performance, which is also improved through team training interventions and could improve teamwork between newly formed teams. The study showed that team monitoring improved performance because teamwork behaviour was measured during task execution before and after the intervention using observer-rated frequency counts. Preliminary analysis suggests that teams receiving this novel intervention improved teamwork behaviour more than control teams (Webster, Roberts & Stanton, 2019). Negative surveillance, or we can say surveillance for surveillance's sake, not corrective action, can affect team performance in any cultural setting. In such cases, inefficiency can be conveyed through collective efficiency and group identification and mitigated through the interdependence of tasks. It was found that monitoring that leads to an abusive supervision climate has a negative correlation with team creativity; Such a problem can be conveyed through collective effectiveness and group identification; in addition, the negative effects through interdependence, team creativity, and the optimistic association

among group identification and team performance can be minimized (Men et al., 2021).

In view of (Walker et al., 2021), monitoring and shared leadership are important leadership skills that professionals need when working in a multi-layered team. It was found that supervision and joint leadership in the context of a multi-level professional team required a complex evaluation and decision-making process that was influenced by several factors. Through this work, transparent performance practices and mutual understanding are always developed in the care team to enable effective care. It was added by (Ficapal-Cus et al., 2021) that teams have become cornerstones of the organizational structure as the concept of leadership shifts to shared leadership, in a context where work shifts from individually centered to collaborative Has shifted approaches. Monitoring can lead to individual, group, and organizational factors that generate team performance. and participatory safety and the association between these factors in team building involve effectiveness. It has been shown that team monitoring or management supervision has a positive connection with team effectiveness or team performance. That being said, the team's shared vision and creative collective effectiveness mediate the association between team supervision and social reflexivity, and between challenge and social reflexivity. The connection between social reflexivity and team effectiveness is conveyed through participatory security. It is learned that a firm framework is required to understand the fundamentals of team performance at the individual, group, and organizational levels.

Ingvaldsen et al., 2013) added that companies with routine activities in the context of a uniform service often strive for team-based continuous service. Continuous performance requires that work surveillance standards are very clearly defined that help develop such objects that always lead to team performance and improvement. In such studies, we always try to hypothesize and empirically examine a method of deriving standards that have received little attention in the literature, and supervisory skills and the team have been one of the factors that always required attention: systematic labour inspection. It identifies the factors that define and promote a work surveillance practice that supports continued team performance. Monitoring has two perspectives, one qualitative and one quantitative. It was

examined that the exploratory, qualitative case studies and the context are industrial companies in which methodical work surveillance is practiced. It has been observed that continuous monitoring always helps to support continuous improvement when there is undisturbed mutual coordination between the observed worker and the supervisor acting as a monitor through the communication of the suitability of the standard procedure. The methodological reflection of the effort is reinforced by the daily interaction between supervisors and employees to review the performance of the teams. Continuous monitoring in a positive sense always creates a communication bridge and builds associations of trust and a common goal. The prerequisite from this perspective is that a manager has a vision of shared responsibility that is also technically competent and knows how it works in detail. The studies show that managers and uninvolved employees should preferably take on the role of +ve monitoring. Therefore we can say that ***H_1:*** *Team Monitoring is positively and significantly related to team performance.*

2.5 Meditating Role of Team Monitoring Capability on Shared Leadership and Team Performance

According to (Boies, Lvina, & Martens, 2011) there is a positive association between shared leadership in a team's performance, team trust, potency, and performance and this association is further strengthened with help of team monitoring capability. Studies suggested that team potency, trust, and team leadership styles which is also led by the monitoring are always positively related to shared leadership and negatively related to passive avoidant leadership which means the absence of Team monitoring may also lead to negative effect. It is also suggested that teams might not always benefit from transformational leadership qualities, until and unless lead by the mediation of team monitoring.

Team monitoring in shared leadership is always been a debate as whether the influence of increasingly Team monitoring on follower outcomes is favourable. It has been found from the resource allocation theory that there is a potential curvilinear

association between Team monitoring and team performance. It has been further added that the effect of excessive team monitoring can be neutralized by team commitment. These relations when tested found an inverted Ushaped association(Li, Rubenstein, Lin, Wang, & Chen, 2018).

It has been found by Drescher, Korsgaard, Welpe, Picot, and Wigand (2014) that over-period dynamics of shared leadership are related to group performance. Team monitoring over a period of time can be minimized with the expansion of shared leadership as with the passage of time in teams trust is developed. As with the passage of time growth in a group, trust is leading to performance improvement. Trust increases monitoring decreases and positive changes in trust mediates the association between positive changes in shared leadership and positive changes in performance.

It has been found by (Hoch, 2012) that the association between shared leadership, group team leadership, and pioneering behaviour have been always connected with a group performance. This has been always credentials of shared leadership in terms of team arrangement and perpendicular transformational and boosting at large the leadership will always lead to the performance of the teams. These factors are always supervised by a leader who has a vigilant monitoring system or mechanism to access performance which can be done with help of quantitative monitoring or qualitative monitoring. Shared leadership was positively associated with the teams level of innovative behaviour. Upright transformational and authorizing leadership and team composition in terms of honesty were positively related to shared leadership. These can only be done when in shared leadership a composition of supervision that continues throughout the process is present which is always termed as monitoring. It is always very important to understand how organizations can enhance their novelty and increase their performance which has been vital for the companies edging and survival. Additionally, the growing frequency of teams, as work actions in companies, raises the question of how to successfully manage teams. It has been suggested that organizations have to make easy shared leadership which has an optimistic relationship with novelty and innovation bring team performance which in turn brings organizational performance and to do so leader decentralizes the powers but also keep things monitored. SL elaborates

leadership as a combined and mutual action dispersed between the people of a group (Carson & Groves, 2007). When people are given powers or we can say when a leader shares its powers then the leader has the right to keep track of the use of its powers as they are being used properly or they are being misused. It has been establish with fact that exterior authorizing group leader and interdependence in the group pointedly forecast the degree of shared leadership, which, in turn, was positively related to team leader ratings of team performance. This can only be done if the leader has a system of monitoring in which he can monitor the team in every stage of the project life cycle. Generally, the study supports preceding conclusions that the act of sharing leadership in a team may contribute to increased team performance which can only be done by proper supervision and supervision has an element called monitoring. In addition, it has been also observed that an early considerate of originator circumstances for the winning growth of shared leadership needs variables like supervision which is not an abusive one but constructive monitoring (Fausing et al., 2015).

Monitoring has positive and negative impacts on the decision making in an organization as in corporate culture the primary role of the board of directors in various viewpoints is to limit the carefulness of managers, who are supposed to be opportunistic and self-centered, by monitoring their actions and decisions to exploit shareholders wealth(Zahra & Pearce, 2016).Therefore shared leadership needs monitoring to avoid the exploitation by the agents and to get the team performance in corporate culture. Is is established from the above discussion that.

H_1: *Team monitoring mediates the relationship between shared leadership and team performance.*

2.6 Moderating Effect of LMX Quality on Shared Leadership and Team Performance

According to Zhang, Waldman, and Wang (2012), the antecedents and outcomes of shared leadership when moderated with LMX Qualitythe performance of the team

is affected. As in perpendicular and shared leadership, it is found that the association between leadermember exchange (LMX) quality and employees appearance as Shared leadership is moderated in such that there is a optimistic (negative) LMXleader emergence association for teams with elevated (low) LMX QUALITY. Shared leadership, in turn, was normal to relate to higher entity and team performance. The findings highlight the role played by shared leadership in context and LMX Qualityimpacting individual performance and team effectiveness. Leader-member exchange (LMX) has been studie as moderator between shared leadership and team performance by (Stewart & Johnson, 2009). According to a study conducted it was theorized that performance effects are associated with the differentiation and aggregate level of the bilateral LMX associations in workgroups and that the nature of these LMX effects would vary qualitatively as a function of workgroup diversity. It is found that LMX connected with workgroup sexual characteristics variety, such that in more gender different teams LMX Qualitywas absolutely related with work group performance when aggregate LMX was high. Among less gender varied groups, LMX Qualitywas not related with performance when combined LMX was high, reliable with previous findings.

In LMX Qualitythere is different treatment for different team members which is the core practice of the LMX Qualitytheory. In shared leadership, the association between LMX QUALITY. LMX QUALITYhave moderating effect on and group commitment, and team. It is further added that team members' perceived dissimilarity regarding work values and orientations would be positively related to within-team LMX Quality. LMX Qualitymoderates positively to both team performances in teams with a low LMX-quality median only(Le Blanc & Gonzlez-Rom, 2012).

In view of (Wang et al., 2021) LMX QUALITYmay influence the power of shared leadership on team performance.Even though we realize that guidance may make easy shared leadership as aforesaid, it is immature to dispute that the association works in all time and events as it has been learned from the previous studies that LMX has a mild effect on the performance of the teams. From the various backgrounds and depending factors that effect that association, the suggested one is the significance of LMX in the association between shared leadership and group

performance The important proposal highlighted by leader-member exchange theory is distrusting diverse relationship between group ties near privileged inside the concerned groups which explain that LMX moderate between shared leadership and team performance. An equal exchange association grades by choice LMX and examins swap numbers within leader and down word streams in the members, specially, the amount of existing or rational assests, information, efforts, and supports. Moreover, when we are talking about groups it is a high level idea and secretarial idea as hypotheses of LMX theory must be tinted when taking into consideartion an exchange association because the LMX D develops as a various level ideas and system (Graen & Uhl-Bien, 1995). The idea of LMX is to collection inconsistency in the associations excellence in the middle of the group members and leader. The LMX QUALITYacting as moderator and its outcomes has been detailed in several oders of group performance under countless discusssions such as social individuality, social judgment, and state of affairs theory. Academics came ot the conclusion that the impact of LMX is compound and may cause positive or negative impact (Henderson et al., 2009). Therefore, based on the above discussion following hypothesis is built.

