

COMPETITIVE SHARED LEADERSHIP AND PERFORMANCE OF LOCAL GOVERNMENT ORGANIZATIONS

Ahmad Rizali, Universitas Sriwijaya
Badia Perizade, Universitas Sriwijaya
Sulastri, Universitas Sriwijaya
Agustina Hanafi, Universitas Sriwijaya

ABSTRACT

The purpose of this study was to analyze the effect of self-efficacy, trust and affective commitment on competitive co-leadership and their impact on local government organizations in Indonesia. The survey was conducted on 230 respondents, namely organizational leaders in government. The secondary technique is done by simple random sampling. The data analysis technique was carried out using the Structural Equation Models (SEM) approach. The results showed that self-efficacy had no significant effect on competitive co-leadership. Trust factor and affective commitment have a positive and significant effect on competitive shared leadership. Another finding suggests that self-efficacy does not have a significant impact on competitive co-leadership. Competitive shared leadership has a positive and significant effect on the Performance of Regional Apparatus Organizations. This means that the higher the competitive shared leadership among employees, the higher the employee's performance will be. Competitive shared leadership is a good intervening variable because the relationship between self-efficacy, trust, and affective commitment has a significant effect on the higher performance of government employees in the Regional Apparatus Organization of South Sumatra Province.

Keywords: Affective Commitment, Leadership, Self-Efficacy, Trust, Organization Performance

INTRODUCTION

Recent years have increased research on competitive shared leadership (Castellano, Chandavimol, Khelladi, & Orhan, 2021; D'Innocenzo, Kukenberger, Farro, & Griffith, 2021; D'Innocenzo, Mathieu, & Kukenberger, 2016; Drescher, Korsgaard, Welp, Picot, & Wigand, 2014; Han, Lee, Beyerlein, & Kolb, 2017), but few studies were conducted on business organizations (Han et al., 2017; Hoch, Pearce, & Welzel, 2010; Mertens, Boen, Steffens, Haslam, & Fransen, 2021) it is still rare to research leadership in government organizations, especially in local governments (Rizali, Perizade, & Hanafi, 2020). Leader performance is important to study because it describes the actual performance of employees which is compiled as a reference based on certain standards (Han et al., 2017; Mertens et al., 2021). Several studies have stated that if the leadership performance is good, the organizational performance will also be good which is supported by two conditions for an effective performance appraisal, namely (1) the existence of criteria that can be measured objectively; and (2) objectivity in the evaluation process (Hodgkinson, Hughes, Radnor, & Glennon, 2018).

The performance of the leadership is used to obtain an overview of the realization of meeting basic needs and become a means of evaluation for revision and improvement of future work programs related to notes on the results obtained from job functions over a certain period of time (Haque, Fernando, & Caputi, 2019). The reflection of the performance of local government leaders can be measured, among others, by the performance of the heads of local government organizations with a focus on indicators of innovation, strategy development, public

services, and administrative processes (Chen & Hou, 2016; Matei & Antonie, 2015; Ohemeng, Asiedu, & Obuobisa-Darko, 2018; Sawani, Abdillah, Rahmat, Noyem, & Sirat, 2016a).

The implementation of public services is an added value that supports successful performance to be even better than without good public services (Hyndman & McKillop, 2018). Public services if implemented in a plenary way will be able to increase the value of satisfaction with the community. This is due to the interaction between local government leaders who provide services and the people who are provided with services (Lim et al., 2018; Scupola & Zanfei, 2016). Innovation performance is the first indicator that represents efforts to update and make changes in the form of inventions or decisions that were relatively non-existent before. Besides that, it can also be in the form of imitations that take from models that already exist in other places, and are modified to be of higher quality and better than the products they imitate (Hewitt-Dundas & Roper, 2018; Sulistyono & Siyamtinah, 2016). The performance of program development is more directed to how the strategies and ways of phasing the program in order to achieve the goals in accordance with the expectations set out in the program design, whether in the form of targets, obstacles, challenges, and desired results (Martinsuo & Hoverfält, 2017; Zhao & Smallbone, 2019).

The description above shows that the performance of local governments is strongly influenced by shared leadership. The performance of local government leaders is seen theoretically as the impact of the effectiveness of self-efficacy, trust, and affective commitment carried out by the Head of Regional Apparatus Organizations as a significant human resource asset to achieve organizational goals that have been planned and regulated in certain time stages (Getachew & Zhou, 2018; Kelliher, Reinl, Johnson, & Joppe, 2018; Latorre, Guest, Ramos, & Gracia, 2016; Loomba & Karsten, 2019). A leader who has good self-efficacy, is supported by qualified and effective trust, and has a high affective commitment, he will always think whether his self-efficacy, trust, and affective commitment can improve his soft skills and can be applied in other organizations if one time he changed jobs to a different position (Elo, Benjowsky, & Nummela, 2015).

