

Full Length Research Paper

Shared Leadership and Team Effectiveness: Moderating Effects of Task Interdependence

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This study investigates the relationship and effect between the attitude about shared leadership and team effectiveness with two dimensions of task interdependence such as Received Task Interdependence (RTID) and Initiated Task Interdependence (ITID) tested for the potential moderating effects on the relationship. Research hypotheses were developed and tested using regression analysis. To test the hypotheses, we distributed 550 questionnaires among the employees in nine insurance companies in South Korea. Finally we used 296 valid responses for our analysis. Two hypotheses showed significant result while others did not show any potential impact. The major findings indicate that attitude about shared leadership has a positive impact on team effectiveness. One dimension of task interdependence, RTID did suppress the relationship between shared leadership and team effectiveness. But for ITID, we did not get any positive moderating effect between the relationships. For practical implications it suggests that attitude about shared leadership should be prioritized to accelerate team effectiveness. Moreover, team leadership should use less of RTID when shared leadership is exercised by the team leaders to improve the level of team effectiveness.

Key words: Shared Leadership, Team Effectiveness, Attitude about Shared Leadership, Task Interdependence.

INTRODUCTION

To date, work performance is heavily dependent on team work and organizational leadership is closely associated with promoting team work too (Devine et al., 1999; Gully et al., 2002). Thus team work is strongly influenced by leadership style which has been changed for last few decades (Bass, 1985). One man leadership was prevalent in past and authority was exercised in an autocratic way (Yukl, 2002) but last few decades has seen a major transformation of the past view by some noted scholarly works of leadership (McGregor, 1960; Vroom and Yetton, 1973; Bass, 1985; Burns, 1978; Greenleaf, 1977; Lawler, 1986). McGregor (1960) developed Theory X and Theory Y and in his Theory Y he explained and argued that people are honest, sincere and naturally like to do the right actions for the organization. The notion of Theory Y

inspires people oriented working attitude and thus team work gets preference in the organization (Avolio et al. 1996). Although team work and leadership is not a new concept but the way of leading the team and sharing leadership authority was searched recently (Gibb, 1954; Pearce and Conger, 2003; Small and Rentsch, 2010). Gibb (1954) and Katz and Kahn (1978) argued the importance that team leadership should be shared among the team members in the organization. From the above mentioned argument, we argue that team work must be influenced by shared leadership. In addition, Mayer et al. (1995) argued that shared leadership emphasizes on relationship oriented work culture among the employees which is dependent on high involvement of task interdependence. Though shared leadership was studied for

long time but different dimensions are untouched till now to test its conceptual understanding. In addition, team members' attitude influence on shared leadership performance in an organization (Yukl, 2002). Thus the attitude about shared leadership results in team performance. Though it was mentioned in several empirical studies but tested rarely. Thus we find a research gap to test the influence of the attitude about shared leadership. Recently Avolio et al. (1996); Ensley et al. (2006); Pearce and Sims (2002); Sivasubramaniam et al. (2002) showed empirical works and linkages between shared leadership and team performance. Also Carson et al. (2007) showed a major work of shared leadership in teams where they analyzed antecedents' conditions and performance. Though existing literature had discussed shared leadership and team performance a lot but most of research still untouched addressing the causal relationship between the behavioral aspects of shared leadership and its impact on team effectiveness. Thus we intend to measure the causal relationship between the attitude about shared leadership and team effectiveness. From the previous evidences, we find that shared leadership is enriched with the high involvement of task interdependence among the team members. More importantly, Seibert et al. (2003) suggested that the degree of task interdependence should be examined for its moderating effects between shared leadership and team effectiveness. Although the empirical evidence mentioned the necessity of moderating effects of task interdependence but no study has shown the empirical analysis yet. Thus we intend to test the moderating effects of task interdependence in this study. In this vein, we have several objectives of the current study (1) to test the operational and conceptual definition of the shared leadership, (2) to test the influence of the attitude about shared leadership on team effectiveness, (3) to measure the moderating effects of task interdependence between the causal relationship of attitude about shared leadership and team effectiveness.

LITERATURE REVIEW

Conceptual Definition of Shared Leadership

Shared leadership has been discussed in the leadership literature for last several years. In this study, we follow the conceptual definition of Yukl (2002) and shared leadership has been defined as "the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish shared objectives". (p. 7). In relation with our study, we also follow the definition of Pearce and Conger (2003) defined "Shared leadership involves dynamic, interactive influence processes among and between individuals in teams" (p. 1).

In a broader view, shared leadership also offers several

noted work characteristics such as team members' working attitude, environment, communication with task interdependence as well as environmental support or recognition (Pearce and Sims, 2000; Bligh et al., 2006). Mainly this leadership style empowers employee capacity and supports team based work to develop the organization. Now the question we ask in our study that: Is shared leadership the best fit for team work? Till now some reputed leadership scholars like Pearce (1997), Yukl (1998, 2002), Pearce and Sims (2000, 2002) and Pearce and Conger (2003) argued that shared leadership is one of the best ways to encourage team based work which supports employee empowerment too. In addition, some noted leadership studies also argued that shared leadership is the outcome of the transactional and transformational leadership (Manz and Sims, 1993; Bass and Avolio, 1993; Cox and Sims, 1996; Sims and Manz, 1996). Thus shared leadership supports team based work environment and promotes employee empowerment. Based on the key evidences supporting shared leadership concept, scholars indicated four main stages of the foundation of shared leadership. Those four stages of leadership are: 1) Directive, 2) Transactional, 3) Transformational, and 4) Empowering. These four types influence much on shared leadership. Importantly behavioral based leadership theories also influence the framework of shared leadership (Pearce and Sims, 2002). For better understanding we must explain those four leadership stages more deeply.