H*$_1$*: *LMX Qualitymoderates the relationship between shared leadership and team performance in such that if LMX is high then the relationship between shared leadership and team performance would be stronger.*

2.7 Research Model

2.8 Research Hypotheses

H_1:- Shared leadership is positively and significantly related to Team performance.

H_2:- Shared leadership is positively and significantly related to team monitoring.

H_3:- Team monitoring capability is positively and significantly related to team performance.

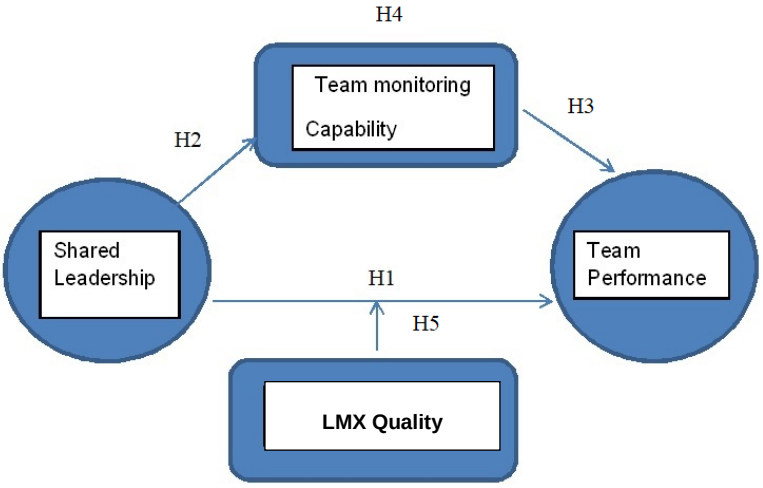

FIGURE 2.1: Research Model of Shared Leadership on Team Performance through Team Monitoring: Moderation of LMX Quality

H_4:- Team Performance significantly mediates the relationship between shared leadership and team performance.

H_5:- LMX moderates the relationship between shared leadership and team performance in such that if LMX QUALITYis high then the relationship between shared leadership and team performance would be stronger.

Chapter 3

Research Methodology

3.1 Population and Sample

Initially the sample selected for my study has been organizations project oriented organizations from twin cities. The forms have been distributed to managers Assistant Manager and Line managers of Teams, assistants and data entry operators of the organizations. In addition to that some Public sector universities of the twin cities have been also approached who have developments project and have project teams . According to Luedtke, Sadikova, and Kessler (2019) there is formula for calculating the sample size but since during the pandemic we have limited our research to Google forms and emails as access to organization was limited. However, there are two kinds of sampling technique one in probability sampling and the other is non probability sampling. .Since the population is unknown we will use non probability convenience technique which is.

n= Number of items* 5

According to (Hair et al., 2011) it has been found that sample size for multivariable studies should not be less than 100 and it is termed as appropriate and suitable to give accurate results or outcomes for any proposed construct constructed under examination. However we have taken a large sample size then suggested in order have batter understating of data the data collection will be limited within twin cities due to time and cost constraints. Other than that due to pandemic the

data collection from direct sources was not possible as restriction to enter the organization for study purposes. Therefore most of the data has been collected using Google and emails. According to (Jr et al., 2021) the maximum number of arrows hitting the variable will determine the sample size from the table. In my model dependent variable, as one arrow is hitting from independent variable , one arrow is coming from mediator one from moderator and one from interaction term which means there are 04 arrows . Then since we are studying a social science therefore error term will be 0.5% similar to that of P value 0.5%. Total 384 questioners were collected out of them 356 were able to be entered after removing the missing data and outliers.

3.2 Sampling Design

To gather the data of project-oriented organizations of twin cities convenience sampling technique is being used as we have to focus on the easiest way to collect data (Taherdoost, 2016).

3.3 Data Collection Methods

It is proposed by Childers and Ferrell (1979) that the length of the questionnaire should be appropriate to get the proper response on time and therefore, the present study questionnaire has been designed with short questions and is meaningful. The demographics of respondents have been asked at the end of the questioner to save time and retain confidence. The data will be collected at one time by the cross-sectional method. The data has been collected through emails, Google questionnaires.

3.4 Measurements

All the measurement instruments which have been used in this study are valid and reliable. The used five-point Liker scale to measure the items that rank from strongly disagree=5 to strongly agree=1).

TABLE 3.1: Description of Variables

Variables	Authors of Instruments	No. of items
Shared Leadersip	Grille and Kauffeld (2015)	20
LMX Differentation	Graen & Uhl-Bien, 1995)	8
Team Monitoring Capibility	Langfred (2004)	5
Moral identity	Hinds and Mortensens (2005)	5
		04 dimensions

3.4.1 Shared Leadership:

Shared Leadership is being use a questionnaire which has been designed by Grille and Kauffeld (2015).This instrument examines four different directions of shared leadership behaviour: task-, relation-, change-, and micro politic-oriented leadership using five-point Liker-type scales. The four scales demonstrated good measurement qualities SEM

3.4.2 LMX Quality:

LMX Quality items were adapted from (Graen & Uhl-Bien, 1995) which has 08 items

3.4.3 Team Monitoring Capability:

The scale developed by Langfred (2004) is being used which has 05 items

3.4.4 Team Performance:

The team performance measures include four dimensions: content, efficiency, excellence, and originality. These measures were modified based on Hinds and Mortensens (2005) team performance scales. The original five dimensions on their scales were efficiency, quality, and technical innovation, adherence to schedule/budget, and work excellence.

3.5 Statistical Softwares

The software which has been used is SPSS version 21 for analysis of mediation and moderation process. Smart PLS 21 has been used and also for Structural Equation Modelling. CFA will be executed through this. In the first step, data has been entered in a coded form on SPSS-Software, and later on, it is being regained to run SEM on Smart PLS. To analyze the hypothesized associations and their effects, smart PLS bootstrapping has been used

3.6 Pilot Testing

Pilot testing of questioner has been done with help of 40 sample questions. Cronbach alpha rvho-A and AVE methods will be analyzed to see whether all the values of items were up to the mark or not. Other than that Algorithm analysis will be run to check the analysis and desired values .We have also checked the outer loadings of the constructs such that the values has to be larger than 0.5 and AVE also be greater than 0.5

3.7 Data Analysis Procedure

It is deemed very important and crucial to select an appropriate and reliable research analysis design, to analyze the data correctly and precisely. Therefore, the SPSS has been used to check descriptive statistic and of data and smart PLS has been used check the reliability and validity of data.

3.8 Meditation and Moderation Analysis on SL and TP

The impact of Team monitoring capability has been used as a mediation between SL and TP as this analysis is performed to test the impact of mediation changeable (team monitoring) among SL and TP. In order to tdo the mediation analysis,

Smart PLS is being used in which boot strapping technique with sample size up to 5000 has been used.

In order to examine the effect by LMX Qualityin the association of shared leadership and team performance, smart PLS will be used

3.9 Demographics

Demographics include basic characteristics such as gender, age, education, and experience. Sample size and maximum and minimum values.

TABLE 3.2: Gender of the Respondents

		Frequency	**Valid Percent**	**Cumulative Percent**
	Male	282	79.2	79.2
Valid	Female	74	20.8	20.8
	Total	356	100.0	100.0

Table 3.2 shows the gender of the respondents, showing that the study had approximately (79.2%) male respondents, while female respondents made up only 20.8%.

TABLE 3.3: Age of the Respondents

		Frequency	**Valid Percent**	**Cumulative Percent**
	18-25	153	43.0	43.0
	26-33	117	32.9	75.8
Valid	34-41	76	21.3	97.2
	42-49	10	2.8	100.0
	Total	356	100.0	

The table shows the age of the respondents, the results show that 43% of the respondents are 18-25 years old, 32.9% of the respondents are 26-33 years old, while 21.8% of the respondents are 34 and 41 years old and 2.8% of all respondents are between 42 and 49 years.

The table shows the educational qualifications of respondents to this study, showing that the educational level of most respondents (i.e. 47.5%) was MS/M.Phil,38.5%

Table 3.4: Education of the Respondents

		Frequency	**Valid Percent**	**Cumulative Percent**
	Bachelor	36	10.1	10.1
	Master 137	38.5	48.6	
Valid	MS/Mphil	169	47.5	96.1
	PhD	14	3.9	100.0
	Total	356	100.0	

of respondents were Masters, 10.1% of respondents were Bachelors and 3.9% of all respondents had a Ph.D. degree.

Table 3.5: Experience of the Respondents

		Frequency	**Valid Percent**	**Cumulative Percent**
	0-5	177	49.7	49.7
	6-10	115	32.3	82.0
Valid	11-16	60	16.9	98.9
	17-22	4	1.1	100.0
	Total	356	100.0	

The table shows the experience of the respondents, the majority of respondents (49.7%) had an experience level between 1 to 05 years, 32.3% of the respondents had an experience of 6 to 10 years, 16.9% of the respondents had an experience of 11-16 years, and 1.1% of respondents had an experience of 17 to 22 years.

Chapter 4

Results

4.1 Data Analysis

The basis of data analysis chapter is to analyze the data and do the discussions. The descripti ve and inferential data analysis are analyzed using SPSS 21 and Smart PLS. This chapter starts with the analysis of the demographic profiles and follows with the examination of the measurement model and the examination of the structural model.

Table 4.1: Descriptive Statistics

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	**Missing**				
SL	356	0	1.6217	.61628	1.00	3.35
TMC	356	0	1.6978	.60802	1.00	4.00
TP	356	0	2.0921	.66869	1.00	5.00
LMXD	356	0	2.6629	.70248	1.00	4.43

Table (4.1) shows that the sample size was 356 for all four variables. All variables including shared leadership, Team monitoring Capability, Team Performance, and LMX Quality were graded on a 5-point Liker scale, such as 1 representing "Strongly agree" and 5 representing "Strongly disagree". The Mean values reflect the concentration of responses.