Self-efficacy brought through the process of descent or birth that is owned by individuals consisting of beliefs about something that is the result of thought, interpersonal, and psychological interactions (Bandura, 1997; Hsu et al., 2019). Based on the theory of social cognition, self-efficacy plays an important role in improving organizational performance (Kulviwat, Bruner II, & Neelankavil, 2014). Individuals with the belief that they can adapt, are easier to keep up with the times and technology, are able to adapt to a new environment, and occupy a position as people who deserve to be trusted and become good friends who will never break their promises (Ciravegna & Brenes, 2016; Suhr & Shay, 2014). Trust is a matter of personal assurance that there is a belief that other members will provide the same kindness, exchange information, and are communicative in patterns of interaction in the same and equal position (Jena, Pradhan, & Panigrahy, 2018).

Affective commitment in the form of attitude or behavior of a person towards the organization in the form of loyalty and achievement of the vision, mission, and goals of the organization. A person is said to have a high commitment to the organization, it can be recognized from the voluntary desire of members to be bound to the organization, structural identity, and see the fit between their personal values and the organization's mission (Fernandez-Lores et al., 2016). This psychological bond strengthens members' commitment to the organization and will not leave it voluntarily (Parul & Pooja, 2017). This shows that employees are emotionally attached, identify with themselves, and are actively involved in the organization (Skoludova & Kozena, 2015).

Referring to the various studies that have been described previously on the conceptual relationship of self-efficacy, trust, and affective commitment to the performance of organizational leaders, resulting in inconsistent research gaps or interesting contradictions to be studied further with a different locus and research focus with the approach of resource management science. human. The purpose of this study is to analyze the relationship between

competitive shared leadership and the performance of local government organizations which are also influenced by self-efficacy, trust and affective commitment. Through this research, the role of competitive shared leadership will be explored as a mediating variable for the explanatory variable. There is still little research related to the performance of local government organizations, so this research is expected to be able to provide solutions for local governments in Indonesia with shared leadership that is competitive with other factors that influence it

METHODOLOGY

Research Design and Framework

This type of research is descriptive research with a quantitative approach that aims to determine the effect of the independent variables on the dependent variable. This research was conducted through a survey by distributing questionnaires to respondents. The research design used an exploratory survey approach. The framework for this research can be seen in Figure 1.

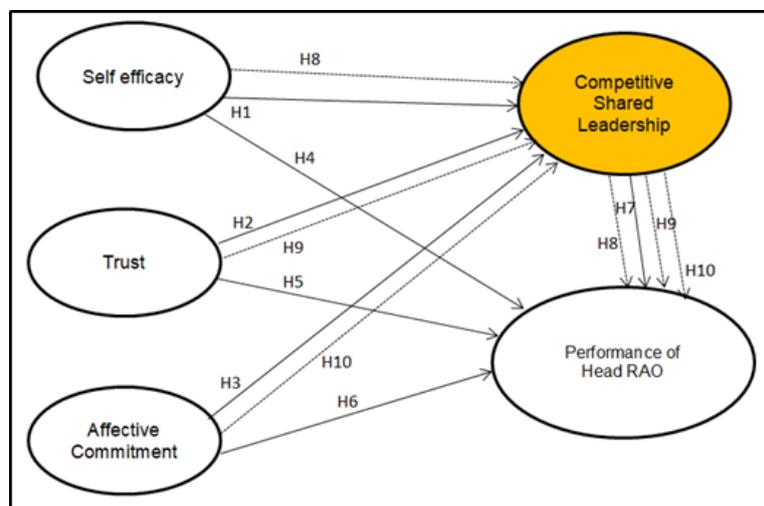


FIGURE 1
RESEARCH FRAMEWORK

Population and Sample

The population is State Civil Apparatus (SCA) who has held the position of Head of Regional Apparatus Organization (RAO) for 2 (two) years, has worked for more than 20 (twenty) years, has experience in administrative and supervisory positions, and has duties and functions that can reduce poverty rate and increase local revenue consisting of Head of Service, Head of Agency, and Head of Bureau in Provincial Government and 17 Regencies/Cities in South Sumatra as many as 460 (four hundred and sixty) respondents. The sample in this study was 50 percent of the population of 230 (two hundred and thirty) respondents. Sampling using a simple random sampling technique (simple random sampling) by providing equal opportunities for each member of the population to be a research sample by taking lottery numbers. Each selected number does not need to be returned again for the next draw.

Structural Equation Modeling

The data analysis technique used to discuss the problems in this research is SEM (Structural Equation Modeling) using the LISREL (Linear Structural Relations) version 9.30 program. The SEM analysis method is one of the multivariate data analysis techniques which are a

combination or combination of path analysis and factor analysis. The test statistic used in SEM is the Critical Ratio (C.R). The criteria for testing the hypothesis are as follows (Gunarto, 2018):

- The value of C.R (Critical Ratio) > 1.96 with a significance level of 0.05 indicates that there is a significant effect between the independent variables on the dependent variable.
- The value of C.R (Critical Ratio) < 1.96 with a significance level of 0.05 indicates that there is no significant effect between the independent variables on the dependent variable.