Directive Leadership

Directive leadership refers the position power or hierarchical influence of behavior in an organizational chart (French and Raven, 1959; Pearce and Sims, 2002). Directive behavior comes from the McGregor (1960) Theory X, initiating structure of the Ohio studies (Halpin and Winer, 1957) and the task oriented leader behavior of the Michigan studies (Katz et al., 1950).

Transactional Leadership

Transactional leadership supports employee performance based reward and financial motivation. Transactional leadership comes from the expectancy theory (Vroom, 1964), and the reinforcement theory (Scott and Podsakoff, 1982).

Transformational Leadership

Transformational leadership focuses on charismatic behavior and influences on employee moral values (Bryman, 1992). The framework of transformational leadership depends on the sociology of Charisma (Weber, 1946), charismatic leadership theory (House, 1977).

Empowering Leadership

Empowering leadership refers the process of the development of followership. Specifically, it emphasizes on self development and enriching leadership skills (Pearce and Sims, 2002). Till now, empowering leadership is the last stage of leadership literature and many scholars claim it as a "Super Leadership" (Manz and Sims, 2001). Empowering leadership depends on the theoretical development of self- management (Thorenson and Mahoney, 1974), social cognitive theory (Bandura, 1986), cognitive behavior modification research (Meichenbaum, 1977) and participating goal- setting research (Erez and Arad, 1986). Analyzing these changing trends, firstly Yukl (1998) named a new paradigm of leadership as "Shared Leadership" where all responsibilities and activities will be done in a participative way and it also follows the path of empowering leadership. Although shared leadership supports participative involvement in team work but very few studies notified the importance of attitude in a shared leadership organization (Manz and Sims, 1993).

Attitude about Shared Leadership

Shared leadership focuses on behavioral aspect in an organization. Not only leader behavior but also employee behavior empowers shared leadership in team work. Based on previous studies, we got two dimensions of shared leadership, a) the distribution of leadership influence, and b) the degree of leadership influence (Mayo et al., 2003). The distribution of leadership influence indicates the focus of leadership behavior in one and many team members. And the degree of leadership influence refers to the situation when team members attribute high levels of influence to each other (Mayo et al. 2003).

Scholars showed their concern that which shared leadership behavior will bring the level of optimal effectiveness. Even researchers disagreed to emphasize one best behavioral aspect of shared leadership (Locke and Latham, 1990). In this regard, Bligh et al. (2006) argued that leader behavior encourages employees to work in a team and employee attitude towards shared leadership can make it effective. Thus we should focus on the aspect of attitude towards shared leadership which will empower and fuel the effectiveness of shared leadership. Till now, Yukl (2002) discussed leader behavior in a 3 dimensional ways which cover all aspects of shared leadership. They are task oriented, relations oriented and change oriented attitude. Small (2007) argues that task oriented behavior refers task completion with time boundary. In addition, Yukl (2002) argued that relations oriented leadership emphasizes support and assistance among the team members, avoiding conflicting issues and making a family friendly work environment which will help to pursue goal easily. In contrast, change oriented

behavior puts innovative and visionary future in front of them and always emphasizes on the work flexibility and adaptability in order to cope with new ideas and changes. From the above categorization we may say that shared leadership matches much on relationship oriented and change oriented behavior. Theoretically shared leadership indicates the aspects of team work and team effectiveness, employee and customer satisfaction, group potency, trust, social integration and collaborative interest (Avolio et al., 1996; Pearce et al., 2004; Pearce and Sims, 2002). Certainly attitude about shared leadership focuses much on team work and the way of team effectiveness.

Team Effectiveness

Team effectiveness has been discussed in the leadership literature for long period of time. From 1980s the concept of team work become popular and has been considered the source of innovation, skills development and empowering process (Dess and Miller, 1993). Basically team effectiveness always maintains three basic levels like input, process and output. In this study, we intend to discuss the behavioral input to the team effectiveness process. Mainly we set our objective to find out the relationship between attitude about shared leadership and team effectiveness. In relation, Klimoski and Mohammed (1994) argued that team effectiveness refers the collective effort among the team members for a common objective and the whole process refers the development of interpersonal relationship. Practically team works are enriched with high task interdependence, high role differentiation, high task differentiation and distributed expertise (Salas et al., 1992). As our study also relates with team effectiveness so we should conceptualize the state of effectiveness. Effectiveness is conceptualized universally to apply a variety of working teams, consistent with current thinking (Goodman et al., 1986). Conceptually team effectiveness involves shared and participative work environment. In this regard, we argue that shared leadership is an integral part of team effectiveness and both of them have significant effect on each other. Though much literature indicated the causal relationship between attitude about shared leadership and team effectiveness but very few showed the empirical evidences on this issue (Small, 2007). Thus we find a research gap between attitude about shared leadership and team effectiveness.

