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## **Impact of shared leadership on human resource management, organizational behavior and job performance at Almadar Aljadeed Company Tripoli-Libya**

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### **Abstract**

Shared leadership is a type of leadership that shows its significance in achieving organization goals in many developing countries, and it can contribute effectively to overcome the challenges and difficulties facing HR managers especially with the increasing global and domestic competition between organizations sharing the same business line.

This aim of this study is to understand the principles of shared Leadership and human resources management, and examines the relationships between shared leaderships, human resources management, organizational behaviour, and job performance.

The main significance of the study lies in developing a theoretical model that explain the relationship between these factors and evaluate the importance of shared leadership on the performance of Telecommunication Company and extending to apply the findings of this study on other business fields. The study discusses the problem of ineffective leadership practices inside Almadar Aljadeed Telecom Company.

The weak awareness and understanding of shared leadership practices represent a major obstacle to adopt a new way for managing people in the organization and improve the current job performance. Therefore, the study attempts to find solutions for this problem by evaluating the effect of shared leadership in a telecommunication organization.

The research used a quantitative methodology to analyze the data collected from 256 employees working in this company. The findings from the analysis show significant correlations between a variables and a significant effect of shared leadership on human resources management and organizational behaviour. The results also show that organizational behaviour and human resources management affect job performance positively.

**Keywords:** Shared Leadership, Human Resource Management, Organizational Behavior and Job Performance.

### **1. Introduction**

With global expansion in business and industry and increasing number of merging and acquisitions among organizations, the need for dynamic flexibility and a broad base knowledge in leadership and management is greater than ever. Shared leadership, by virtue of its use of the combined best of leaders' abilities, is being tested as one possible solution for meeting these challenging business needs.

Shared leadership is a type of leadership that is largely distributed, such as employees within a team and organization lead each other. It has frequently been compared to horizontal leadership and collective leadership and it differs from traditional "vertical" or "hierarchical" leadership which resides mainly with an individual instead of a group (Bolden, 2011) <sup>[9, 10]</sup>.

Shared leadership originates from members of teams, and no depends simply on appointed leader; therefore, it is dynamic, interactive, and influence process among individuals in the organization. Shared leadership influences process often involves peer, or lateral, influence and at other times involves upward or downward hierarchical influence. Moreover, shared leadership involves maximize all of the human resources in an organization by empowering individuals and giving them an opportunity to take leadership positions in their areas of expertise (Pearce & Conger, 2002).

Human resource management bears many challenges and difficulties especially with the increasing global and domestic competition between organizations sharing the same business line.

The traditional view of leadership is based on a vertical top-down relationship between the (single) leader and subordinates (Pearce and Conger, 2003) <sup>[32]</sup>. But vertical leader could not be effective anymore especially in international and large organizations, where the leadership task needs more than one leader in the organizations, and it becomes more difficult to manage people in big organizations where a sole leader could not control and manage the most challenging issues facing modern organizations. Therefore, the traditional vertical leadership is not the most appropriate way to lead the current highly competitive and rapid changing work (Elisabeth & Sara, 2008) <sup>[17]</sup>.

Based on the above there is an increasing need to develop a model that will replace the traditional vertical top-down relationships in the organization, and improves shared leadership management between the human resource department and the other departments within the same organization. In this sense, shared leadership may serve as a substitute for more formal appointed leadership. For example, if team members are actively involved in developing the vision for their team, then it may be possible that a strong visionary leader is not necessary for the team to focus on its distant goals.

It is necessary to introduce the reason and importance of why applying proper human resource management leads to improved job performance of employees in human resource department. With shared leadership the workforce is expected to be well managed, treated reasonably, gain good training, rewards, so that human resource management being well proposed through investigating its relationship with shared leadership in order to achieve all these expectations and also be able to do their best for the organization. This study will discuss all related issues associated with shared leadership and human resource management in details.

Change the current leadership approach and apply shared leadership as a new way for leading individuals in big organizations.