The mean of shared leadership is 1.6217 indicating that most respondents were comfortable sharing leadership presence across different organizations from which

the data was collected. The mean value of team monitoring Capability was 1.6978 which means that respondents agreed that the team monitoring capability is necessary for the timely completion of jobs their outputs are up to the mark and its results meet the requirements. The mean of team performance was 2.0921 indicating that respondents felt they had team effectiveness, meaning team members worked together synergistically to achieve high performance. The mean of LMX Quality was 2.6629, indicating that respondents believed that leaders and followers form unique associations based on their social exchanges, and the quality of those exchanges influences employee outcomes.

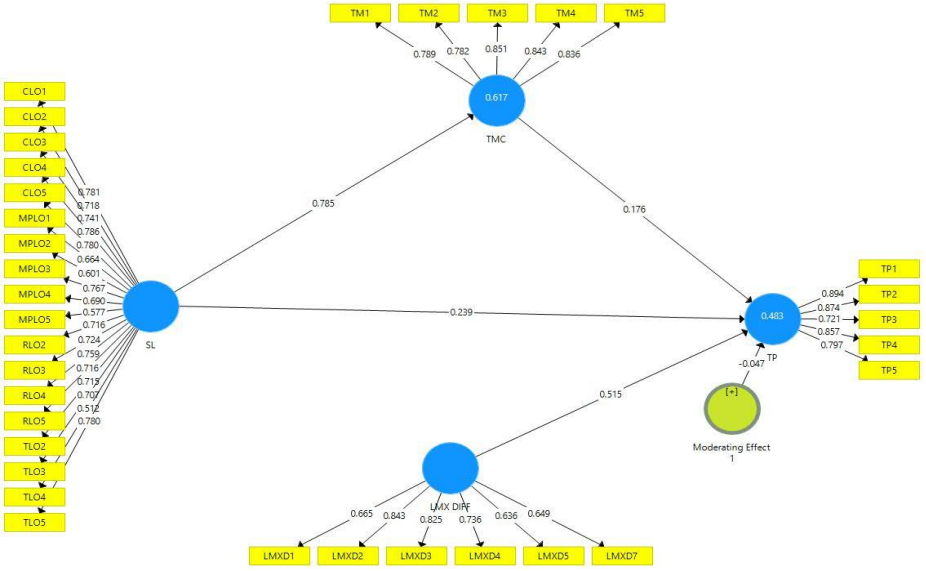

FIGURE 4.1: The Measurement Model

4.2 Assessment of Measurement Model

4.2.1 Convergent Validity

When we are evaluating the measurement model, we are going to examine the two sides one is validity and other is reliability analysis. Validity check is basically the examination related with the notion of accurate measurement. A variable measures what it is has to examine and bring the desired results (Hair, 2007) . Beside the fact, reliability is an assessment to forecast whether the items reproduce the changeable they are measuring. (Hair et al., 2011) propoased that when evaluating

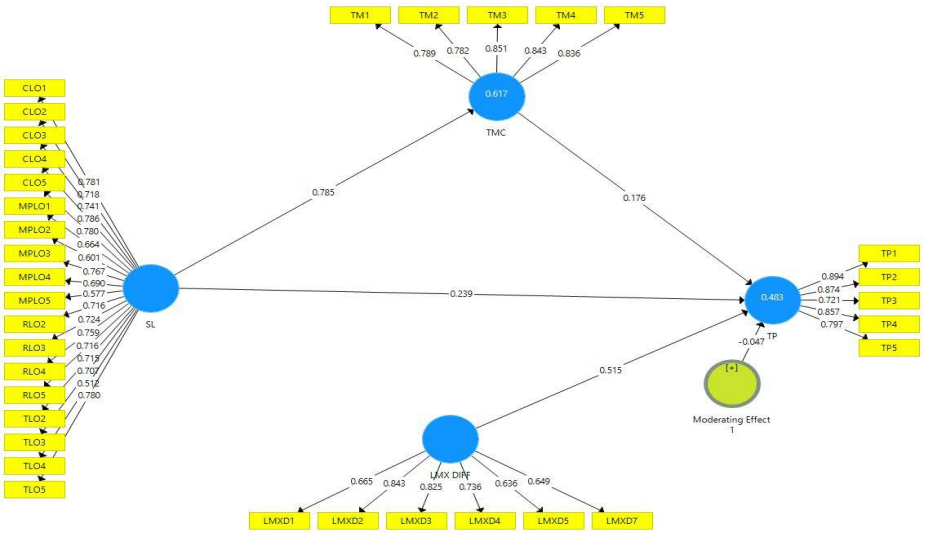

FIGURE 4.2: The Structural Model

the mirror quantification tasks, its proposed to check the convergent validity and the discriminate validity.

In view of (Hair et al., 2014) convergent validaty is used to analyse and predict the correlation between the measurements of the variables .In order to calculate convergent validity, it is suggested that we have to look at the external loading of each construct, which is normally referred to as construct validity. We have to look at other calculations such as convergent validity, namely the AVE. When we run the test. It has been suggested by (Hair et al., 2011) , construct AVE number has to be 0.50 or higher. In view of (Hair et al., 2014) the AVE value of 0.50 or higher shows that the factor covers more than half the variance of its indicators.

Ourer loading of each item are being shown in above table 4.6. In view of (Hair et al., 2014) it is proposed or suggested that 0.70 is the border for outer loadings for the indicators, whereas in exploratory studies 0.60 to 0.70 are considered acceptable and if values average is above 0.5 it is acceptable. Two elements from Shared Leadership with scores below have been deleted and 01 from LMX Quality below 0.5 was deleted to improve AVE, while the remaining scores are above 0.6-0.7, indicating sufficient indicator loading.

The Cronbach alpha and composite reliability refers the inner steadiness of the instruments, Cronbach alpha is not much preferred as composite reliability when

Table 4.2: Outer Loadings

	LMX DIFF	SL	TMC	TP
CLO1		0.781		
CLO2		0.718		
CLO3		0.741		
CLO4		0.786		
CLO5		0.78		
LMX 1	0.665			
LMX 2	0.843			
LMX 3	0.825			
LMX 4	0.736			
LMX 5	0.636			
LMX 7	0.649			
MPLO1		0.664		
MPLO2		0.601		
MPLO3		0.767		
MPLO4		0.69		
MPLO5		0.577		
RLO2		0.716		
RLO3		0.724		
RLO4		0.759		
RLO5		0.716		
TLO2		0.715		
TLO3		0.707		
TLO4		0.512		
TLO5		0.78		
TM1			0.789	
TM2			0.782	
TM3			0.851	
TM4			0.843	
TM5			0.836	
TP1				0.894
TP2				0.874
TP3				0.721
TP4				0.857
TP5				0.797

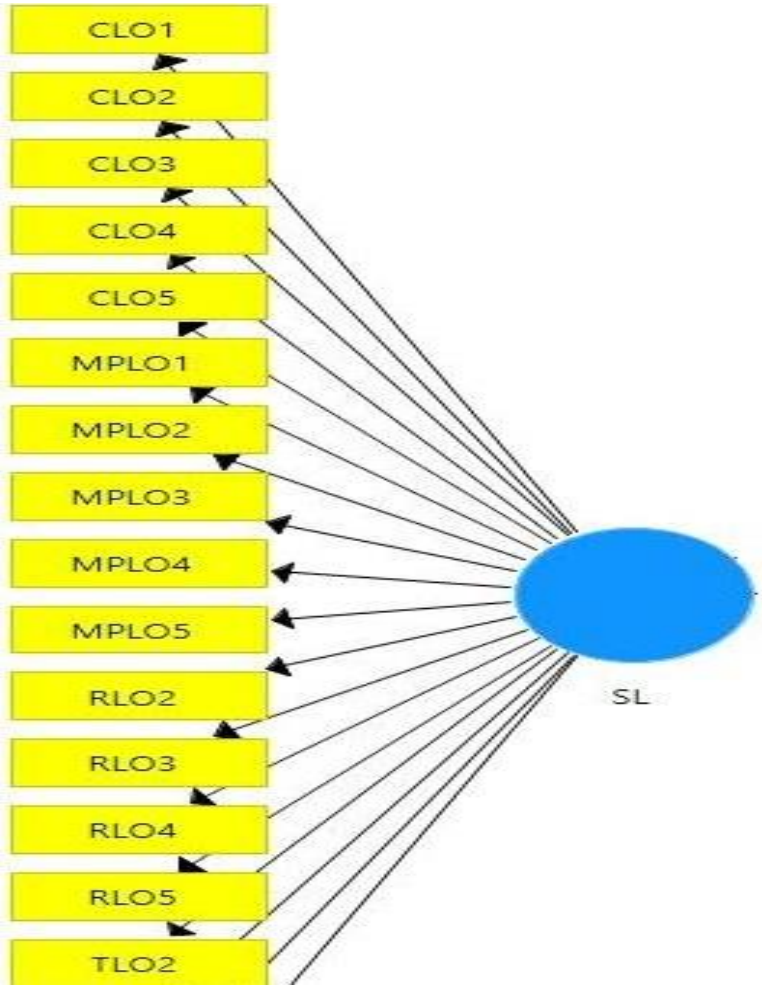

FIGURE 4.3: Hypothesized factor structure Shared Leadership

TABLE 4.3: Construct Reliability and Validity

	Cronbach's Alpha	**rho_A**	**Composite Reliability**	**Average Variance Extracted (AVE)**
LMX DIFF	0.827	0.837	0.871	0.534
Moderating Effect 1	1.000	1.000	1.000	1.000
SL	0.941	0.946	0.948	0.506
TMC	0.879	0.882	0.912	0.674
TP	0.888	0.915	0.917	0.690

using SEM. (Hair et al., 2016). The current values of Cronbach's alpha range from 0.827 to 0.888, showing that all constructs in the research instrument are reliable.