Interaction between Attitude about Shared Leadership and Team Effectiveness

Attitude about shared leadership always plays a vital role in the paradigm of shared leadership. If attitudes are not attractive, there are a less percentage of successes of shared leadership behavior. Though the empirical

research on shared leadership is not vast but most of them support that there is a strong relationship between shared leadership and team effectiveness (Small, 2007). To support our view, we have found few empirical research about shared leadership which is related to the objective team performance (Bowers and Seashore, 1966), self ratings of team effectiveness (Avolio et al., 1996; Pearce et al., 2004), manager and customer ratings of team effectiveness (Pearce and Sims, 2002), functional teams (Burke et al., 2006) and team based knowledge work (Bligh et al., 2006). Most of scholars showed a strong relationship between shared leadership and team effectiveness. But very few of them pointed specifically on the attitude of shared leadership. In this aspect, Burke et al. (2006) argued that there is a lack of integration considering the relationship between leader behavior and team performance outcome. Keeping relation with the same point of belief, other scholars like Bligh et al. (2006) also argued that shared leadership behavior is an important indicator to the team effectiveness. So above findings proved the strong relationship between shared leadership and team effectiveness. In addition to that, few empirical researches showed the major importance of the behavior of shared leadership which is close to the attitude about shared leadership. Small (2007) argued that attitude about shared leadership can moderate relationship among intragroup trust, distribution of leadership and degree of leadership. Here, we find a strong effect of the attitude about shared leadership. But there are not enough empirical findings about the attitude of shared leadership though it plays a major and significant role in the paradigm of shared leadership. From this point of view, we feel a strong urgency to conduct a study on the attitude about shared leadership and team effectiveness. Above empirical research already proved the strong relationship between shared leadership and team effectiveness but no one proved the relationship between attitude about shared leadership and team effectiveness. However, Small (2007) proved the attitude about shared leadership as an important moderating variable. Therefore we also propose:

H1: Attitude about shared leadership is positively related to team effectiveness.

Moderating Effects of Task Interdependence

Conceptual foundation of Task Interdependence

Task interdependence refers the dependency to each other into the organization (Kumar et al., 2009). Thompson (1967) argued about task interdependence and defined as a necessary characteristic for achieving organizational objectives. After long time, Hackman and Oldham (1976) mentioned task interdependence in their

job design theory and explained mainly two types of interdependence such as initiated and received task interdependence. At the same time Van de Van et al. (1976) explained task interdependence by which employees of an organization depends each other to accomplish their job. Shortly after that Kiggundu (1978) clarified task interdependence by following the job design theory and adapting the classifications of Hackman and Oldham (1976). Nowadays task interdependence has been discussed in many literatures where it plays a vital role for performance and outcome and to make employee collaboration, interaction with each other (Kumar et al., 2009). Following the activities of task interdependence, we argue it as a fueling behavior to influence team effectiveness. Specifically, Kiggundu (1983) defined two types of task interdependence based on the job design theory of Hackman and Oldham (1976). Our study fits the classification of Kiggundu (1983) for the job characteristics of the respondents. Though many scholars referred that task interdependence should act as a significant moderating role player between shared leadership and team effectiveness but till now no study proved the moderating role between the attitudes about shared leadership and team effectiveness. Therefore we propose:

H2: The relationship between the attitude about shared leadership and team effectiveness is positively moderated by the task interdependence.

Kiggundu (1983) classified task interdependence in two types. Those are stated below:

Initiated Task Interdependence (ITID)

Shared leadership encourages doing the job in a team basis and team work is featured by the collaboration, coordination and mutual responsibility. Team work strongly supports interdependence with each other too. It can increase member satisfaction, team effectiveness, mutual benefits (Taggar and Hainess, 2006). Moreover, Johnson and Johnson (1989) strongly argued that interdependence enhances team learning process, organizational achievement, and cognitive complexity of thought and interpersonal relations. Here interdependence is a positive determinant of organizational work settings and a necessary element of team work. Interdependence was coined and discussed by a lot of scholars from the 1950s. Early scholar Kiggundu (1983) first coined the term Initiated Task Interdependence (ITID) depending on its characteristics which strengthen the interpersonal relationships among the employees of the organization. ITID has the positive effect of internal work satisfaction in a work team, work motivation, growth satisfaction and quality performance (Kiggundu, 1981). Initiated Task Interdependence (ITID) has been defined

as “the degree to which work flows from a particular job to one or other jobs” (Kiggundu, 1983, p. 501). Also Kiggundu (1978, 1981, and 1983) defined ITID as the interpersonal interaction among the team members. So high level ITID refers that members of the work team depend on the particular member for materials, information and resources. It has also been suggested that ITID assesses “the degree to which one employee feels that others rely upon him or her to accomplish their work” (Doerr et al. 2004, p. 913). Also shared leadership behavior needs initiated interdependence in every step of the organizational work and team effectiveness strongly relies upon initiated task interdependence.

Therefore we propose:

H2a: The relationship between the attitude about shared leadership and team effectiveness is positively moderated by the Initiated Task Interdependence (ITID).

Received Task Interdependence (RTID)

RTID is the second dimension of the task interdependence (Kiggundu, 1983). RTID refers the situation where employees of the particular job or work group receive instruction from other work groups. Simply, it is undesirable to the employees and this situation causes employee dissatisfaction. Unlike ITID, RTID decreases work motivation, work satisfaction and performance growth among team members. In a sense, RTID has the opposite effect of ITID (Kiggundu, 1983). RTID has been defined “the extent to which a person in a particular job is affected by the workflow from one or more other jobs” (Kiggundu, 1983; p. 501). Simply, one employee is dependent to other employees for the accomplishment of the work goal. Even sometimes, RTID refers to get instructions from several employees at a time. Early scholar Thompson (1967) found that received task interdependence directs to a decrease in autonomy and it leads less motivation and work satisfaction. Also Trist and Bamforth (1951) found some characteristics of employees in case of high RTID such as avoidance of production responsibility, low productivity norms, abstain from flourishing self potentials and absenteeism, turnover. Moreover, Settoon et al. (1996) and Tsui et al. (1997) mentioned in their study that employees like reciprocity but they feel discourage to get instructions from different work flows. Though several literatures mentioned about the negative effects of RTID but very few of them showed empirical evidences which arises an important point of research. To support our view, Seibert et al. (2003) strongly recommended measuring the moderating effects of task interdependence where the relationship stands between shared leadership and team effectiveness. Depending upon the above literature and lines of reasoning, we argue the negative impact of RTID and therefore we

propose:

H2b: The relationship between the attitude about shared leadership and team effectiveness is negatively moderated by the Received Task Interdependence (RTID).