## 2. The Problem Statement

Leadership has always attracted human beings, while the traditional top-down single leadership as a powerful norm, influencing every leader. There is a prevailing idea that leaders of tomorrow will not agree with all the demands that yesterday's lonely leaders experienced. Even though the existing norm of the single leadership is strong but investigating how that norm can be changed and expanded in favor of the development and existence of shared leadership and its impact on people working together or individual in organization is very important (Elisabeth & Sara, 2008) <sup>[17]</sup>.

Leadership is commonly seen as an important variable affecting organizational performance. Organizational change leadership type, will receive special attention because of their key roles in impacting and improving organization performance and the productivity of employees (Thomas, 2010). Hence, based on these issues, it is realized that there is need to improve or encourage performance concerning the organizational management and leadership structure which affects employee management in Libyan organization. Human resource management is one of the basic determining factors of organizational success or failure.

The problem of the study lies in an ineffective leadership style adopted by the managers of human resources department in Almadar Aljadeed Company (Abu Bakir, 2009). Shared leadership is a new approach to Libyan organizations. Most of the managers in big organizations in Libya have weak awareness and willingness to change the current leadership style, and adopting new way for administrating individuals (Ahmed Mahdi, 2012). The study aims to explore the essential practical requirements to apply shared leadership successfully and if some international organizations are better suited for using shared leadership than others (Elisabeth & Sara, 2009) <sup>[17]</sup>. However, there are organizational obstacles hinder the adoption of shared leadership, and represent a strong contrary to practice shared leadership effectively in the organization (Pearce, 2008). Moreover, leaders who adopted shared leadership will probably need other capabilities than those who conduct traditional single leadership (Yukl, 2006).

The awareness and understanding of shared leadership style represent a major obstacle to adopt a new way for managing people in organizations (Akbar, 2009) <sup>[4]</sup>. Therefore, the study attempts to find solutions for this problem by evaluating the best approaches that shared leadership could be implemented effectively and practically in a telecommunication organization without affecting human resources performance.

## 3. Research Questions

The study will focus on the following questions:

- 3.1 What are the principles of Shared Leadership (SL) and Human Resources Management (HRM)?
- 3.2 What is the impact of Shared Leadership (SL) on Organizational Behavior (OB)?
- 3.3 What is the impact of Shared Leadership (SL) on Job Performance (JP)?
- 3.4 What is the moderating effect of Human Resources Management (HRM) on Job Performance (JP)?
- 3.5 What is the relationship between Shared Leadership (SL) and Human Resources Management (HRM)?
- 3.6 What is the relationship between Organizational Behavior (OB) and Human Resources Management (HRM)?

## 4. Research Objectives

- 4.1 To understand Shared Leadership (SL) and Human Resources Management (HRM).
- 4.2 To examine the impact of Shared Leadership (SL) on Job Performance (JP).
- 4.3 To examine the impact of Shared Leadership (SL) on Organizational Behavior (OB).
- 4.4 To examine the moderating impact of Human Resources Management (HRM) on Job Performance (JP).
- 4.5 To identify relationship between Shared Leadership (SL) and Human Resources Management (HRM).
- 4.6 To identify the relationship between Organizational Behavior (OB) and Human Resources Management (HRM).

## 5. Definition of Key Concepts

### 5.1 Shared Leadership

Shared leadership is leadership that combines two or more leaders in one organization. Shared leaders are people within a team and organization and lead each other to fulfill the objectives of their organization. Leadership resides

predominantly with an individual instead of a group. (Bolden, R, 2011) <sup>[9,10]</sup>.

## 5.2 Human Resources Management

Human Resource is one of most important element in modern organizations, where human resources management is designed to maximize employee performance through several steps and practices that serve employer's strategic objectives.

HRM is primarily concerned with how people are managed within organizations, focusing on policies and systems. HRM functions include a number of activities, such as employee recruitment, training and development, performance appraisal, and rewarding. (Johnason, P, 2009) <sup>[23]</sup>.

## 5.3 Job Performance

Job performance is whether a person performs their job well according to organization standards. Job performance is associated with industrial and organizational psychology, or can be classified as the branch of psychology that deals with the workplace. Job performance is also part of human resources management and strongly correlated with HRM. The performance of employees is an important criterion for organizational outcomes and success. (Cote *et al.*, 2006) <sup>[14]</sup>.