According to the latest concepts of PLS its is suggests that instead of Cronbach's alpha and composite reliability, we have to consider using the rho_A coefficient to

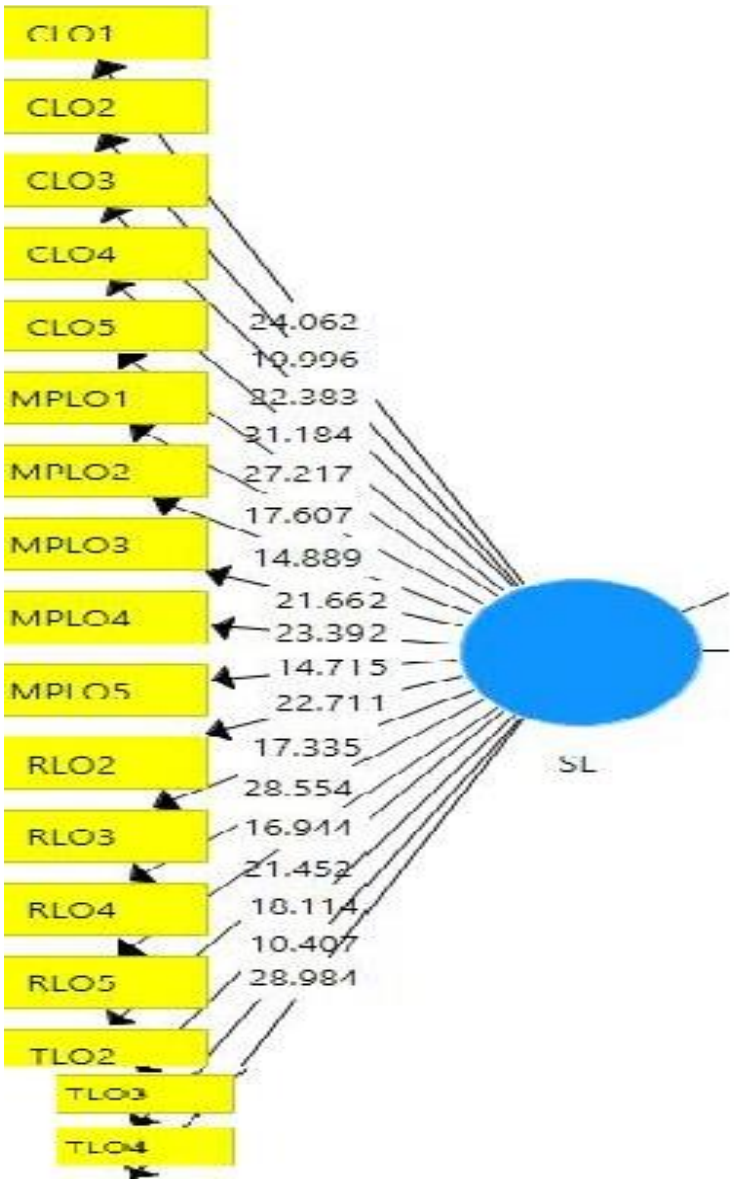

FIGURE 4.4: Hypothesized Final Model Shared leadership

check the reliability of PLS construct values as defined in (Dijkstra and Henseler (2015) In general, a rho_A value in the current study ranges from 0.837 to 1.000, showing that the values are greater than 0.7, demonstrating reliability. The composite reliability finding is also presented.

The values between 0.60 and 0.70 are normally satisfactory in case of research is an exploratory study Hair et al (2014) and values between 0.70 and 0.90 are defined as very satisfactory. It has been learned values above shows higher valus is ment for higher reliability. After running the test it has been found that, almost all the construct scores were above 0.70 and ranged from 0.84 to 0.89 which explains

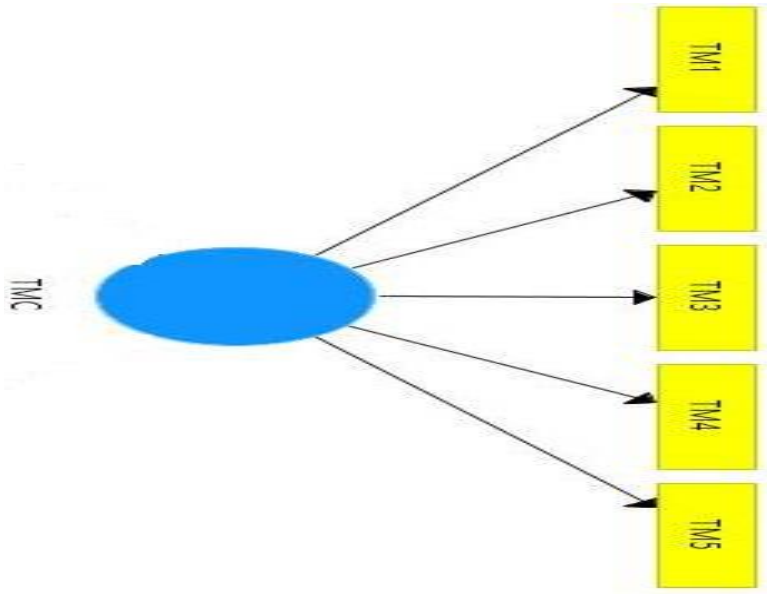

FIGURE 4.5: Team Monitoring Capability Structural Model

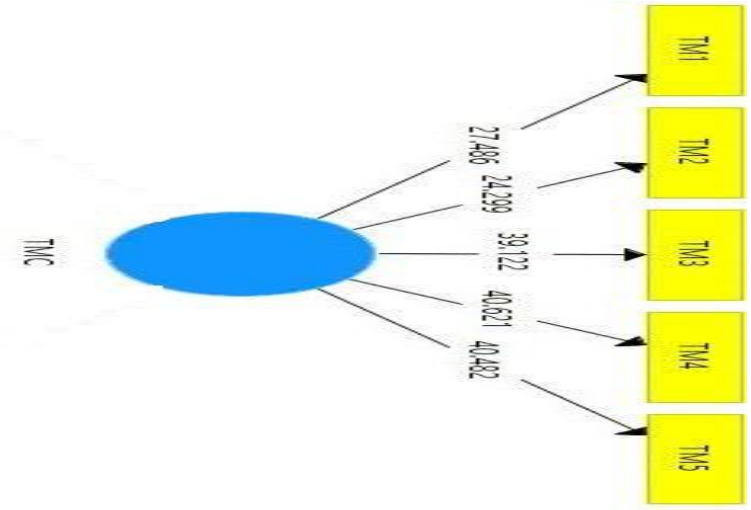

FIGURE 4.6: Team Monitoring Capability Final Model

determination of composite reliability . It was safe to conclude that all constructs have reasonable and high internal consistency.

We have found from analysis that, all values of all AVEs is above 0.50 which is prescribed value to consider the values. The AVE values are 0.534 for LMX , 0.506 for SL, 0.674 for TMC and 0.690 for TP. The current AVE values shows that more than 50% of the variances are explained by the respective items of the constructs.

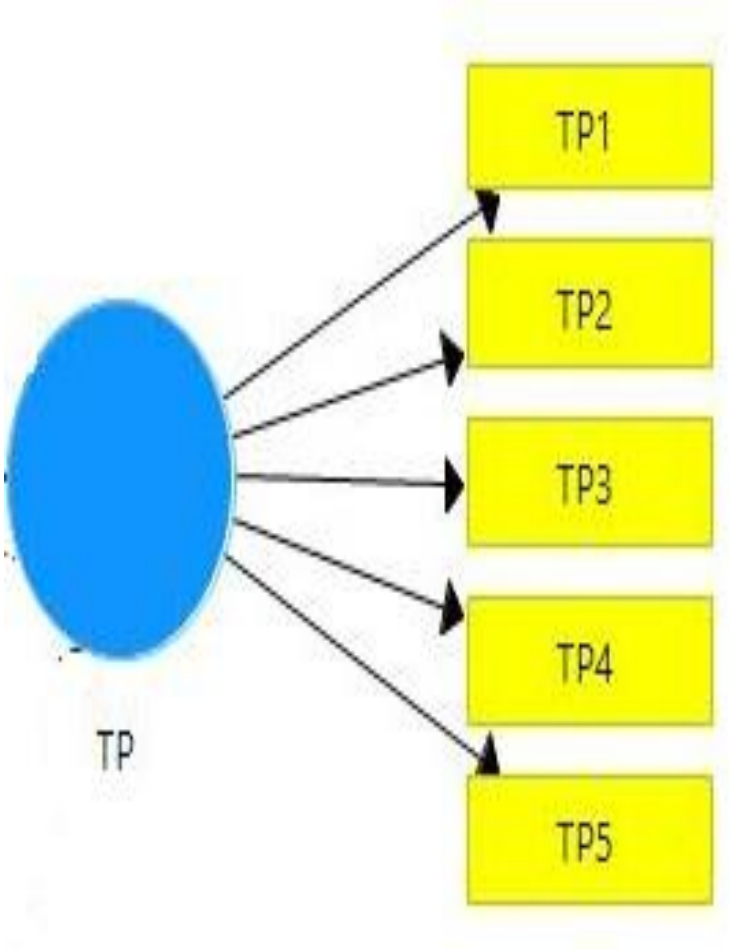

FIGURE 4.7: Team Performance Structural Model

4.3 Discriminant Validity

The value which needs to be discussed is analysis, the discriminant validity test which has been performed. It shows how empirically the construct differs from other constructs and is unique. (Fornell & Larcker, 2018)

TABLE 4.4: Fornell-Larcker Criterion

	LMX DIFF	**SL**	**TMC**	**TP**
LMX DIFF	0.730			
SL	0.095	0.711		
TMC	0.133	0.785	0.821	
TP	0.579	0.420	0.425	0.831

Thus, according to the Fornell-Lacker criterion, the square root of the AVE of each construct should be higher than the inter-construct correlation. (Fornell &