Socially Desirable Responses Bias (SDR)

SDR is considered to assess the self-reporting biases. According to Crowne and Marlowe (1960) “Social desirability, thus, has been used to refer to a characteristic of test items, that is., their scale position on a social desirability scale” (p.394). Here the most important point to notice that SDR identifies the cultural or intentional bias. Also the item answers are affected by the cultural and behavioral pattern from where the populations are drawn (Crowne and Marlowe, 1960). From the very beginning of the use of the social desirability responses bias scale, the Marlowe-Crowne (MC) scale was used widely and accepted to detect self-reporting biases (Arnold et al., 1985). We want to identify the biased effect of shared leadership among the respondents or the ignorance about the utility as well as the importance of the shared leadership in the team effectiveness where the task are shared and dependent to each others. Based on the theoretical discussion we built our study model as shown in Figure 1.

H1: Attitude about shared leadership is positively related to team effectiveness.

H2: The relationship between the attitude about shared leadership and team effectiveness is positively moderated by the task interdependence.

H2a: The relationship between the attitude about shared leadership and team effectiveness is positively moderated by the Initiated Task Interdependence (ITID).

H2b: The relationship between the attitude about shared leadership and team effectiveness is negatively moderated by the Received Task Interdependence (RTID).

MATERIALS AND METHODS

Research Design

To formulate research design, we decided to collect data based on the insurance company employees. Individual data collection procedure has been followed. Employees were asked to complete data set by considering their intention to work in a team where shared leadership is practiced.

Population and Sampling

Employees from nine insurance companies were selected for collecting data. Regular employees were requested to fill-up the questionnaire as shown in Appendix 1. Both male and female employees were chosen equally. Insurance company employees were requested to complete the questionnaire based upon their

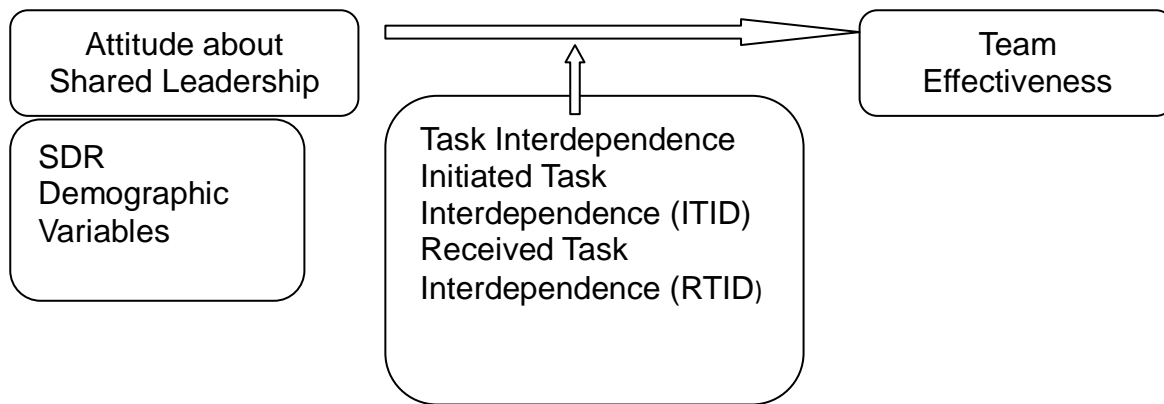


Figure 1. Theoretical Model.

intention to work in a team and the expected behavior from the team leader as the study signifies shared leadership.

Data Collection Procedure

Initially we distributed 550 questionnaires among the insurance employees at the Southern part of South Korea. After one month and half 450 questionnaires were returned from the insurance companies. Shortly after receiving the questionnaires we selected the fully answered and incomplete questionnaires. We tried to maintain strict scrutiny policy to identify fully answered items and finally we selected 296 questionnaires among 450. A total of 296 valid responses ($n = 296$) were used for our analysis and the rest of questionnaires were dropped due to incomplete and obscure answers. The main activities of the insurance employees are divided into two types such as individual policy premium and corporate policy premium.

Instruments

Attitude about Shared Leadership

We measured the attitude about shared leadership by following 13 items developed by Small (2007). Items were measured on 7-point Likert Scale (1= Strongly Disagree to 7= Strongly Agree), and high scores indicated a positive attitude toward shared leadership and low scores indicated a negative attitude toward shared leadership. Sample items include, "High team performance is most likely to occur when a single person is in charge" (reverse scored) (Small, 2007). Finally we have taken 5 items after factor analysis and dropped 8 items due to its reliability measures. Cronbach's α for the attitude about shared leadership was 0.622 and the Eigen value was 40.128%.

Team Effectiveness

Team effectiveness was measured by following a survey developed by Larson and LaFasto (1989) to assess a team's health. We have taken 11 items for our study. Items were measured on 7-point Likert Scale (1= Strongly Disagree to 7= Strongly Agree) strongly). Finally we have taken 10 items for our study and excluded 1 item. Eigen value for the 10 items was 63.516% and Cronbach's α for the team

effectiveness was 0.936.