Measurement Model Analysis

Measurement model analysis was conducted to assess the validity and reliability of the indicators used to represent the hypothesized constructs. Analysis of the measurement model for each variable was carried out using Confirmatory Factor Analysis (CFA) from the LISREL 8.7 program. CFA analysis was conducted to see the ability of indicators in explaining latent variables. The size of the indicator in explaining the latent variable is expressed by the loading factor. The greater the factor loading value indicates that the indicator is getting better at measuring what should be measured and if the factor loading value is greater than 0.5 then the indicator is valid (Gunarto, 2018). The reliability test was carried out by calculating the construct reliability or Construct Reliability (CR) and Average Variance Extract (AVE) with the criteria of an instrument or variable being declared to have good reliability if CR 0.7 and AVE 0.5. If the CR value is between 0.6 – 0.7, the reliability is still acceptable, as long as the indicators have good validity (Hair, Black, Babin, & Anderson, 2014). The CFA model will be formed in several stages until it gets a fit CFA measurement model, meaning that it meets various model fit criteria, so that the model shows that it is valid and reliable (Gunarto, Hurriyati, Disman, & Wibowo, 2018; Gunarto, Hurriyati, Disman, Wibowo, & Natalisa, 2018).

RESULTS AND DISCUSSION

Respondent Profile

The unit of analysis in this study is the Regional Apparatus Organization (RAO) with a total of 230 samples. This research has involved various RAOs in South Sumatra Province which are spread across 12 District Governments and 4 City Governments. Most of the respondents (84%) were male and only 16 percent or 37 respondents were female. Most of the respondents (45.6%) were 45-49 years old, 36 percent or 83 respondents were 50-55 years old, 8.7 percent were over 55 years old, 8.3 percent were 40-44 years old and only there are 1 percent or 3 respondents who are less than 40 years old. Most respondents (55%) have a master's education level, 43 percent (98 respondents) have a bachelor's education level and only 2.6 percent or 6 respondents have a doctoral education level.

The CFA Results of Model Analysis

The CFA results for the self-efficacy, trust, affective commitment, competitive shared leadership, and RAO head performance variables obtained factor loading values for all indicators greater than 0.5. This shows that all indicators forming the self-efficacy variable are valid. The reliability value of the self-efficacy, trust, affective commitment, and competitive shared leadership variables variable is described in Table 1.

Indicator	Factor loading (λ)	Squared Factor loading (λ^2)	Error (e)	Information

Measurement Model on Competitive Shared Leadership Variables				
D1	0,960	0,922	0,078	Valid
D2	0,870	0,757	0,243	Valid
D3	0,830	0,689	0,311	Valid
D4	0,910	0,828	0,172	Valid
D5	0,860	0,740	0,260	Valid
D6	0,910	0,828	0,172	Valid
Amount	5,340	4,763	1,237	
Construct Reliability (CR)	0.958		Reliable	
Average Variance Extract (AVE)	0.794			
Measurement Model on RAO Performance Variables				
E1	0,820	0,672	0,328	Valid
E2	0,800	0,640	0,360	Valid
E3	0,830	0,689	0,311	Valid
E4	0,740	0,548	0,452	Valid
E5	0,790	0,624	0,376	Valid
E6	0,840	0,706	0,294	Valid
Amount	4,820	3,879	2,121	
Construct Reliability (CR)	0.916		Reliable	
Average Variance Extract (AVE)	0.646			

Table 1 show that the CFA self-efficacy, trust, affective commitment, competitive shared leadership, and RAO head performance model with 6 indicators can be declared valid, because all indicators have a factor loading (λ) value of more than 0.5. The reliability value shows that the self-efficacy variable with 6 indicators is reliable, because the CR value is greater than 0.7 (CR=0.914) and the AVE value is greater than 0.5 (AVE=0.640). Further, the reliability value shows that the Trust variable with 6 indicators is reliable, because the CR value is greater than 0.7 (CR=0.950) and the AVE value is greater than 0.5 (AVE=0.761). Then, the reliability value shows that the affective commitment variable with 6 indicators is reliable, because the CR value is greater than 0.7 (CR = 0.941) and the AVE value is greater than 0.5 (AVE = 0.727). The reliability value shows that the competitive shared leadership variable with 6 indicators is reliable, because the CR value is greater than 0.7 (CR = 0.958) and the AVE value is greater than 0.5 (AVE = 0.794). The last, the reliability value shows that the RAO head performance variable with 5 indicators is reliable, because the CR value is greater than 0.7 (CR = 0.95) and the AVE value is greater than 0.5 (AVE = 0.65). This means that the indicators formulated in the initial model of measuring the self-efficacy trust, affective commitment, competitive shared leadership, and RAO head performance variable are valid and reliable.

Structural Model Establishment

After performing a confirmatory factor analysis (CFA) for each variable, then an analysis of the full model for the structural model is carried out. The estimation results for the full structural model analysis are shown in Figure 2.