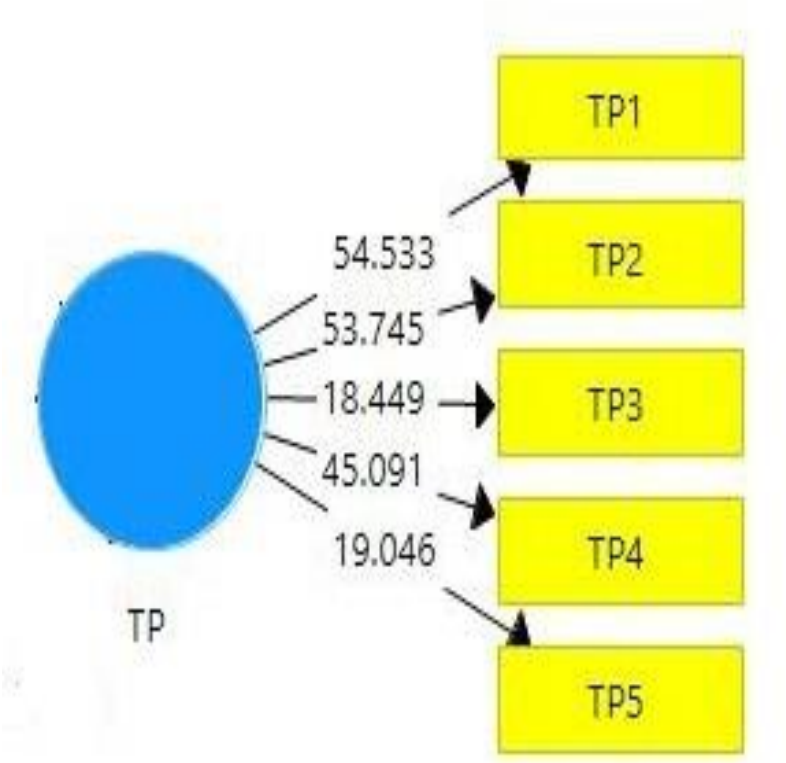

FIGURE 4.8: Team Performance Final Equation model

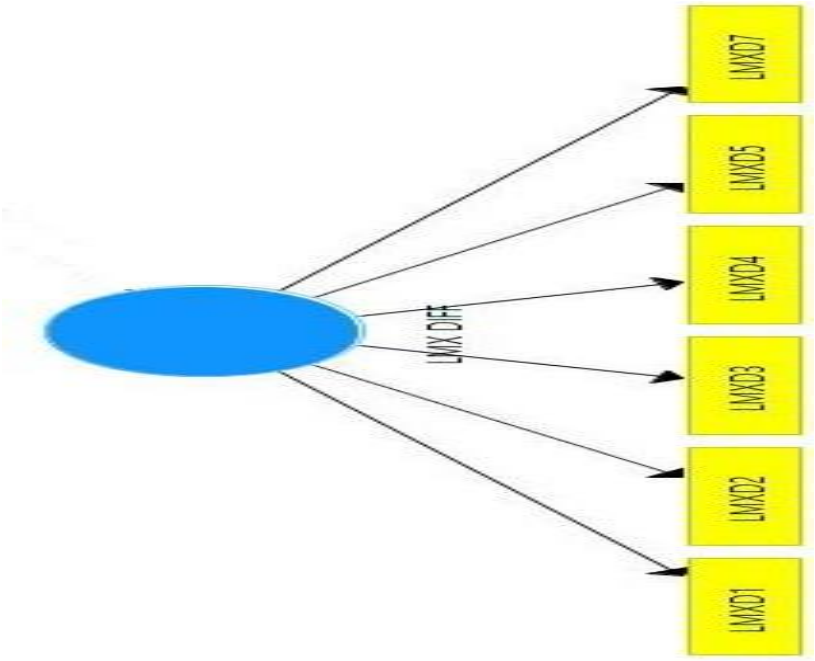

FIGURE 4.9: LMX Quality Structural Model

Larcker, 2018). In this study, the values in bold showing the square root of AVE are higher than the values in rows and columns showing their correlation.

In the above table 4.9 we have preformed the test and check the discriminant

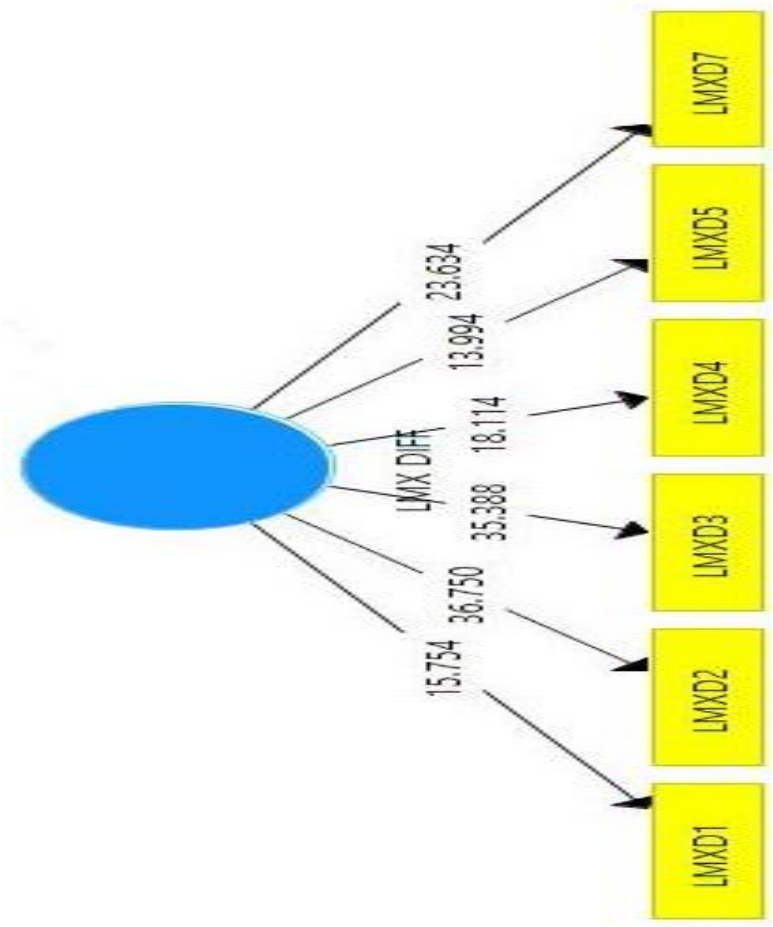

FIGURE 4.10: LMX Quality Final l Model

TABLE 4.5: Heterotrait-Monotrait Ratio (HTMT)

	LMX D	**SL**	**TMC**	**TP**
LMX D	0.730			
SL	0.095	0.711		
TMC	0.133	0.785	0.821	
TP	0.579	0.420	0.425	0.831

validity. According to (Hair et al., 2014, p.104) discriminant validity is described as the extent to which a construct is truly different from other constructs by empirical standards . To measure the discriminant validity analysis of the cross-loading of the indicators was carried out. From the analysis it was found that, the HTMT criteria is meet .i.e. below the maximum value of 0.85. (Ab Hamid et al., 2017: Helen et al., 2015).

4.4 Assessment of Structural Model

When we are assessing the structural model we are actually calculating the inner VIF values f square and r square... The analysis associated with this assessment (R^2), f^2, hypothesis testing, mediation analysis, and moderation analysis.

Table 4.6: Inner VIF Values

	LMX DIFF	SL	TMC	TP
LMX DIFF				1.165
SL			1.000	2.612
TMC				2.661
TP				

The variance inflation factor (VIF) is used to distinguish it from collinearity. VIF estimates above 3.33 (Diamantopoulos and Sigouw 2006) or between 3-5 indicate that collinearity exists (Mason and Perreault Jr., 1991). The table shows all estimates for the current model values ranging from (1 to 2.6) and met the standards, indicating that there were no collinearity issues.

Table 4.7: f-Square

	LMX DIFF	SL*LMX DIFF	SL	TMC	TP
LMX DIFF					0.441
SL*LMX DIFF					0.005
SL				1.611	0.042
TMC					0.022
TP					

In view of (Chin, 2010) when we examined the effect size (f^2), it has been necessary to check the effect sizes of selected variables versus the dependent variables with the help of f-test, which is a supplemental examination of the R^2 value. This outcome size is intended to resolve the effect of the R^2 when the outside (IV) factor is eliminated from the model and to anticipate whether the removed variable will have a tremendous result on the inside (DV) factor.

The current findings of f^2 with a value of 1.61 shows that SL has a very large effect size TMC, while SL has a value of 0.042 showing no effect on TP. The effect

size of TMC on TP is 0.022, showing that TMC has little effect on TP. The effect size of LMX on TP shows a value of 0.441, showing that LMX has a good direct effect on TP. The effect size of SL*LMX shows a value of 0.05, showing that LMX QUALITYhas a small effect or no effect on TP.

TABLE 4.8: R^2

	R Square
TMC	0.617
TP	0.483

The worth of the coefficient of determination or R^2 has been examined. The cutoff range for R^2 is this that numbers has to be among 0 and 1, and a superior number signifies more precession. The number of R^2 for TMC is 0.617, indicating that 61.7% of the variance in TMC is explained by SL and the value for R^2 for TP is 0.483 signifying that 48% of the variance in TP is explained by SL, TMC, LMX, and SL*LMX.

TABLE 4.9: Hypotheses Testing

Hypothesis		**Original Sample (O)**	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**	**Decision**
$\mathbf{H_1}$	SL → TP	0.239	0.239	0.061	3.894	0.000	Supported
$\mathbf{H_2}$	SL → TMC	0.785	0.790	0.036	22.121	0.000	Supported
$\mathbf{H_3}$	TMC → TP	0.176	0.182	0.076	2.318	0.020	Supported

There are four variables in this study, namely Shared Leadership (SL) as an independent variable, Team Monitoring Capability (TMC) as a mediator, LMX Quality(LMX D) as a moderator, Team Performance (TP) as a dependent variable, after running the test of Algorithm and then the bootstrapping analysis, the hypothetical conclusions were extracted. The table indicates the hypothetical association of Hypothesis (H_1) to Hypothesis (H_3). The default or standard T-score should be > 1.96 to have a significant association and the P-value should be < 0.05.

