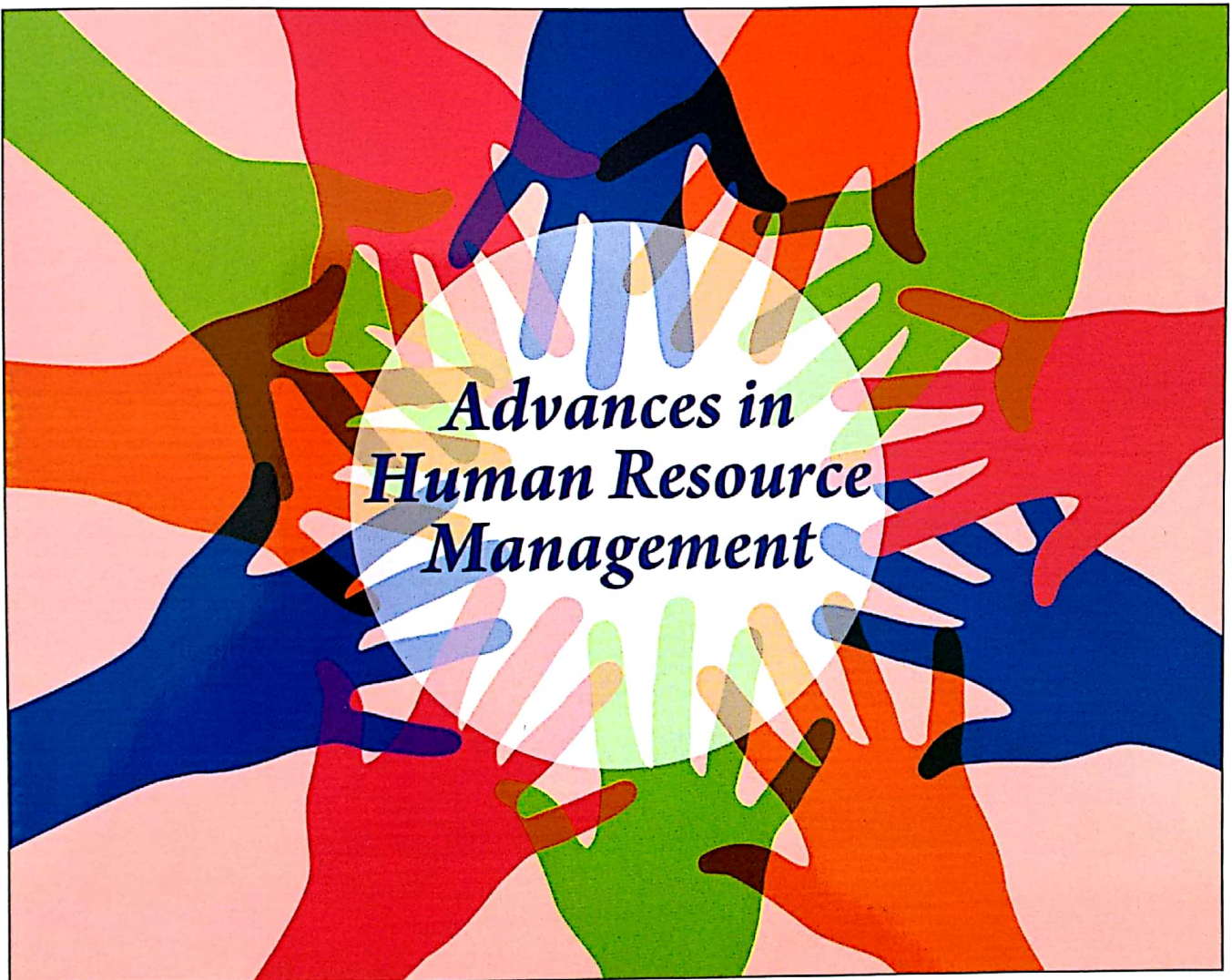


**Proceedings**



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# Shared Leadership, Team Member Exchange and Group Related Outcomes: A Structural Model

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## INTRODUCTION

Today's organisations need to be more flexible by moving towards more decentralised patterns of responsibility, offering employees greater initiative and control over their jobs which enable them to better utilise their creative potential and productive capacities. Teamwork has grown to be one of the most significant organisational issues and is regarded as a major factor for breaking down the traditional hierarchical forms of work organisation by promoting an organisational design that enhances both managerial objectives of increased productivity and employee self-realisation and wellbeing (Gallie, Zhou, Felstead & Green, 2007). Group work is not only considered as the foundation of all successful managements, but also the means of improving overall results in organisational productivity. In general, it has been argued that group work may enhance performance by 'lubricating the social machinery of the groups, reducing their friction and increasing their efficiency'. Therefore, the present research focuses on establishing direct effect of shared leadership on team member exchange and afterwards indirect effect of shared leadership on group related outcomes through team member exchange.

## BACKGROUND OF THE STUDY

Group work and teamwork are important determinants of the job satisfaction among public sector employees in India and public sector employees tend to exhibit a higher level of teamwork as compared to employees of private sector organisations (Sharma & Bajpai, 2014). Shared leadership can be defined as a group process in which leadership is shared among and stems from team members (Pearce & Sims, 2002, p. 172) and is regarded as a modern form of team management (Pearce, Manz, & Sims, 2008). Researchers argued that positive effects of shared leadership on group performance exceed the outcomes of other leadership effects (Vaishali, 2017) and the performance of the employees can be further enhanced when they are given a chance to act as co-leaders themselves (Ghafoor et al., 2011). It boosts both the group and employee performance without enforcing extra burden (Hoch, 2013). Pearce and Conger (2003) argued that shared leadership is one of the best ways to encourage team based work which also supports employee empowerment. It positively influences objective team performance, self ratings of team effectiveness, manager and customer ratings of team effectiveness, functional teams and team based knowledge work (Bligh et al., 2006). Team member exchange (TMX) focuses on the premise that instead of jobholder positions,

# Advances in Human Resource Management

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ISBN 978-93-5288-713-2

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Cover page designed by: G. Vishnuvardhan, Sr. Visualizer, Hyderabad.

Price: ₹ 1,200.00

Printed at: Sai Likhita Printers, Hyderabad, India

Published by Dr. M. Bhaskara Rao for the ICFAI Business School, The ICFAI Foundation for Higher Education, Donthanapally, Shankarapalli Road, Hyderabad 501203, Telangana, India, and printed by him at Hyderabad.