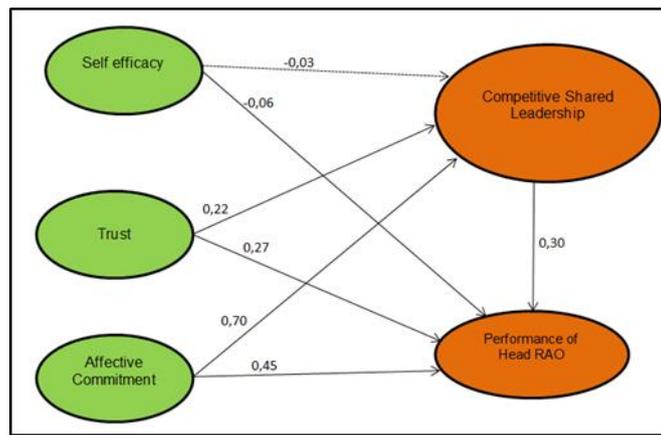


Figure 2
Full Model Estimation Results

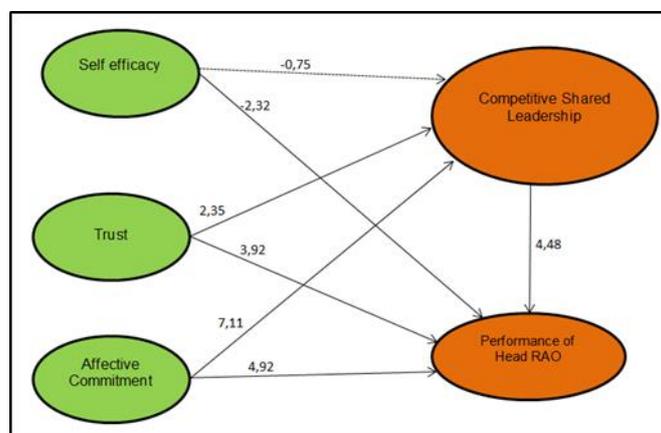


Figure 3
Full Model Test Results

Figure 2. Shows the magnitude of the parameter values in the relationship between the existing latent variables and the magnitude of the loading factor values of each indicator forming the latent variable. Judging from the existing parameter values, it can be seen that the relationship between exogenous variables and endogenous variables is negative and some is positive. The figure also shows the magnitude of the direct influence and the role of each intervening variable. Based on Figure 2. It can be seen that there is a positive or negative effect from one exogenous variable to an endogenous variable. There was a negative effect on the relationship between Self-Efficacy on Competitive Shared Leadership and RAO performance, but the two relationships of Self-Efficacy on Competitive Shared Leadership were not statistically significant. While the relationship between other variables shows a positive and significant relationship, meaning that if the variable increases, the other variables also increase and vice versa. The overall test results for the full model analysis are shown in Figure 3.

Figure 3 show the test result for the measurement model and the structural model. All parameters were tested by statistical t test where the test was significant if the t value obtained was more than 1.96, and vice versa if the t-count value obtained was less than 1.96 then the parameter was not statistically significant. Figure 3. shows that all the indicators forming the latent variable are significant, because the t value is greater than 1.96, while the test results for the structural model, namely the relationship between the latent variables are significant or not. The test results of each structural model parameter are shown in Table 2

Endogen Variable	Direction	Exogenous/Endogen Variable	Estimate	S.E.	t-test	Summary	R²
Competitive Shared Leadership	←	Self-Efficacy	-0,03	0,03	-0,75	Insignificant	0,81
Competitive Shared Leadership	←	Trust	0,22	0,09	2,35	Significant	
Competitive Shared Leadership	←	Affective Commitment	0,70	0,09	7,11	Significant	
RAO Head Performance	←	Competitive Shared Leadership	0,30	0,07	4,48	Significant	0,97
RAO Head Performance	←	Self-Efficacy	-0,06	0,02	-2,32	Significant	
RAO Head Performance	←	Trust	0,27	0,07	3,92	Significant	
RAO Head Performance	←	Affective Commitment	0,45	0,09	4,92	Significant	

Based on Table 2. It can be seen that of the 7 (seven) hypotheses proposed, there are 6 (six) hypotheses that are accepted (significant) and the rest (1 hypothesis) are not significant. Self-efficacy affects perceptions of cognition and emotional reactions. In particular, self-efficacy was found to play a substantive role in shaping individual attitudes through both cognitive and affective routes (Kulviwat et al., 2014). Human resource climate partially mediates the relationship between self-efficacy, work and work involvement both directly and indirectly to improve the performance of organizational leaders (Chaudhary, Rangnekar, & Barua, 2012; Kulviwat et al., 2014). Career choices to improve performance are influenced by self-efficacy in developing human resources (Song & Chon, 2012).

The results of this study are also in line with the research of Vancouver and Kendall (2006) which states that self-efficacy has a negative effect on motivation and performance. In this case, self-efficacy tends to play a negative role on resource allocation, which can negatively affect performance. However, this is not a self-defeating role for self-efficacy beliefs (Bandura & Locke, 2003), but a practical, adaptive one. In addition, there is some evidence in this study that self-efficacy is positively related to goal level, which usually leads to higher levels of performance (Latham, 2016). The problem is that attempts to directly influence self-efficacy beliefs can alter the calibration of those beliefs and thus an individual's ability to properly self-regulate preparatory activities.