## 5.4 Organizational Behavior

It is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organizations. It is also defined as the interface between human behavior and the organization, and the organization itself. Scholars have recognized that individuals behave differently when acting in their organizational role than when acting separately from the organization. (Rayner & Keashly, 2005) <sup>[34]</sup>.

## 5.5 Human Resources Management (HRM)

Human Resource Management (HRM) is a process, which consists of four main activities, namely, acquisition, development, motivation, as well as maintenance of human resources. HRM is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. (Johnason, 2009) <sup>[23]</sup>.

According to Scott, Clothier and Spriegel (1977) <sup>[37]</sup> Human Resource Management is the branch of management which is responsible on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees and employees to employees and with the development of the individual and the group. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems and is responsible for maintaining good human relations in the organization. It is also concerned with development of individuals and achieving integration of goals of the organization and those of the individuals (Collings and Wood, 2009) <sup>[13]</sup>.

The organizations of all kinds creates a department for human resources management (HRM) in order to facilitate dealing with employees and improve their conditions in order to improve their performance within the organization, and benefit from management of human resources to find appropriate solutions to the problems that may arise during work, and also organize the relationship between employees and managers in the organization on the other hand.

## 6 Shared Leadership

A series of studies on leadership in modern organization exploring the impacts of different leadership roles explaining the connection between importance of leadership roles and human resources management, and questioning the depending on single or shared leadership, and evaluated effective human resource management and inspected its relationship with leadership single and shared leadership. Torrington *et al.*, (2008) <sup>[39]</sup> define leadership as a situation where a particular person or individual influences other group members towards attainment of group or organizational goals. While Pearce *et al.*, (2004) <sup>[33]</sup> define shared leadership as

A "simultaneous, ongoing, mutual influence process within a team, that it represent a condition of mutual influence embedded in the interactions among team members or that it emerges through an unfolding series of fluid, situational appropriate exchanges of lateral influence". (p.48).

Shared leadership can be defined in a number of ways, but all definitions describe a similar phenomenon – team leadership rather than a single appointed leader. Many researchers such as Pearce and Conger (2003) <sup>[32]</sup> define shared leadership as "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 of both" (p. 1). Carson *et al.*, (2007) <sup>[12]</sup> define shared leadership as "An emergent team property that results from the distribution of leadership influence across multiple team members" (p.1220). Fletcher and Käufer (2003) define shared leadership is a "is linked to research on group processes of leaderships and teamwork, and state that the theory and practice of shared leadership would benefit from such a link" (p.22).

Jackson and Parry (2008) <sup>[21]</sup> state that co-leadership and distributed leadership challenge the traditional view of leadership and instead of concerning only followers and leaders, leadership is becoming a process between people and makes it possible for all people to be involved despite formal position in leadership. While Bergman *et al.*, (2012) <sup>[8]</sup> state that shared leadership occurs when two or more members engage in the leadership of the team in an effort to influence and direct fellow members to maximize team effectiveness.

Akbar Ali (2009) <sup>[4]</sup> examined the role of leadership in human resource management by evaluating the leadership in ten competencies in Pakistan. He concludes that effective leadership is a personal role that requires the blending of motivational, strategic and management skills to align focus, energy and drive whilst creating a culture which encourages individual thinking and attainment. He emphasized that shared leadership is capable to take the responsibility and aspirations to bring out the confidence of others. While single leaders are required to have greater project leadership and influencing skills than in the past because of business complications nowadays and increasing competition, therefore shared leadership become more important in current business environment. He summarized some key leadership skills:

- i) Managerial - keep track of progress against targets and take action on slippage.
- ii) Trustworthy - speak honestly and openly and expect the same from others.
- iii) Aware - understand each individual's abilities, limitations, motives and drivers.

- iv) Influential - use vision, argument and important stakeholders to sway opinion.
- v) Visionary - know what needs to be achieved and how to go about achieving it.

Inspirational - create and bring to life an image of how things can be done in work.