H_1: Shared leadership is positively and significantly related to team performance. The result showed that shared leadership was positively and significantly related

to team performance, with the path coefficient (β) is at 0.239 being 0.239 and the T-score being 3.894 and P value less than 0.05. Hence, the hypothesis is supported.

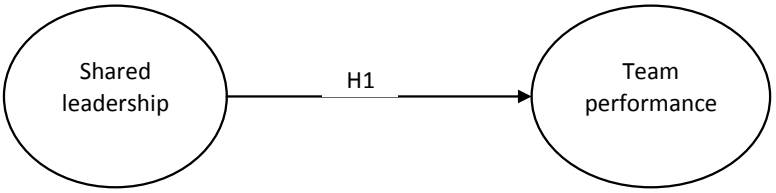

FIGURE 4.11

H_2: Shared leadership is positively and significantly related to team monitoring capability where the path coefficient (β) is 0.785 and the T-value is 22.21. And P value is 0.000.Hence, the hypothesis is supported.

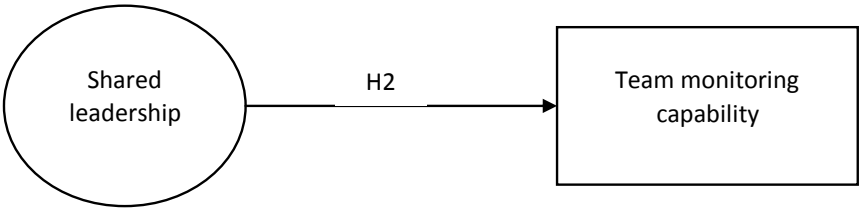

FIGURE 4.12

H_3: Team monitoring capability is positively and significantly related to team performance. The results of the path coefficient () is 0.176 and the T-value 2.318. and P value below 0.050.Therefore, the hypothesis is supported.

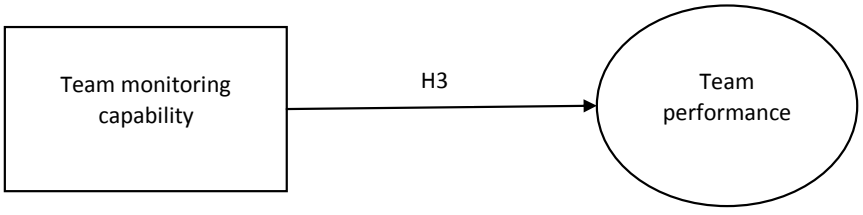

FIGURE 4.13

TABLE 4.10: Direct Effect between SL and TP without a Mediator

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**
SL → TP	0.138	0.144	0.062	2.226	0.026

The association between SL and TP was significant without introducing the mediator where the path coefficient (β) is 0.138 and the t-value is 2.226, which is significant.

TABLE 4.11: Table Mediation

Hypothesis		**Original Sample (O)**	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**	**Decision**
H4	SL → TMC → TP	0.138	0.144	0.062	2.226	0.026	**Supported**

The current study included that TMC (Team Monitoring Capability) as a is working as a mediator. The mediator has been added between SL and TP so that it will blend the two variables and explain the two variables more clearly . The mediator effect will give a improved clarification among the two factors. According to (Preacher & Hayes, 2008) mediation analysis has been tested using the bootstrapping technique In this reading, the mediation was performed to predict the mediation result of TMC on the association between SL and TP.

The results show that TMC is significantly mediating the association between SL and TP path coefficient (β) is at 0.138 and t-value at 2.26. Therefore H_4 is accepted.

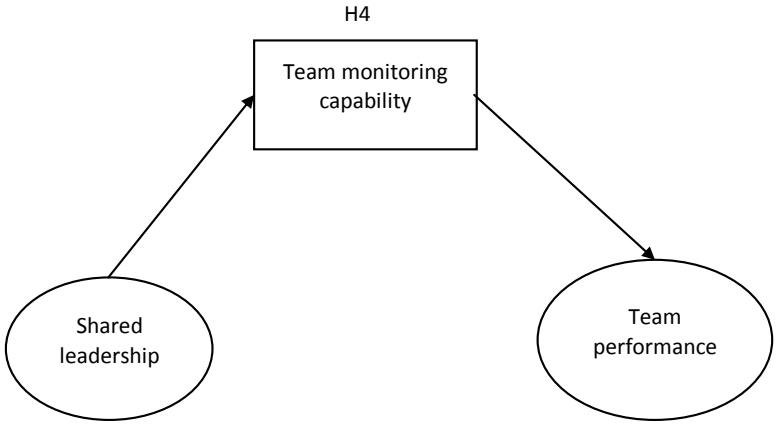

FIGURE 4.14

In addition to analyzing the mediating model, the moderating model was also measured and tests were run. The existence of a moderator was checked to predict if to verify the results and the relationship among two associated variables.

TABLE 4.12: Moderation Analysis

Hypothesis		**Original Sample (O)**	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**	**Decision**
$\mathbf{H}_5$	SL*LMXD → TP	-0.047	-0.039	0.053	0.883	0.377	Not Supported

Because the moderator is incessant and both independent variables and moderator are reflective, the interaction terms are recommended for moderating analysis (Chin et al., 2003; Chin, 1996).

We have also examined , LMX as moderator among the two connected variables. Therefore, we have performed the analysis and involved the moderator to predict the changes among SL and TP. The PLS algorithm and bootstrapping techniques has been used to identify on a moderating or non-moderating results. The algorithm has given the path coefficient and the t-value validating the decision of significance or non-significance.

Figure 4.3 demonstrates that the PLS model including the moderator. Looking at the moderating effect of LMX between SL and TP, the result shows that there is a negative association, However, at β = -0.47 and t value is = 0.883 the association was not significant (see Table 4.16). On the basis this result, this hypothesis is not supported.

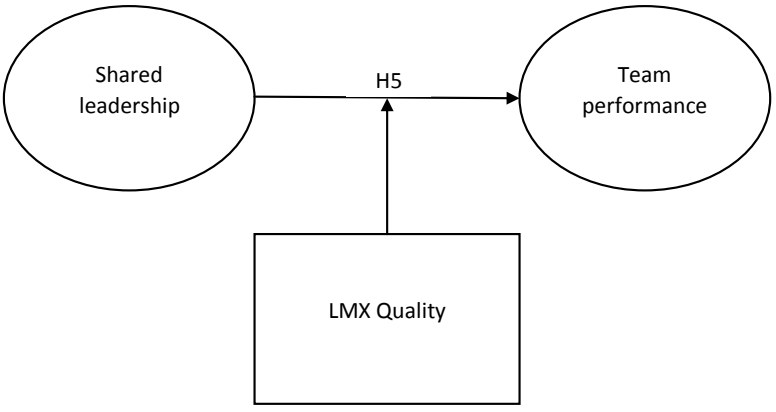

FIGURE 4.15

The same results were found by (Choi, 2019) when LMX work as moderator among workplace ostracism and depressed mood at work there is non significant relationship, like that the positive association is stronger for low as opposed to high levels

of LMX. This was not supported and the hypothesis was similarly rejected.Hence our finding is also support with literature.

Chapter 5

Discussion and Conclusion

5.1 Introduction

In this episode, we will sum up and discuss the results of the investigation and take a further view at the practical and theoretical charity. Since we have introduced TMC as mediator and LMX quality as moderator we have examined both the variables using the respective techniques. This episode will also prvoide suggestions for decision makers working in various organizations. In this investigation, the boundaries of the study have been also discussed and offer future explore directions in the upcoming likely research areas. The episode will cover the brief of the study and will conclude in a fashion that reader will be able to benefit it for decision making.

After words, the comprehensive debate on investigation query also on hypotheses testing is accessible. The debate section put stress on the direct dealings as well as the results and findings of all hypothesized mediator effect (direct and indirect influence) and moderator effect. As mentioned earlier, the study has concluded that out of four, three were supported. This specified that Shared leadership is positively and significantly related to team performance.

Furthermore, Shared leadership is positively and significantly related to team monitoring capability, Team Monitoring capability is positively and significantly related totem performance and TMC is significantly mediating the association between SL and TP and finally the moderating effect of LMX between SL and TP

shows that there is a negative association and the association was not significant.

The study was performed to investigate the association between Shared leadership and team performance, shared leadership on team monitoring capability, team monitoring capability, and team performance, the study also test the mediation role of team monitoring capability and the moderating impact of LMX Quality on the association between shared leadership and team performance. The questionnaire was adapted on the bases on preceding investigation. The reliability and validity of the instrument were tested to ensure the validity of the questionnaire. In addition, the questions were formulated more understandably for the respondents to better understand the questionnaire.A total of 383 questionnaires were received using Google forms, out of which 27 questionnaires were removed due to multivariate outliers, and only 356 questionnaires and usable and considered for final data analysis.

The SPSS 21 and smart PLS were used for data analysis, both descriptive and inferential analysis. The SPSS was used for the descriptive analysis and information on the demographic characteristics such as gender, age, education, and experience of the respondents. The inferential analysis has been also assessed to examine the direct association as well as the mediating and moderating results of the respondents.

The inferential analysis has been conducted to get the results of the direct, mediating and moderating effects of the respondents. Most of the benefits of using Smart PLS are that the software is able to approximation multiple capacity items to explain shared leadership, has gained its receipt in studies on team performance and is usually used in analysis in multiple studies.

Before conducting the examination, all data was screened and cleaned to ensure accurate communication of the results. In data filtering and cleaning process, several examination were performed like data inword mistakes, blank values, outliers and multicollinearity.

After the testing , only 27 outliers were observed and removed for final analysis. After that, there is no malfunction in the data entry because the data has been collected using the Google forms and emails only. Also, in this study, the multicollinearity has been not observed in the data. Once the cleaning process was

completed, the demographics profile analysis has been conducted to examine the frequency distribution and level of SL, TMC, TP and LMX which is also known as descriptive statistics.

