Academic Journal of Management and Social Sciences
ISSN: 2958-4396 | Vol. 3, No. 3, 2023

Shared Leadership and Employee Motivation Relationship

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Abstract: Shared leadership is an emerging leadership style that aims to stimulate employee motivation and creativity. This paper will focus on the relationship between shared leadership and employee motivation and illustrate its importance and impact through comprehensive research and real-life examples. The findings suggest that shared leadership can increase employee job satisfaction, work engagement and organisational commitment and further individual and organisational development. The purpose of this paper is to provide managers with effective leadership strategies to promote positive employee motivation and organisational performance.

Keywords: Shared Leadership; Employee Motivation; Interaction; Shared Goals; Performance.

1. Introduction

In today's competitive business environment, human resources are considered as one of the key factors for organisational success. With the development of knowledge-based economy, employee motivation and creativity are crucial for the sustainable development of organisations. Therefore, how to motivate employees has become an important concern for managers. The traditional directive leadership approach can no longer meet the needs of employees, so shared leadership as an emerging leadership approach has emerged.

Shared leadership, as an emerging leadership concept, is considered to be an effective way to adapt to the development of modern organisations. Compared with traditional directive leadership, shared leadership places more emphasis on the interaction and participation between leaders and employees, as well as the pursuit of common goals. In addition, shared leadership focuses on the growth and development of employees and enhances employee motivation by providing support and incentives. Therefore, there is a close relationship between shared leadership and employee motivation.

2. Definition and Characteristics of Shared Leadership

Shared leadership is a leadership style based on trust, co-operation and empowerment that aims to inspire a sense of engagement and responsibility in employees. This type of leadership emphasises interaction and communication between leaders and employees, and shared decision-making to achieve the common goals of the organisation and employees. Shared leadership has the following characteristics:

2.1. Trust and Support

Shared leaders are built on trust and support for their employees. They believe in the abilities of their employees and give them the opportunity to make their own decisions and take responsibility.

2.2. Co-operation and Communication

Shared leaders emphasise teamwork and good communication. They encourage co-operation among employees to achieve synergy and share information and opinions through effective communication.

2.3. Empowerment and Development

Shared leaders motivate their employees by giving them more decision-making power and responsibility. They provide training and development opportunities to help employees continue to grow and progress.

3. Theoretical Foundations of Shared Leadership and Employee Motivation

3.1. Social Exchange Theory

Social exchange theory is a theory that advocates the study of social behaviour from the perspective of input-output relationships in economics. It reconceptualises interpersonal communication as a social exchange phenomenon. It argues that the driving force of interpersonal communication is "self-interest" (and that avoiding harm is a basic principle of human behaviour, and that people tend to expand the benefits and reduce the costs of their interactions, or tend to expand their satisfaction and reduce their dissatisfaction. It advocates that competition in conflict of interest should be avoided as much as possible, and that a win-win or multi-win situation should be achieved through mutual social exchange. It is one of the major schools of contemporary social theory in the United States, arising in the late 1950s and tending to decline in the 1970s.

Social exchange theory mainly refers to the theory of the basic psychological process of people's social exchange emergence and its relationship with the exchange behaviour, in essence, social exchange theory originated from sociology, in order to understand and explain the exchange behaviour, some sociologists seek to absorb the content of psychology into it. Therefore, social exchange theory belongs to sociologically orientated theories in social psychology.

3.2. Expectancy Theory

Expectancy theory, also known as the "valence-means-expectancy theory", is a theory of managerial psychology and behavioural science. This theory can be expressed by the

formula: excitement force = expectation x valence. It is a theory of motivation put forward by Victor Frum, a famous North American psychologist and behavioural scientist, in Work and Motivation in 1964.

In this formula, the power of excitement refers to the strength of motivation to stimulate the internal potential of a person; the expected value is the degree of certainty of reaching the goal based on the individual's experience; and the potency is the value of the goal that can be reached to satisfy the individual's needs. The formula of this theory suggests that the extent to which a person's motivation is mobilised depends on the product of the expected value and the potency. That is to say, the greater a person's certainty of the goal, the higher the probability of reaching the goal, the stronger the motivation, the greater the motivation, in leadership and management, the use of expectation theory in mobilising subordinates' motivation is of some significance.