The results of the study indicate that there is a positive and significant influence between Trust and Competitive Shared Leadership. This means that the higher the Trust, the stronger the Competitive Shared Leadership. These results are in line with research (Kelliher et al., 2018) which states that there is a conceptually significant influence between trust and organizational leadership performance. The contribution of trust with a longitudinal interpretivist approach supported by social exchange theory can improve tourism performance in rural areas. Research (Alaarj, Abidin-Mohamed, & Bustamam, 2016) also states that the role of trust has a significant effect on knowledge management abilities, culture, motivation, work spirit, meaning of work, and improving the performance of organizational leaders. Research on organizations with the development of new technologies and virtual work teams shows that greater capacity and ability for attractive, empathetic and fair leaders is very likely to build trust in improving the performance of organizational leaders (Guinalú & Jordán, 2016).

Research on transformational leadership proves that solid trust and supported by a reliable communication team play a role in improving the performance of organizational leaders (Boies, Fiset, & Gill, 2015); (5). Research on the relationship between trust and effectiveness of virtual teams by mediating knowledge sharing. The results of the analysis show that knowledge sharing and trust are significantly related to the effectiveness of virtual teams in improving the performance of organizational leaders (Pangil & Moi Chan, 2014).

The results of the study indicate that Affective Commitment has a positive and significant effect on Competitive Shared Leadership. Statistically it can be stated that Affective Commitment has a significant effect on Competitive Shared Leadership because the t-value is greater than t-table (1.96). This means that the higher the Affective Commitment of the employee, the stronger the Competitive Shared Leadership. Affective commitment in the form of attitude or behavior of a person towards the organization in the form of loyalty and achievement of the vision, mission, and goals of the organization. A person is said to have a high commitment to the organization, it can be recognized from the voluntary desire of members to be bound to the organization, structural identity, and see the compatibility between their personal values and the organization's mission (Fernandez-Lores et al., 2016).

This psychological bond strengthens members' commitment to the organization and will not leave it voluntarily (Parul & Pooja, 2017). This shows that employees are emotionally attached, identify with themselves, and are actively involved in the organization (Skoludova & Kozena, 2015). Affective commitment can be assessed with indicators of compliance or integrity, strong belief in abilities or self-concept, having an equal position with others, and placing work as a priority (Han et al., 2017).

Self-efficacy emphasizes the individual's belief in his ability to deal with certain situations with varying degrees of difficulty (Bamel, Budhwar, Stokes, & Paul, 2017). Belief in the power of self-efficacy will affect the activities performed, the effort required, the length of persistence and innovation in a task, and emotional reactions when anticipating an unfavorable intuition. While goals emphasize the desired end goal with planning that has been arranged systematically with procedural stages (Fitzsimons, Sackett, & Finkel, 2016). This condition illustrates that too high a person's self-efficacy will lead to more trust so that it will have a negative impact on the performance of the RAO head in South Sumatra Province.

The effect of creative self-efficacy on innovative behavior was found to be more influential when employees work under strong pressure. Consistent with social cognition theory, these results suggest that cultivating innovative behavior among higher-level employees is more successful at improving performance (Newman, Tse, Schwarz, & Nielsen, 2018). Self-efficacy affects the perception of cognition and emotional reactions. In particular, self-efficacy was found to play a substantive role in shaping individual attitudes through both cognitive and affective routes (Kulviwat et al., 2014).

The results showed that there was a positive and significant influence between Trust on the Performance of the RAO Head of 0.27 with a t-value of 3.92 and statistically significant because the t-value was greater than the t-table (1.96). This means that the higher the trust, the stronger the performance of the RAO Head. This result is in line with research (Kelliher et al., 2018) which states that there is a conceptually significant influence between trust and organizational leadership performance. The contribution of trust with a longitudinal interpretivist approach supported by social exchange theory can improve tourism performance in rural areas.

Research (Alaarj et al., 2016) also states that the role of trust has a significant effect on knowledge management abilities, culture, motivation, morale, work meaning, and improving the performance of organizational leaders which ultimately affects organizational performance. Research on organizations with the development of new technologies and virtual work teams shows that greater capacity and ability for attractive, empathetic and fair leaders is very likely to build trust in improving the performance of organizational leaders (Guinalú & Jordán, 2016). Research on the relationship between trust and effectiveness of virtual teams by mediating knowledge sharing. The results of the analysis show that knowledge sharing and trust are significantly related to the effectiveness of virtual teams in improving the performance of organizational leaders (Pangil & Moi Chan, 2014).

Affective Commitment has a positive and significant effect on the performance of the RAO Head of 0.45 with a t-value of 4.92 and statistically it can be stated that there is a significant effect because the t-value is greater than the t-table (1.96). This means that the higher

the Affective Commitment of the employee, the stronger the performance of the RAO Head. Affective commitment in the form of attitude or behavior of a person towards the organization in the form of loyalty and achievement of the vision, mission, and goals of the organization.

A person is said to have a high commitment to the organization, it can be recognized from the voluntary desire of members to be bound to the organization, structural identity, and see the compatibility between their personal values and the organization's mission (Fernandez-Lores et al., 2016). This psychological bond strengthens members' commitment to the organization and will not leave it voluntarily (Parul & Pooja, 2017). This shows that employees are emotionally attached, identify with themselves, and are actively involved in the organization (Skoludova & Kozena, 2015). Affective commitment can be assessed with indicators of compliance or integrity, strong belief in abilities or self-concept, having an equal position with others, and placing work as a priority (Han et al., 2017).