Zafar *et al.* (2011) evaluate new leadership styles (transformational, transactional and Laissez-faire) among academic HRM executives in perception of teaching staff at university level in Pakistan. They found that most of the academic HRM executives exhibit laissez faire leadership at their workplace. While transactional and transformational leadership was found to be at minimum extent. They conclude that management development should be concerned with enhancing leadership and using shared leadership to enhance the management of human resources with different leadership styles as well as extending and improving more general management skills. They added that effective leadership plays a vital role in leading educational institutes through change as this often involves ambiguity, uncertainty and risks. Where there is poor leadership, employees may be reluctant to change as they view change as a threat rather than an opportunity to their career. Strong leadership, complemented by effective administration of resources is therefore necessary to support change.

## 7 Job Performance

Job performance is whether a person performs their job well enough. Job performance is studied in industrial and organizational psychology, the branch of psychology that deals with the workplace. Job performance is also part of human resources management. Performance is an important criterion for organizational outcomes and success (Campbell, 1990) <sup>[11]</sup>.

The successive developments which the world has witnessed during the last years of the twentieth century and the early years of the twenty-first century in all fields that led to changes in all life systems, required depending on the qualified human cadres of distinguish performance, capable to efficiently and effectively perform the job and has the ability to make and implement decisions in normal and emergency conditions that characterized with lack of information (El-Ghamry, 1995) <sup>[16]</sup>. John P. Campbell (2004) describes job performance as an individual level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance which are higher level variables (Kacmar *et al.*, 2009) <sup>[24]</sup>.

Sinha (2004) explains that job performance is related to the willingness and openness to try and achieve new aspects of the job which in turn will bring about an increase in the individual's productivity. Greenberg and Baron (2000) <sup>[18]</sup> on the other hand, state that job performance is actually related to the importance of social standing within the vocation and to a certain extent and they point out a positive relationship between job performance and the status of the vocation itself. This positive relationship is brought on by the perks and benefits normally associated with a high standing occupation such as a higher remuneration, a more flexible working condition as well as an occupation which is less dependent on physical labour.

Job Performance should be distinguished from work productivity, two concepts that often seem to be used interchangeably in the literature. Work productivity is

defined as input divided by output (Kempilla, 2003) <sup>[25]</sup>. Thus, work productivity is a narrower concept than Job Performance. It is also important to distinguish between causal variables and indicators of work performance.

Causal variables determine or predict one's level of work performance, whereas indicators are reflections of work performance (Maxham, 2008) <sup>[28]</sup>.

Written and oral communication tasks refer to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness with which they deliver the communication. Employees need to make formal and informal oral and written presentations to various audiences in many different jobs in the work force.

Based on the above findings with regard to job performance by many scholars, it is obvious that job performance is an important factor for developing the overall performance of the organization. In addition to that most of previous studies found a direct relationship between job performance and human resources management (Campbell, 1990; Greenberg and Baron, 2000; Waleed, 2011) <sup>[11, 18, 40]</sup>. Other scholars found a relationship between job performance and organizational behavior (Milkovich *et al.*, 1991; Waleed, 2011; Abid, 2012; Yanuarius *et al.*, 2013) <sup>[29, 40, 3, 42]</sup>. However, none of the previous studies have discussed the moderating effect of shared leadership on job performance. The researcher suggest that shared leadership affect job performance by adopting different management styles so that employees could give better performance if managers adopt flexible leadership styles.

## 8 Organizational Behavior

Organizational behavior (OB) is the study of how people think, feel, and act in organizations and similarly, how they employees are affected by the activities within organizations. Organizational behavior is interested in the behavior of people embedded in specific context of organizational system. Within this definition, there are three important levels of analysis; the individual, the team, and the organization (Leigh and Jo-Ellen, 2007) <sup>[26]</sup>. Organizational behavior also investigates the impact that individuals, groups and structures have on behavior within an organization. It is an interdisciplinary field that includes sociology, psychology, communication, and management; and it complements the academic studies of organizational theory (which is more macro-level) and human resource studies (which is more applied and business-related). It may also be referred to as organizational studies or organizational science. The field has its roots in industrial and organizational psychology (Henrich *et al.*, 2010) <sup>[20]</sup>.