Task Interdependence

Task Interdependence was measured by following the items developed by Kiggundu (1983). Initiated task interdependence (ITID) and Received task interdependence (RTID) are two factors in the task interdependence measure. There were 28 items in the original article included 15 items for ITID and 13 items for RTID but we have taken only 12 items in our study. Both ITID and RTID contain 6 items equally. To avoid data biasness, we selected only 12 items which represent the main purpose of our study and we emphasized also on the highest factor loadings to do it. Items were measured on 7-point Likert Scale (1= Strongly Disagree to 7= Strongly Agree) strongly). Eigen value for the Initiated Task Interdependence (ITID) was 46.442% and Received Task Interdependence (RTID) was 21.886%. Cronbach's α for the ITID was 0.911 and RTID was 0.882 which represent the strong fitness with the study.

Control Variable

We include two control variables such as Socially Desirable Responses Bias (SDR) and Demographic variables. SDR contains 5 items which were taken from the measures of Crowne and Marlowe (1960). In this measure we tried to find out the self-reporting bias also. On the other hand we also used 7 main demographic items which contains gender, age, and marital status, education, organizational status, tenure and location. These 7 items were used to measure and control the personal condition of respondents life which can affect shared leadership behavior. In addition to that, we have also used 6 additional items to get some information about the activities of insurance company. Those items were type of company, number of daily client contacts, number of monthly contracts, monthly income, monthly new premium, number of team members.

RESULTS

The means, standard deviations, and correlations coefficients of the variables are shown in Tables 1 and 2.

Table 1. Descriptive Statistics and Correlations.

Variables	Mean	S. D.	1	2	3	4	5	6
Gender	.5101	.50074	1					
Marriage	.2196	.41467	-0.003	1				
Types	.0439	.20526	-.186**	-0.034	1			
Age	3.8412	1.72473	0.004	-.453**	0.01	1		
Education	4.1791	1.61088	.193**	-.140*	-.188**	.266**	1	
Status	1.2297	.83641	-0.03	0.079	.277**	-0.022	0.045	1
No. of daily client contacts	2.2669	1.28078	-0.06	0.074	0.007	-0.102	0.001	.208**
No. of monthly contracts (SDR)	2.1115	1.45826	-0.027	-0.018	.131*	0.03	0.026	.496**
Income	2.7601	1.45901	0.038	-.266**	-0.112	.287**	.264**	.137*
Monthly new premium	3.1385	2.00450	-0.04	-0.073	0.035	.124*	0.052	.252**
No. of team members	2.2128	1.40410	-0.068	0.001	0.109	0.049	0.036	.273**
Socially Desirable Responses Bias (SDR)	5.2007	.85751	0.013	0	0.023	-0.014	-0.057	0.016
Shared leadership	4.9622	1.03402	0.027	0.038	-0.043	-0.033	.140*	0.07
Initiated Task Interdependence (ITID),	4.8519	1.11019	.178**	-0.04	-0.068	0.013	.149*	.134*
Received Task Interdependence	3.9809	1.16639	-0.007	-0.04	0.11	-0.028	-0.031	.116*
Team Effectiveness (TE),	4.9595	1.06674	0.076	0.042	-0.06	-0.065	-0.037	-0.017
Task Interdependence (ITID+RTID)= (TI)	4.4164	.95026	0.099	-0.048	0.028	-0.009	0.068	.149*

* $p < .05$; ** $p < .01$ **Table 2.** Descriptive Statistics and Correlations (Continued).

Variables	7	8.	9	10	11	12	13	17
Gender								
Marriage								
Types								
Age								
Education								
Status								
No. of daily client contacts	1							
No. of monthly contracts (SDR)	.213*	1						
Income	.258**	.451**	1					
Monthly new premium	.218**	.578**	.519**	1				
No. of team members	.168**	.248**	.172**	.250**	1			
Socially Desirable Responses Bias (SDR)	.123*	0.034	0.007	0.017	.159**	1		
Shared leadership	-0.023	0.091	0.067	0.068	0.043	.244**	1	
Initiated Task Interdependence (ITID),	0.06	.140*	.244**	0.012	0.064	.260**	.119*	1
Received Task Interdependence	-0.009	0.113	0.086	0.023	0.052	-.053	-.202**	.393**
Team Effectiveness (TE),	.007	0.098	0.048	0.08	.149*	.352**	.203**	.481**
Task Interdependence (ITID+RTID)= (TI)	0.029	.195**	.195**	0.021	0.069	.119*	.055	.461**

* $p < .05$; ** $p < .01$

The results of the correlation analysis indicate that shared leadership, task interdependence, ITID and RTID were significantly correlated with Team Effectiveness ($p < 0.01$). Here the descriptive statistics table shows that the items of the demographic variables make a consistent

correlations with the independent and dependent variables. Moreover, SDR shows a significant correlation among others and scored .159. Shared leadership makes a consistent correlation with other predictor variables and scored .244. In addition, ITID makes a consistent

Table 3. Effects of Attitude about Shared Leadership on Team Effectiveness (H1).