Shared leadership in its role to improve performance is also one of the studies conducted by researchers in Human Resource Management Science (Han et al., 2017; Houghton et al., 2015; JS-C. Hsu et al., 2017; Muethel & Hoegl, 2013). Research conducted as a follow-up to the development of information systems training shows that shared leadership has a positive impact on employees' affective, cognitive, and behavior. Shared leadership and increased organizational performance, leaders, and employees will become stronger when tasks are more complex (J. S.-C. Hsu et al., 2017). The influence of shared leadership in a survey of postgraduate alumni training participants has a significant impact on coordination activities, commitment to achieving goals, and knowledge sharing which in turn can improve organizational performance, leadership, and employees (Han et al., 2017). Competitive shared leadership is a good intervening variable for the relationship between self-efficacy, trust and affective commitment to the higher performance of the RAO Head in the South Sumatra Provincial government.

CONCLUSIONS

The conclusions of this study are: (1) Self-efficacy has a negative but not significant impact on Competitive Shared Leadership in the South Sumatra Provincial Government. This means that the more Self-Efficacy has no effect on Competitive Shared Leadership in the South Sumatra Provincial government is relatively sufficient; (2) Trust has a positive and significant effect on Competitive Shared Leadership in the South Sumatra Provincial Government. This means that the stronger the trust in the employees, the better the Competitive Shared Leadership in the South Sumatra Provincial government will be; (3) Affective Commitment has a positive and significant effect on Competitive Shared Leadership in the South Sumatra Provincial Government. This means that the higher the Affective Commitment on the employees, the higher the Competitive Shared Leadership in the Provincial Government of South Sumatra will be; (4) Self-efficacy has a negative and significant effect on the performance of the RAO Head in the South Sumatra Provincial government. This means that the higher the self-efficacy of employees, the lower the performance of the RAO Head in the South Sumatra Provincial government; (5) Trust has no positive and significant effect on the performance of the RAO Head in the South Sumatra Provincial government. This means that the higher the trust in employees, the higher the performance of the RAO Head in the South Sumatra Provincial government; (6) Affective Commitment has a positive and significant effect on the performance of the RAO Head in the South Sumatra Provincial government. This means that the higher the Affective Commitment that exists in employees, the higher the performance of the RAO Head in the South Sumatra Provincial government; (7) Competitive Shared Leadership has a positive and significant impact on the performance of the RAO Head in the South Sumatra Provincial government. This means that the higher the Competitive Shared Leadership that exists in employees in the South Sumatra Province, the higher the performance of the RAO Head in the South Sumatra Provincial government; and (8) Competitive Shared Leadership is a good

intervening variable for the relationship between self-efficacy, trust and affective commitment to the higher performance of the RAO Head in the South Sumatra Provincial government.

REFERENCES

- Alaarj, S., Abidin-Mohamed, Z., & Bustamam, U. S. B. A. (2016). Mediating Role of Trust on the Effects of Knowledge Management Capabilities on Organizational Performance. *Procedia-Social and Behavioral Sciences*, 235, 729-738.
- Bamel, U., Budhwar, P., Stokes, P., & Paul, H. (2017). Dimensions of Role Efficacy and Managerial Effectiveness: Evidence from India. *Journal of Organizational Effectiveness: People and Performance*, 4(3), 218-237.
- Bandura, A. (1997). *Self-Efficacy: The Exercise of Control*. New York: W.H. Freeman.
- Boies, K., Fiset, J., & Gill, H. (2015). Communication and Trust is Key: Unlocking the Relationship between Leadership and Team Performance and Creativity. *The Leadership Quarterly*, 26(6), 1080-1094.
- Castellano, S., Chandavimol, K., Khelladi, I., & Orhan, M. A. (2021). Impact of Self-Leadership and Shared Leadership on the Performance of Virtual R&D Teams. *Journal of Business Research*, 128, 578-586.
- Chaudhary, R., Rangnekar, S., & Barua, M. K. (2012). Relationships between Occupational Self Efficacy, Human Resource Development Climate, and Work Engagement. *Team Performance management: an International Journal*, 18(7/8), 370-383.
- Chen, A. S.-Y., & Hou, Y.-H. (2016). The Effects of Ethical Leadership, Voice Behavior and Climates for Innovation on Creativity: A Moderated Mediation Examination. *The Leadership Quarterly*, 27(1), 1-13.
- Ciravegna, L., & Brenes, E. R. (2016). Learning to Become a High Reliability Organization in the Food Retail Business. *Journal of Business Research*, 69(10), 4499-4506.
- D'Innocenzo, L., Kukenberger, M., Farro, A. C., & Griffith, J. A. (2021). Shared Leadership Performance Relationship Trajectories as a Function of Team Interventions and Members' Collective Personalities. *The Leadership Quarterly*, 10, 14-99.
- D'Innocenzo, L., Mathieu, J. E., & Kukenberger, M. R. (2016). A Meta-Analysis of Different forms of Shared Leadership-Team Performance Relations. *Journal of Management*, 42(7), 1964-1991.
- Ding, X., Li, Q., Zhang, H., Sheng, Z., & Wang, Z. (2017). Linking Transformational Leadership and Work Outcomes in Temporary Organizations: A Social Identity Approach. *International Journal of Project Management*, 35(4), 543-556.
- Drescher, M. A., Korsgaard, M. A., Welpe, I. M., Picot, A., & Wigand, R. T. (2014). The Dynamics of Shared Leadership: Building Trust and Enhancing Performance. *Journal of applied psychology*, 99(5), 771.
- Elo, M., Benjowsky, C., & Nummela, N. (2015). Intercultural Competences and Interaction Schemes - Four Forces Regulating Dyadic Encounters in International Business. *Industrial Marketing Management*, 48, 38-49.
- Fernandez-Lores, S., Gavilan, D., Avello, M., & Blasco, F. (2016). Affective Commitment to the Employer Brand: Development and Validation of a Scale. *BRQ Business Research Quarterly*, 19(1), 40-54.
- Fitzsimons, G. M., Sackett, E., & Finkel, E. J. (2016). Transactive Goal Dynamics Theory: A Relational Goals Perspective on Work Teams and Leadership. *Research in Organizational Behavior*, 36, 135-155.
- Getachew, D. S., & Zhou, E. (2018). The Influences of Transformational Leadership on Collective Efficacy: The Moderating Role of Perceived Organizational Support. *International Journal of Organizational Innovation*, 10(4), 7-15.
- Guinalú, M., & Jordán, P. (2016). Building Trust in the Leader of Virtual Work Teams. *Spanish Journal of Marketing - ESIC*, 20(1), 58-70.