The next step has been the examination of inferential data using Smart PLS. Actually, there are 2 stages involved in examining the data using Smart PLS. The first stage is called measurement model. In this stage, both convergent and discriminant validity are examined. In convergent validity test, three items were analyzed namely the outer loading, AVE and composite reliability test. In conclusion, the convergent validity is confirmed because all three conditions are met.

In support to discriminant validity test, examination on the cross loading has been tested using Fornell & Larckers criterion.Likely the convergent validity test and discriminant validity test has been established and satisfied after 02 items of shared leadership (i.e. RLO1,TLO1) and 01 item of LMX Quality i.e. LMX X6 was removed, whereas, no further items were removed from the other three variables.

The second step is called as the SME(structural model evaluation). In this analysis, the coefficient of determination (R^2), f^2 effect size and path coefficients tests were checked. Complete R^2 and f^2 numbers have been tested and finalized and met the condition. The examination on path coefficients or structural associations indicated that all direct associations (H_1, H_2) are positive and supported whereas, the direct association H_3 has been also posptive voted. Taking into consideration the mediation effect, all direct (when the mediator has been excluded) and indirect effects (through the mediator) are significant and supported showing that TMC mediates association among SL and TP. Thus the mediating hypothesis, H_4 has been confirmed and supported. The last and final hypothesis has been about the moderating effect of LMX has been not supported, hence rejected.

Out of the total 383 respondents, only 356 responses were testable and among 356 responses, 282 were males and 74 were females. Overall ration of males exceeds than females. Out of total population of 356 10 were between 42-49 years, 76 were in between 34 to 41 years and 117 respondents were in between 26-33 years and 153 were between 18-25. A total of 356 respondents, 14 had PhD degree, 169 had MS/Mphil degree, 137 had masters and 36 graduation. A total of 356 respondents,

4 had working experience of between 17-22 , 60 have work experience between 11-16, 115 have work experience between 6-10 and 177 have work experience between 0-5

5.2 Discussion of Results

5.2.1 H_1: Shared Leadership is Positively and Significantly related to Team Performance

The hypothesis model of Shared leadership has been measured using instruments adapted for this study are valid and reliable. The results of the current study show that shared leadership is positively and significantly related to team performance. As the () is at 0.239 being 0.239 and the T-score being 3.894. The P value is 0.00. Hence, the hypothesis is supported and there is a low level association between SL and TP as (β) is $<$ then 0.5. The final model of shared leadership showed that the model matches well with the data and that the loading of the factor is statistically significant.The internal consistency of the scale in the current When the leaders working in an organization share their power and delegate authority, empowering subordinates and distributing task among subordinates, it will increase the sense of belonging, synergy and accountability, team members will be empowered in this case be able to think together, be more creative, they solve the complex situations and help them to participate in the decision making in order to increase the productivity and ultimately the performance of the organization.

Several studies have provided evidence that the formation of divided leadership, they have also reported research into the antecedents, consequences, and underlying mechanisms of divided leadership (Q. Wu et al., 2020). Over the past two decades, the trend of adapting to shared leadership has accelerated, leading to improved performance among members working in teams. Across the organization and across functional areas, team members engage in shared leadership and work together to increase productivity and work under one another's supervision (Muethel & Hoegl, 2016).

They also discussed that through the leader-centered approach, organizations can derive various benefits from this collective approach, where power is decentralized and shared among group members, a greater degree of shared leadership among team members, and decision-making authority among them. Shared leadership is considered to be very beneficial to organizational effectiveness as it is very difficult for top-level management to thoroughly engage with KSA skills, knowledge and abilities to lead all dimensions of work (Pearce & Manz, 2005). As reported by Day et al. (2004) Shared leadership increases teams' social capital by enabling better use of the essential resources, information, and skills of diverse teammates, which ultimately supports team performance. Shared leadership also fosters a shared distinctiveness among team members and improves levels of team engagement and involvement, which helps improve team performance and demonstrates that shared leadership can support public involvement and contribute to team consistency in what is done at a time that can ensure team effectiveness.

5.2.2 H_2: Shared Leadership is Positively and Significantly related to Team Monitoring Capability

Shared leadership is positively and significantly related to team monitoring capability where the path coefficient (β) is 0.790 and the T-value is 22.121. Therefore, the hypothesis is supported. It is also highlighted here that the () is $>$ then 0.5 therefore there is a strong relations between SL and TMC and P value is also 0.00. In addition that R^2 also shows that 61.7% SLP influences the Mediator which show a very strong association This shows that proposal made by the (Jeske, 2021) that Shared Leadership is known as a tag embedded in more and more monitoring software to track the daily performance of employees in organizations who have resorted to employment and task completion is very well supported. This shows that the joint management aims to show the possibilities, advantages, and disadvantages of monitoring for employees. The number of pros and cons, and the resulting recommendations for HR professionals, have shown how technology will help with monitoring, but in some cases, it can affect performance as well. From the perspective of (Marks & Panzer, 2009) the association between decentralized leadership, monitoring, coordination, and feedback, as well as effectiveness, is of

very great importance for organizational growth. Shared leadership has always been enhanced by team monitoring and has supported the important role of team monitoring in the performance of action teams.

5.2.3 H_3: Team Monitoring is Positively and Significantly related to Team Performance

Team Monitoring capability is positively and significantly related to team performance. The results of The path coefficient (β) is 0.176 and the T-value 2.318 and P value is 0.00. Hence, the hypothesis is supported. The value of the coefficient of determination or R^2 value has been examined. It has been noted that this value should be between 0 and 1, and a larger value indicates greater accuracy. The worth of R^2 for TMC is 0.336, indicating that 33.6% of the variance in TMC is explained by SL.

SL is explained as leadership as a collective and mutual motion dispersed among the members of a group (Carson & Groves, 2007) this approach is accepted with a moderate mode as results shows that there is moderate relation shown between the TMC and TP being (β) value less than 0.5 which is 0.35 . When people are given powers or we can say when a leader shares its powers then the leader has the right to keep track of the use of its powers as they are being used properly or they are being misused such approaches also have moderate acceptance . It has been found that an exterior authorizing team leader and interdependence in the team pointedly forecast the degree of shared leadership, which, in turn, has been positively related to team leader ratings of team performance. This can only be done if the leader has a system of monitoring in which he can monitor the team in every stage of the project life cycle this approach is also accepted. Generally, the study supports preceding conclusions that the act of sharing leadership in a team may contribute to increased team performance which can only be done by proper supervision and supervision has an element called monitoring. In addition, it has been also observed that an initial understanding of originator situation for the victorious growth of SL needs variables like supervision which is not an abusive one

but constructive monitoring (Fausing et al., 2015) which is moderately validated as per our analysis.

5.2.4 H_4: Team Monitoring Capability Mediates the Relationship between Shared Leadership and Team Performance

Team monitoring capability is allowed to work as mediator as with the help of this we will be able to understand the functioning of IV and DV. The mediation is checked using the bootstrapping technique (Preacher & Hayes, 2008). In this study, the mediation test has been performed to predict the mediation effect of TMC on the association between SL and TP. The results show that TMC is significantly mediating the association between SL and TP path coefficient (β) is at 0.138 and t-value at 2.26. This show that TMC meditates between SL and TP and hypothesis is supported. It is also noted that the value for R^2 for TP is 61.7% suggesting that 48.3% of the variance in TP is explained by SL, TMC, LMX D, and SL*LMX D

After the support of hypothesis we can say that SL explains leadership as a combined effort and mutual action dispersed between the individuals of a group (Carson & Groves, 2007) is very well supported and when people are given powers or we can say when a leader shares its powers then the leader has the right to keep track of the use of its powers as they are being used properly or they are being misused is role of monitoring capability. It has been found that an exterior authorizing team leader and interdependence in the team pointedly forecast the degree of shared leadership, which, in turn, has been positively related to team leader ratings of team performance this concepts also very well supported. This can only be done if the leader has a system of monitoring in which he can monitor the team in every stage of the project life cycle. Generally, the study supports preceding conclusions that the act of sharing leadership in a team may contribute to increased team performance which can only be done by proper supervision and supervision has an element called monitoring. In addition, it has been also observed that an initial considerate of inventor situation for the winning growth of

SL needs variables like supervision which is not an abusive one but constructive monitoring (Fausing et al., 2015).

With the support of hypothesis the concept that monitoring has positive and negative impacts on the decision making in an organization as in corporate culture the primary role of the board of directors in various viewpoints is to limit the carefulness of managers, who are supposed to be opportunistic and self-centered, by monitoring their actions and decisions to exploit shareholders wealth(Zahra & Pearce, 2016) is supported in positive way and lead to performance in teams .Therefore shared leadership needs monitoring to avoid the exploitation by the agents and to get the team performance in corporate culture.

5.2.5 H_5: LMX Quality Moderates the Relationship between Shared Leadership and Team Performance in such that if LMX is high then the Relationship between Shared Leadership and Team Performance would be Stronger

The moderating effect of LMX Quality on Shared Leadership and team performance has been tested where, LMX quality is described as a arbitrator stuck between the two correlated variables. Therefore, examination has been done by involving the arbitrator to check impact among SL and TP. The smart PLS algorithm and bootstrapping formulas were subjected to test to decide on a arbitrator or non-moderating effect. The algorithm has to give the path coefficient and the t-value validates the decision of significance or non-significance. Figure 4.3 illustrates the PLS model including the moderator. Looking at the moderating effect of LMX between SL and TP, the result shows that there is a negative association, as at β = -0.47 and t = 0l.883 the association has been not significant .Therefore it is proved from the results that hypothesis is not supported.

According to the finding of (Choi, 2019) there is non positive relation among workplace ostracism and depressed mood at work when moderated by LMX quality when LMX quality level is high as oppose to positive association. This has been

not supported and the hypothesis has been similarly rejected and it has been not supported .Hence our finding from the literature are not supported with the rejection of this hypothesis.