Name	Non standardized	Standardized	t	Sig.
	Coefficients	Coefficients		
	B	Beta		
(Constant)	2.410		5.186	0.000
Gender	0.154	0.072	1.290	0.198
Marital Status	0.058	0.023	0.363	0.717
Type of Company	-0.291	-0.056	-0.944	0.346
Age	-0.036	-0.057	-0.897	0.371
Educational	-0.033	-0.050	-0.824	0.410
Job Status	-0.110	-0.087	-1.297	0.196
No. of Daily Client Contacts	-0.052	-0.062	-1.048	0.295
No. of Monthly Contracts	0.070	0.095	1.239	0.217
Monthly Income	0.012	0.016	0.217	0.829
Monthly New Premium	0.015	0.028	0.385	0.700
No. of Team Members	0.085	0.112	1.910	0.057
SDR	0.383	0.308**	5.367	0.000
Shared Leadership	0.120	0.116*	2.032	0.043
F Value		4.673		
R		0.421		
R ²		0.177		
Adjusted R ²		0.139		

* $p < .05$; ** $p < .01$.

correlation with other variables and ranges from .140 to .119 and RTID also shows a significant correlation with all variables which ranges from .113 to -.202. Although these results were roughly consistent with our proposed hypo-theses, we conducted a regression analysis also. The Pearson correlation coefficients of Team Effectiveness ranged from .195 (reflecting the correlations with shared leadership and task interdependence) to .461 (reflecting the correlation with RTID). The results of the hierarchical regression analysis of the effects of the independent variable on the dependent variable (Team Effectiveness) are shown in Table 3.

Table 3 represent the result of hypothesis 1. In Model 1, the result indicates that shared leadership has significant effect on team effectiveness ($\beta = 0.116$, $p < .05$). Socially desirable response bias effectively controlled in the relation ($\beta = 0.308$, $p < .01$). Here the attitude about shared leadership accounted for 17.7% for the team effectiveness. F-value stands for 4.673 while R squared scores .177 that means 17.7% over the dependent variable. Following results shows that our hypothesis 1 is supported. For moderator we considered Task Interdependence in our study with two dimensions: Initiated Task Interdependence (ITID) and Received Task Interdependence (RTID).

Table 4 represent the result of hypothesis 2b. It shows

the moderating regression effects of the RTID ($\beta = -0.159$, $p < .01$). It means that Received Task Interdependence (RTID) moderates the relationship between the attitude about shared leadership and team effectiveness negatively. R squared value ranges from .177 to .319. Also F-value indicates 8.733 in this regression table. Analysis result reveals that H2b is supported.

Table 5 represent the result of H2a. It shows the moderating effects of the Initiated Task Interdependence (ITID) between shared leadership and team effectiveness. The regression results shows that ($\beta = -.085$) which is not significant in the p value level. R squared value score .355 and the F-value indicates 10.270 of the regression model. Analysis results indicate that H2a is not supported.

Table 6 represent the result of H2. It is the integration of both of the dimensions of the task interdependence. As Table 4 shows that RTID is significant as moderating dimensions and table 5 shows that ITID is not significant as a moderating dimension. In this table, we wanted to prove the significance of the task interdependence as a moderating variable containing the two above dimensions. But table 6 proves that task interdependence is not significant as a moderating variable between shared leadership and team effectiveness. The regression result shows that ($\beta = -.075$) which is not significant in the p-value level. Task Interdependence shows the range

Table 4. Moderating Effects of Received Task Interdependence (RTID) on Team Effectiveness (H2b).

Variables	Model 1	Model 2	Model 3
Gender	.072	.069	.065
Marital Status	.023	.037	.045
Type of Company	-.056	-.086	-.103
Age	-.057	-.025	-.015
Education	-.050	-.048	-.055
Job Status	-.087	-.116	-.102
No. of Daily Client Contacts	-.062	-.035	-.036
No. of New Monthly Contracts	.095	.066	.058
Monthly Income	.016	-.034	-.016
Monthly New Premium	.028	.058	.063
No. of Team Members	.112	.102	.118
SDR	.308**	.308**	.300**
Shared Leadership S	.116*	.195**	.218**
RTID R		.360**	.370**
S * R			-.159**
R ²	.177	.295	.319
ΔR ²	.139	.260	.282
F	4.673	8.405	8.733

*p<.05; **p<.01

Table 5. Moderating Effects of Initiated Task Interdependence (ITID) on Team effectiveness (H2a).

Variables	Model 1	Model 2	Model 3
Gender	.072	.009	.010
Marital Status	.023	.023	.018
Type of Company	-.056	-.039	-.060
Age	-.057	-.027	-.022
Education	-.050	-.082	-.084
Job Status	-.087	-.144	-.141
No. of Daily Client Contacts	-.062	-.042	-.042
No. of Monthly Contracts	.095	.064	.072
Monthly Income	.016	-.122	-.126
Monthly New Premium	.028	.118	.119
No. of Team Members	.112	.116*	.119*
SDR	.308**	.187**	.173**
Shared Leadership S	.116*	.109*	.121*
ITID I		.462**	.469**
S * I			-.085
R ²	.177	.348	.355
ΔR ²	.139	.316	.320
F	4.673	10.733	10.270

*p<.05; **p<.01.

from .472 to .465. Simultaneously R squared value scores .379 and F-value stands for 11.411 of the

regression table. Analysis results indicate that H2 is not supported.

Table 6. Moderating Effects of Task Interdependence (ITID+RTID) on Team Effectiveness (H2).

Variables	Model 1	Model 2	Model 3
Gender	.072	.032	.032
Marital Status	.023	.035	.034
Type of Company	-.056	-.070	-.086
Age	-.057	-.013	-.009
Education	-.050	-.067	-.070
Job Status	-.087	-.144	-.137
No. of Daily Client Contact	-.062	-.028	-.029
No. of Monthly Contracts	.095	.053	.057
Monthly Income	.016	-.107	-.101
Monthly New Premium	.028	.106	.106
No. of Team Members	.112	.107*	.113*
SDR	.308**	.236**	.228**
Shared Leadership S	.116*	.175**	.187**
Task Interdependence T		.472**	.465**
S * T			-.075
R ²	.177	.343	.379
ΔR ²	.139	.374	0.344
F	4.673	12.012	11.411

*p<.05; **p<.01.