- Gunarto, M. (2018). Analisis Statistika Dengan Model Persamaan Struktural (SEM): *Teoritis dan Praktis. Bandung: Alfabeta.*
- Gunarto, M., Hurriyati, R., Disman, & Wibowo, L. A. (2018). Building Students' Loyalty in Private Higher Education Institutions: Activities for Competitiveness. *Int J Education Economics and Development*, 9(44), 394-410.
- Gunarto, M., Hurriyati, R., Disman, Wibowo, L. A., & Natalisa, D. (2018). Building Student Satisfaction at Private Higher Education through Co-creation with Experience Value as Intervening Variable. *Paper presented at the Proceedings of the International Conference on Industrial Engineering and Operations Management, Bandung*
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis (Seventh Edition ed.)*. England Pearson Education Limited.
- Han, S. J., Lee, Y., Beyerlein, M., & Kolb, J. (2017). Shared Leadership in Teams the Role of Coordination, Goal Commitment, and Knowledge Sharing on Perceived Team Performance. *Team Performance management: an International Journal*.
- Haque, A., Fernando, M., & Caputi, P. (2019). Responsible Leadership, Affective Commitment and Intention to Quit: An Individual Level Analysis. *Leadership & Organization Development Journal*, 40(1), 45-64.
- Hewitt-Dundas, N., & Roper, S. (2018). Innovation in UK Higher Education: A Panel Data Analysis of Undergraduate Degree Programmes. *Research Policy*, 47(1), 121-138.
- Hoch, J. E., Pearce, C. L., & Welzel, L. (2010). Is the Most Effective Team Leadership Shared? The Impact of Shared Leadership, Age Diversity, and Coordination on Team Performance. *Journal of Personnel Psychology*, 9(3), 105.
- Hodgkinson, I. R., Hughes, P., Radnor, Z., & Glennon, R. (2018). Affective Commitment within the Public Sector: Antecedents and Performance Outcomes between Ownership Types. *Public Management Review*, 20(12), 1872-1895.
- Houghton, J. D., Pearce, C. L., Manz, C. C., Courtright, S., & Stewart, G. L. (2015). Sharing is Caring: Toward a Model of Proactive Caring through Shared Leadership. *Human Resource Management Review*, 25(3), 313-327.
- Hsu, D. K., Burmeister-Lamp, K., Simmons, S. A., Foo, M.-D., Hong, M. C., & Pipes, J. D. (2019). "I know I can, but I don't fit": Perceived Fit, Self-Efficacy, and Entrepreneurial Intention. *Journal of Business Venturing*, 34(2), 311-326.
- Hsu, J. S.-C., Li, Y., & Sun, H. (2017). Exploring the Interaction between Vertical and Shared Leadership in Information Systems Development Projects. *International Journal of Project Management*, 35(8), 1557-1572.
- Hyndman, N., & McKillop, D. (2018). Public Services and Charities: Accounting, Accountability and Governance at a Time of Change. *The British Accounting Review*, 50(2), 143-148.
- Jena, L. K., Pradhan, S., & Panigrahy, N. P. (2018). Pursuit of Organisational Trust: Role of Employee Engagement, Psychological Well-Being and Transformational Leadership. *Asia Pacific Management Review*, 23(3), 227-234.
- Kelliher, F., Reinl, L., Johnson, T. G., & Joppe, M. (2018). The Role of Trust in Building Rural Tourism Micro Firm Network Engagement: A Multi-Case Study. *Tourism Management*, 68, 1-12.
- Kim, S.-S., Scott, D., & Crompton, J. L. (2017). An Exploration of the Relationships among Social Psychological Involvement, Behavioral Involvement, Commitment, and Future Intentions in the Context of Birdwatching. *Journal of Leisure Research*, 29(3), 320-341.
- Kulviwat, S., C. Bruner II, G., & P. Neelankavil, J. (2014). Self-efficacy as an Antecedent of Cognition and Affect in Technology Acceptance. *Journal of Consumer Marketing*, 31(3), 190-199.