The theories and concepts found in OB are actually drawn from a wide variety of disciplines. For example, research on job performance and individual characteristics draws primarily from studies in industrial and organizational psychology. Research on satisfaction, emotions, and team processes draws heavily from social psychology. Sociology research is vital to research on team characteristics and organizational structure, and anthropology research helps inform the study of organizational culture. Finally, models from economics are used to understand motivation, learning, and decision making. This diversity brings a unique quality to the stud of OB, as most students will be able to find a particular topic that's intrinsically interesting and thought provoking to them (Edwards, 2001) <sup>[15]</sup>.

There are many definitions for Organizational Behavior (OB) Abdeen and Abu Samra (2001) <sup>[1]</sup> define the concept as “a mobile dynamic behavior varies from one organization to another, depending on the administrative, management individuals and interaction patterns between them philosophy. The organization's organizational environment is one of the matters that relates to the organizational behavior” Abdeen and Abu Samra (2001) <sup>[1]</sup>. Where Belal and Selaiman (2011) <sup>[7]</sup> defines organizational behavior (OB) as “a field of study devoted to recognizing, explaining, and eventually developing the attitudes and behaviors of people (individual and group) within organizations”.

Kaifi (2010) states that OB is based on scientific knowledge and applied practice, and can be applied by practitioners and researchers for understanding organizational behavior issues:

- R- Recognize
- E- Explain
- D- Develop

Although the importance of organizational behavior may be clear, we should still take a few moments to emphasize certain points. People are born and educated in organizations, acquire most of their material possessions from organizations, and die as members of organizations. Many of our activities are regulated by organizations called governments. And most adults spend the better part of their lives working in organizations. Because organizations influence our lives so powerfully, we have every reason to be concerned about how and why those organizations function (Jennifer and Gareth Jones, 2011) <sup>[22]</sup>.

The three primary outcomes of organizational behavior are job performance, organizational commitment, and quality of work life (QWL) (Mintzberg, 2004) <sup>[30]</sup>.

Based on the above findings with regard to organizational behavior by many scholars, it is obvious that the attitude of employee is an important factor for developing the overall performance of the organization. Previous studies did not discuss the direct relationship between of employee's attitude and job performance. In addition to that the researcher suggest that shared leadership affect job performance by adopting different management styles and in the same time affect the attitude of employees indirectly, this effect was not evaluated in previous studies.

## 9. Methodology

The methodology used in this study is quantitative approach. The data collected were analyzed using descriptive statistic. The reason to adopt a quantitative approach in this study is to support the researcher to get a better understanding using statistical tools in order to understand the relationships between the variables of the study. Quantitative research is subjective by observation and empirical data, which means that quantitative approach is mainly concerned with evaluating the cause and effect of specific phenomena and then uses the collected data by empirical observation methods (Briffa, 2001).

Commonly, quantitative approach is widely used in social sciences and economics as well as marketing and human development, also quantitative methodology is widely applied in political science. Moreover, research in mathematical sciences and physics also conducted using quantitative approach (Given and Lisa, 2008). The aim of using quantitative methodology in this study is to verify the relationships between the variables and the hypothesis of the study based on accurate statistical analysis.

## 10 Conclusion

This paper shows the importance of Shared leadership and Human Resources Management play a significant role in the organization and affects the performance of employees and their productivity to their organization. In addition, the previous literatures show that the attitude of the employees is highly affected by applying shared leadership rather than vertical or sole leadership. It is evident that shared leadership could improve the job performance of employees significantly by developing their attitude positively. Employees found themselves more able to express their ability in work with a team of leader, where vertical top-bottom leadership may impose bureaucratic constraints on employees that may limit their ability and attitude to share the decision making process in the organization. More over previous studies show that HRM functions are highly correlated with leadership style. Therefore HRM could be improved significantly with the presence of more than one leadership style. It is found that shared leadership improves the performance of HR manager as well by introducing new management approaches to manage the human element in the organization.

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