DISCUSSION

This study examined the causal relationship between attitude about shared leadership and team effectiveness among the insurance company employees in South Korea. In addition, we also attempted to find the moderating effect of task interdependence. Moreover, two dimensions of task interdependence also impact differently on team effectiveness. Firstly, attitude about shared leadership showed significant positive effect on team effectiveness. Secondly, RTID showed a negative moderating effect on the main causal relationship. Thirdly, ITID did not show any positive impact on the causal relationship though it was expected. Finally, we did not find any significant moderating impact of task interdependence while the two dimensions are measured together. In end, the findings of this study suggested some theoretical and managerial implications for organizational leaders.

Theoretical Implications

Our study contributes to the existing literature of shared leadership, team work and task interdependence literature. First, this study enlarges the existing literature by proving the significant impact of attitude about shared leadership on team effectiveness. We strongly argue that attitudinal part of shared leadership plays a significant role to enhance the level of team effectiveness. Similar to our study, Small (2007) showed the networking analysis

and the dimensions of the shared leadership but we tried to show the tendency to work in a team where the leadership style is shared through the task interdependence as a moderating effect. Importantly, we have found that attitude about shared leadership has a positive impact on team effectiveness. Early leadership research showed the role of hierarchical leaders and the use of models of dyadic leadership but recent scholars showed the importance of team activity in leadership (Gibb, 1954; Katz and Kahn, 1978; Kozlowski and Bell, 2003). In contrast, we tried to show in a different way that the tendency to work in a team but not the team level analysis. Similarly some leadership scholars argued that not only the tendency but also the size of the team affects the effectiveness outcome of any leadership study (Mayo et al. 2003). We have taken our samples from the insurance company and it emphasized the effectiveness of team work depending on the work when dealing with individual policy premium and corporate policy premium. Employees of the insurance company showed their interest to the shared leadership. Historically South Korean leaders practiced authoritative leadership style so changing the pattern is a big deal in this country. Until now, there is no shared leadership study based on insurance employees in South Korea. Though the insurance employees work both the individual policy level and corporate policy level but both of the cases they prefer shared leadership style. Our results revealed that shared leadership is broadly accepted by the employees and they have a keen interest to work in a team.

Secondly, RTID showed significant negative mode-

rating effects on the causal relationship. Practically, RTID is not expected to the employees. In case of high level RTID, employees do not get proper working instructions. To some extent, employees feel confused that which instructions they should follow. Though RTID was not tested vastly yet but Staples and Webster (2008) found the negative impact of task interdependence as a moderating variable too. Theoretically, we argue that RTID should keep in a tolerable limit that can not bother employees' working perceptions. Thirdly, ITID did not show any significant effect. From the literature discussion, we perceived that ITID will show the positive impact as team work heavily needs initiated interdependence. Surprisingly, we found the negative impact of ITID among the insurance company employees. Fourthly, task interdependence as a whole did not show the significant moderating effects too. We already know the strong and vast importance of task interdependence as a moderating effect. Besides that some literature proved that ITID has positive impact while RTID has negative impact. Previously we mentioned that We discussed the task interdependence from the evidence of some previous literature here. Theoretically task interdependence should be clear and concise among the employees. If the positive side of task interdependence is well understood by the employees than they will think the whole organization as a family and work with mutual cooperation. In contrast, negative side of task interdependence may arise confusion and dilemma among the employees and they may consider their colleagues as a competitor.

Managerial Implications

This study suggests some practical managerial implications for the business organizations or managers. Firstly, shared leadership should be encouraged among the team members and managers must emphasize cooperative behavior in team. In relation, shared leadership results motivational outcomes with the team as well as collective efforts, and these results gradually increase high team performance (Small, 2007). From this point of view we can recommend that leaders should practice more of shared responsibility in their working environment. Besides, South Korea is following control and command leadership style still, but this study reveals that employees support more of shared leadership in a work team. Beside that managers should focus more on behavioral aspect of shared leadership, team members work best while team leaders' attitude is positive towards them. Also leaders' must be cooperative, helpful, participative to accomplish effectiveness. So leaders should be much interested in their distributed responsibility and directions which will increase team effectiveness.

Secondly, managers must ensure the sources of external and internal decision making forces. From this study, we found that employees feel uncomfortable with

RTID. To minimize RTID, managers may define the sources of instructions. To ensure team effectiveness, managers should give concise instruction and direction. Thirdly, ITID should be practiced among the employees in the organization. We did not get any positive sign of ITID from this study. To apply the ITID, managers must teach the employees about cooperative working culture. Team work certainly needs mutual cooperation among team members. In this case, managers must empower ITID among the employees. Fourthly, task interdependence is a must for team work where shared leadership is practiced and friendly behavior is praised. To ensure cooperative working place, managers must focus on team work based on task interdependence. Though this study could not provide strong empirical support but partially it proves the urgency of task interdependence.