- Latham, G. P. (2016). Goal Setting: A Possible Theoretical Framework for Examining the Effect of Priming Goals on Organizational Behavior. *Current Opinion in Psychology*, 12, 85-88.
- Latorre, F., Guest, D., Ramos, J., & Gracia, F. J. (2016). High Commitment HR Practices, the Employment Relationship and Job Performance: A Test of a Mediation Model. *European Management Journal*, 34(4), 328-337.
- Lim, C., Kim, K.-H., Kim, M.-J., Heo, J.-Y., Kim, K.-J., & Maglio, P. P. (2018). From Data to Value: A Nine-Factor Framework for Data-Based Value Creation in Information-Intensive Services. *International Journal of Information Management*, 39, 121-135.
- Loomba, A. P., & Karsten, R. (2019). Self-Efficacy's Role in Success of Quality Training Programmes. *Industrial and Commercial Training*, 51(1), 24-39.
- Martinsuo, M., & Hoverfält, P. (2017). Change Program Management: Toward a Capability for Managing Value-Oriented, Integrated Multi-Project Change in its Context. *International Journal of Project Management*.
- Matei, A., & Antonie, C. (2015). The Need for Positive Change: Adapting Management in Public Administration. *Procedia Economics and Finance*, 26, 345-350.
- Mertens, N., Boen, F., Steffens, N. K., Haslam, S. A., & Fransen, K. (2021). Will the Real Leaders Please Stand Up? The Emergence of Shared Leadership in Semi-Professional Soccer Teams. *Journal of Science and Medicine in Sport*, 24(3), 281-290.
- Muethel, M., & Hoegl, M. (2013). Shared Leadership Effectiveness in Independent Professional Teams. *European Management Journal*, 31(4), 423-432.
- Newman, A., Tse, H. H. M., Schwarz, G., & Nielsen, I. (2018). The Effects of Employees' Creative Self-Efficacy on Innovative Behavior: The Role of Entrepreneurial Leadership. *Journal of Business Research*, 89, 1-9.
- Ohemeng, F. L. K., Asiedu, E. A., & Obuobisa-Darko, T. (2018). Giving Sense and Changing Perceptions in the Implementation of the Performance Management System in Public Sector Organisations in Developing Countries. *International Journal of Public Sector Management*.
- Pangil, F., & Moi Chan, J. (2014). The Mediating Effect of Knowledge Sharing on the Relationship between Trust and Virtual Team Effectiveness. *Journal of Knowledge Management*, 18(1), 92-106.
- Parul, M., & Pooja, G. (2017). The Relationship between Learning Culture, Inquiry and Dialogue, Knowledge Sharing Structure and Affective Commitment to Change. *Journal of Organizational Change Management*, 30(4), 610-631.
- Rizali, A., Perizade, B., & Hanafi, A. (2020). Building competitive shared leadership to improve the performance of south sumatera province government. *Dinasti International Journal of Education Management And Social Science*, 1(4), 544-559.
- Rizali, A., Perizade, B., Sulastri, & Hanafi, A. (2021). The Influence of Self-Efficacy, Trust and Affective Commitment on Competitive Share Leadership. *Paper presented at the Proceedings – 11th Annual Singapore 2021, Singapore*.
- Sawani, Y., Abdillah, A., Rahmat, M., Noyem, J. A., & Sirat, Z. (2016a). Employer's Satisfaction on Accounting Service Performance: A Case of Public University Internship Program. *Procedia-Social and Behavioral Sciences*, 224, 347-352.
- Sawani, Y., Abdillah, A., Rahmat, M., Noyem, J. A., & Sirat, Z. (2016b). Employer's Satisfaction on Accounting Service Performance: A Case of Public University Internship Program. *Procedia - Social and Behavioral Sciences*, 224, 347-352.
- Scupola, A., & Zanfei, A. (2016). Governance and Innovation in Public Sector Services: The Case of the Digital library. *Government Information Quarterly*, 33(2), 237-249.
- Skoludova, J., & Kozena, M. (2015). Identification of the Tools and Methods of Selected Factors of Organization's Competitiveness in the Czech Republic. *Procedia Economics and Finance*, 26, 609-615.

Song, Z., & Chon, K. (2012). General Self-Efficacy's Effect on Career Choice Goals via Vocational Interests and Person–Job Fit: A Mediation Model. *International Journal of Hospitality Management*, 31(3), 798-808.

Suhr, D., & Shay, M. (2014). Guidelines for Reliability, Confirmatory and Exploratory Factor Analysis.

Sulistyo, H., & Siyamtinah. (2016). Innovation Capability of SMES through Entrepreneurship, Marketing Capability, Relational Capital and Empowerment. *Asia Pacific Management Review*, 21(4), 196-203.

Zhao, D., & Smallbone, D. (2019). What Affects Nascent Entrepreneurs' Proactiveness. *Asia Pacific Management Review*.