Expectation theory is to reflect the relationship between needs and goals with three factors, to motivate employees, we must let employees clear: work can provide them with what they really need. What they desire is linked to performance. By working hard, they can improve their performance.

3.3. Self-determination Theory

It focuses on the motivation behind the choices people make without interference from external factors and focuses on the extent to which a person's behaviour is triggered by intrinsic motivation and self-determination. Simply put, it means that a person can have the freedom and power to make his or her own choices without interference from any external factors.

In the 1970s, research in self-determination theory focused on comparing the role of intrinsic versus extrinsic motivation in dictating an individual's behaviour, and it was not until the 1980s that self-determination theory was formally publicised and accepted as a credible and experimentally demonstrable theory. Over the past decade, self-determination theory has been increasingly applied to different areas of social psychology.

The study of intrinsic motivation led directly to the emergence of self-determination theory. Intrinsic motivation is the drive within a person to want to do something because they find it interesting or because it fulfils some personal desire, rather than to meet external expectations (extrinsic motivation). Motivation can be described in several types depending on the degree of internalisation. Internalisation refers to the transformation of extrinsic motivation into something acceptable to the individual's own subscribed values thereby digesting this code of behaviour caused by extrinsic motivation.

Deci and Ryan later explained the difference between intrinsic and extrinsic motivation as mentioned in their early research and proposed three main essential needs for self-determination. According to them, these three psychological needs, which not only enhance self-determination but also safeguard people's psychological well-being, and which they believe everyone is born with, are: the need for power, the need for autonomy, and the need for loved ones.

4. The Relationship between Shared Leadership and Employee Motivation

There is a close correlation between shared leadership and employee motivation. By establishing a positive work environment and promoting individual initiative, shared leaders can stimulate intrinsic motivation in employees, thereby increasing their performance and satisfaction.

4.1. Stimulating Intrinsic Motivation

Shared leadership stimulates intrinsic motivation by giving employees more autonomy and responsibility. Employees feel respected and valued and are better able to realise their potential and creativity.

4.2. Enhanced Job Satisfaction

Shared leadership creates a positive work environment where employees are enthusiastic and satisfied with their jobs. Employees feel trusted and supported while being able to experience a sense of achievement and self-realisation.

4.3. Increase Work Engagement

Shared leaders encourage employees to participate in the decision-making and problem-solving process, resulting in higher employee engagement in the workplace. Employees feel that their opinions and contributions are valued and at the same time are willing to put more effort into the success of the organisation.

4.4. Promoting Organisational Commitment

Shared leadership builds good employee relations and organisational climate, which enhances employees' identification and commitment to the organisation. Employees feel supported and cared for by the organisation and at the same time are more willing to strive for the organisation's goals.

5. Case Studies of Shared Leadership in Practice

In order to better understand the relationship between shared leadership and employee motivation, we will illustrate its application and impact in organisations through some practical cases.

5.1. Google in Practice

Google is widely regarded as an organisation with an innovative culture and positive motivation. This is due to the efforts of its shared leaders. Google's leaders focus on interacting and communicating with their employees, encouraging them to participate in decision-making and problem-solving processes. They create an open and inclusive work environment that stimulates creativity and enthusiasm among their employees.

5.2. Practices at Zappos

As a customer service-focused organisation, Zappos focuses on the practice of shared leadership. They encourage employees to take ownership of their decisions and innovate, and provide training and development opportunities. These measures stimulate employees' enthusiasm and creativity, and improve customer satisfaction and organisational performance.

6. Conclusion

This paper has highlighted the importance and impact of shared leadership by exploring the relationship between shared leadership and employee motivation. Shared

leadership not only stimulates positive motivation and creativity among employees, but also increases job satisfaction, work engagement and organisational commitment. Managers should draw on the concepts and practices of shared leadership in order to build positive work environments and promote individual and organisational development.

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