Limitations and Future Research Directions

Our study contains several limitations. First of all, we have taken our sample from the insurance company. Here we did not take response from the manufacturing or large service fields. Our data collection area was limited to South Korea. For the future research we suggest to collect data both from manufacturing and service area. Secondly, we found a significant effect of shared leadership and the attitude about it to the team effectiveness but not so much strong result. Therefore we suggest collecting data based on work team project in future. Thirdly, we did not get any positive moderating effect of ITID whereas it was too much important for the team effectiveness. But we did get positive moderating effect of RTID in the insurance company. Here after we suggest that extending the sample to cover more area of organizations and changing the measures of task interdependence. More importantly, we translated all question items from English to Korean first and distributed among the insurance employees. We have found that translation has made some of the words ambiguous and respondents couldn't answer properly. Even we have excluded several items from the attitude about shared leadership variables. We also identified that cultural gap makes a big difference. The original items were tested in United States where culture is individualistic and the corporate culture follows flat management system. In contrast, South Korea still follows command and control system and the culture is collectivist. This inverse culture has made a big problem to collect our data. Also the shared leadership opens the border of managerial criticism and shared mentality. In that case South Korea stands in an opposite view.

Conclusions

This study provides some contributions by highlighting

the importance of shared leadership towards the team effectiveness. Shared leadership is a demand of globalized era where task interdependence will bring an environment of mutual help and development. As was proposed, we did find the negatively significant moderating effect of received task interdependence in the relationship between shared leadership and team effectiveness. It suggests that team leadership should use less of received task interdependence when shared leadership is exercised by the team leaders to improve the team effectiveness. But we could not confirm the reinforcing effect of initiated task interdependence. The future research should focus on proving the positive moderating role of initiated task interdependence. Finally, we believe that shared leadership will bring more effective working environment for the team work in organizations.

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Appendix 1. Measures of major research variables:

1.	High team performance is most likely to occur when a single person is in charge. (R)	1	2	3	4	5	6	7
2.	It would be chaotic if multiple people took on leadership responsibilities of a team. (R)	1	2	3	4	5	6	7
3.	A team's performance will be at risk if everyone participates in the leadership role (R).	1	2	3	4	5	6	7
4	To ensure that a team will be effective, the leadership role should rotate among team members.	1	2	3	4	5	6	7
5	A team will run more smoothly if only one person is in charge of important team decisions. (R)	1	2	3	4	5	6	7
6	It would be unwise for a team to make single person accountable for the team's performance.	1	2	3	4	5	6	7
7	It is efficient to have one person in charge of a team. (R)	1	2	3	4	5	6	7
8	Team productivity will suffer if all team members are involved in the leadership responsibilities. (R)	1	2	3	4	5	6	7
9	It is usually best for a team to appoint the most capable person as the leader. (R)	1	2	3	4	5	6	7
10	A team is vulnerable when everyone takes responsibility for leading the team. (R)	1	2	3	4	5	6	7
11	Putting a single person in control detracts from a team's potential to succeed.	1	2	3	4	5	6	7
12	A team is most productive when everyone contributes something to leading the team.	1	2	3	4	5	6	7
13	It is beneficial to utilize every team member's leadership capabilities to the fullest.	1	2	3	4	5	6	7

2. Task Interdependence:**ITID:**

1	How much effect does your job have on the performance of the rest of the jobs in your section?	1	2	3	4	5	6	7
2	To what extent does your job require you to provide help or advice that other people must have to be able to do their jobs?	1	2	3	4	5	6	7
3	What percentage of your job activities go on to affect other peoples' work?	1	2	3	4	5	6	7
4	Other peoples' work depends directly on my job.	1	2	3	4	5	6	7
5	To what extent does your job require you to provide other people with support services that they need to do their work?	1	2	3	4	5	6	7
6	I provide other people with information they need to do their work.	1	2	3	4	5	6	7

RTID:

1	How much does your job require support services provided by other people?	1	2	3	4	5	6	7
2	To what extent do you depend on other peoples' work to obtain the tools, materials or equipments necessary to do your job?	1	2	3	4	5	6	7
3	What percentage of your job activities are affected by the work of other people?	1	2	3	4	5	6	7
4	I depend on other peoples' work for information I need to do my work.	1	2	3	4	5	6	7
5	My job depends on the work of many different people for its completion.	1	2	3	4	5	6	7
6	Most of my job activities are affected by the work activities of other people.	1	2	3	4	5	6	7

3. Team Effectiveness (Performance)

1	There is a clearly defined need- a goal to be achieved or a purpose to be served- that justifies the existence of our team. (clear elevating goal)	1	2	3	4	5	6	7
2	We have an established method for monitoring individual performance and providing feedback. (results driven structure)	1	2	3	4	5	6	7
3	Team members possess the essential skills and abilities to accomplish the team's objectives. (competent team members)	1	2	3	4	5	6	7
4	Achieving our team goal is a higher priority than any individual objective. (unified commitment)	1	2	3	4	5	6	7
5	We trust each other sufficiently to accurately share information, perceptions and feedback. (collaborative climate)	1	2	3	4	5	6	7
6	Our team experts pressure on itself to improve performance. (standard of excellence)	1	2	3	4	5	6	7
7	Our team is given the resources it needs to get the job done. (external support/recognition)	1	2	3	4	5	6	7
8	The team leader provides me the necessary autonomy to achieve results. (principled leadership)	1	2	3	4	5	6	7
9	Our leader is willing to confront and resolve issues associated with inadequate performance by team members. (principled leadership)	1	2	3	4	5	6	7
10	Our leader is open to new ideas and information from team members. (principled leadership)	1	2	3	4	5	6	7
11	Our leader is influential in getting outside constituencies- industry, board, media, the next level of management- to support our team's effort. (principled leadership)	1	2	3	4	5	6	7