Hence from the result the concept proposed by (Graen & Uhl-Bien, 1995) that the LMX quality theory is doubting on the diverse associations surrounded by group members by leaders in the same organization which explain that LMX moderate between shared leadership and team performance is not supported. The concept of LMX is group variability in the associations quality between the group members and leader. LMX quality has been moderatin effect has been explained in several concepts of team performance under countless discussions, such as social identity, social comparison, and situation theory. Academics agreed that the effect of LMX is complex and affected(Graen & Uhl-Bien, 1995)(Henderson et al., 2009).where as this concept when studied with SL and TP it has been not supported .

5.3 Practical and Managerial Implications

Distribution of authority has been proven tool which enables the team creativity as team is creative it also increases their performance as team. (Peter et al., 2015). It is implied that when authorities are decentralized it enables the group members to generate ideas for new ventures by energizing the group members to expand their wisdom, foresightness, and which will increase the group knowledge (Amabile, 1996; Perry-Smith & Shalley, 2003). Where there are positive sides of the shared leadership there are some negatives aspect of the shared leadership also which were explained by, Lin, Ma, and Johnson (2016) and Lin, Scott, and Matta (2019) has described that involving the team mebers in decision making is very good forms of leadership behaviours which lead to supply running down and subsequent more progress is resulted behaviours In the same ways, it was found that engaging in servant control behaviour can also be depleting for leaders, making them to become more inactive and such act will lead to slow progress.

Shared Leadership and Team performance have been studied several time before but development of performance of team form the shared leadership has been be

explored in such a way that it has resulted the team performance (Peter et al., 2017).

The study has been done in pandemic and most of the study focus on the SL and team performance . It has been shown form the study that shared leadership does impact the team performance while studying various organizations in Pakistani Environment .This study has also opened the avenues for the future studies in field of Shared leadership and Team performance using various variables.

Additional research in the path of Shared leadership and team performance will expand our knowledge Research in as additional variables are studied. The variables used here are LMX Quality and Team monitoring capability. LMX Quality also have sub variables which have to be examined in order to expand the avenues of knowledge . Other than that shared leadership can be studied with formal leader ship such that when in a group the group members excercise the SL actions very frequently and manage well, the proper leader is likely to grant more leverage to group members.

5.4 Research Limitations and Future Directions

Behavioural science research always keep on changing and bring s different results with change in nature, environment, social factors etc. Therefore every research ends with some limitation and same is the case in my study where there are also some limitations This is a study which has been studied very lass and recently no as such material in respect of Moderator and Mediator keeping in view the SL and TP .No one can address all aspects in one study. In this study some research gaps have been filled by adding some well-informed literature. But on the other hand, there are several limitations in this study due to time and resource constraints.

Firstly we have used one mediator and moderator. we can test this study with other mediators and moderatos like (coordination, goal commitment, knowledge sharing) while using LMX quality as moderator (Han, Lee, Beyerlein & Kolb, 2018). Other than that there are several other mediators which have been proposed for future studies which are namely bunch of group, emergent states,group properties, group mindfulness, groupteam backup behaviour, group reflexivity,

group absorb ability, and group knowledge integration capability, Zhu, Liao, Yam, and Johnson (2018). Second, this shows that negative association between SL and TP while using LMX quality as moderator but it can also be possible to examine positive association for further research. This can be a limitation for this research but it motivates potential researcher to explore the positive dimensions of perceived over qualification, moral disengagement and cyber loafing.

Third, this study has been done in the pandemic therefore several values have been disturbed we can even test the same variables in normal environment then it is possible the result ban be changed other then that the culture and values may vary from country to country. There are variations in demographics. This study has been conducted in the culture of Pakistan, but it yields different results when same study will be conducted in other country. So future research can be conducted in another country.

Fourth, sample size is small for current study and it has a important result on results of this research. Future research should take large number of sample size for testing the model.

5.5 Conclusion

The study has further elaborated the dimension of our four variables as we have studied, four variables deeply to check out their significance in the organizational management , named as, shared leadership as an independent variable, team monitoring capability as a mediator, team performance as a dependent, and Leader member exchange differentiating as moderator. The results of the hypothesis show that shared leadership is completely and significantly connected to team performance and team monitoring capability mediates the association of shared leadership and team performance.

However LMX QUALITY do not moderates the association among shared leadership and team performance do not association of shared leadership and project team performance did not got moderated .On the basis of above discussion it is concluded that the performance of teams could be enhanced if shared leadership is promoted within the organizations as shared leadership can make the members feel

free to perform their activities and allow the individuals to select their techniques to do them effectively.

Other than that research has established intangible simplicity and arrangement to the increasing shared leadership literature. In this paper it has been elaborated the types of shared leadership, and an approach to understand shared leadership ways to distinguish it from similar variables . Similarly, this paper has elaborated a collective platform that collects and the expands the knowledge and surfaces the potential directions for future research. It is important to mention here that this paper will also give confidence for future investigation on shared leadership novel. It has been also enforced that this will aso lead to education and will provide the horizons to study news ways regarding teams in which guidance roles and authority are spread between team mates.Other than that , the model studied with the help of this study will provide a valuable structure for researchers to use when considering other possible superseding variables that might augment team performance when shared leadership is blended with the other variables additionally, this shared leadership model will help HR executives to develop strategic interventions to enhance team performance in organizations.

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Appendix

CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

ISLAMABAD

Department of Management Sciences

Questionnaire

Dear Respondent,

My name is Zaheer Abbas. As a MS research student at Capital University of Sciences And Technology, Islamabad, I am collecting data for my research paper titled as Shared leadership in teams: The moderating effect of LMX Differentiation and intermediating role of Team Monitoring, on perceived team performance. It will take your 10-15 minutes to answer the questions and to providing the valuable information. I assure you that data will be kept confidential and will only be used for academic purposes.

Thanks a lot for your help and support!

Sincerely,

Capital University of Sciences and Technology, Islamabad.

1	**Items**	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	Shared Leadership					
	1-Task leadership orientation	1	2	3	4	5
1	As a team we clearly assign tasks	1	2	3	4	5
2	As a team we clearly communicate our expectations.	1	2	3	4	5
3	As a team we provide each other with work relevant information.	1	2	3	4	5
4	As a team we ensure that everyone knows their tasks	1	2	3	4	5
5	As a team we monitor goal achievement.	1	2	3	4	5
	2-Relation leadership Orientation	1	2	3	4	5
1	As a team we take sufficient time to address each others concerns	1	2	3	4	5
2	As a team we recognize good performance.	1	2	3	4	5
3	We promote team cohesion.	1	2	3	4	5
4	We support each other in handling conflicts within the team	1	2	3	4	5
5	As a team we never let each other down	1	2	3	4	5
	3-Change leadership orientation	1	2	3	4	5
1	We help each other to correctly understand on-going processes in our team	1	2	3	4	5
2	As a team we help each other to learn from past events	1	2	3	4	5
3	As a team we help each other to correctly understand current company events.	1	2	3	4	5
4	As a team we can inspire each other for ideas.	1	2	3	4	5
5	As a team we support each other with the implementation of ideas.	1	2	3	4	5

	4-Micro political leadership orientation	1	2	3	4	5
1	We use networks in order to support our teams work.	1	2	3	4	5
2	We ensure that our team is supported with necessary resources to full fill the task	1	2	3	4	5
3	As a team we assist each other to network	1	2	3	4	5
4	We establish contact with important experts valuable for our team	1	2	3	4	5
5	As a team we are open to external assistance in the case of internal team problems.	1	2	3	4	5

S.No.	**Items**	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	LMX Differentiation	1	2	3	4	5
1.	Do you know where you stand with your leader? Do you usually know how satisfied your leader is with what you do? (Does your member usually know)	Rarely	Occasionally	Sometimes	Fairly Often	Very Often
2.	How well does your leader understand your job problems and needs? (How well do you understand)	Not a Bit	A Little	A Fair Amount	Quite a Bit	A Great Deal
3.	How well does your leader recognize your potential? (How well do you recognize)	Not at All	A Little	Moderately	Mostly	Fully

4.	Regardless of how much formal authority he/she has built into his/ her position, what are the chances that your leader would use his/ her power to help you solve problems in your work? (What are the changes that you would)	None	Small	Moderate	High	Very High
5.	Again, regardless of the amount of formal authority your leader has, what are the chances that he/ she would "bail you out," at his/ her expense? (What are the chances that you would)	None	Small	Moderate	High	Very High
6.	I have enough confidence in my leader that I would defend and justify his/ her decision if he/she were not present to do so? (Your member would)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.	How would you characterize your working relationship with your leader? (Your member)	Extremely Ineffective	Worse than Average	Average Then Better	Average	Extremely Effective

S.No.	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	Team Monitoring	1	2	3	4	5
1	In this team we check whether everyone meets their obligations to the team.	1	2	3	4	5
2	In this team we watch whether everyone completes their work on time.	1	2	3	4	5
3	In this team we keep close track of whether everyone performs as expected.	1	2	3	4	5
4	In this team we check whether everyone is doing what is expected of him/her.	1	2	3	4	5
5	In this team we carefully monitor each others progress on his/her work.	1	2	3	4	5

S.No.	Items	Poor	Low	Medium	High	Very High
	Team Performance	1	2	3	4	5
1	Performance Compared with the very best team you are working with or have worked with in the past, please rate the performance of the TEAM on the following dimensions.	1	2	3	4	5
a.	Efficiency	1	2	3	4	5
b.	Quality	1	2	3	4	5
c.	Technical innovation	1	2	3	4	5
d.	Adherence to schedule/budget	1	2	3	4	5
e.	Work excellence	1	2	3	4	5

Gender

1	2
Male	Female

Age

1	2	3	4	5
18-25	26-33	34-41	42-49	50 and above

Qualification

1	2	3	4	5	6	7
Metric	Inter	Bachelor	Master	MS/M.Phil.	PhD	Post PhD

Experience

1	2	3	4	5	6
0-5	6-10	11-16	17-22	23-28	29 and above