

Providing a Model for Shared Leadership in Governmental Organizations

Mohammad Malek Mohammadi Faradonbeh¹, Alireza Shirvani^{2*}, Mohammad Reza Dalvi Esfahani³

1. PhD student, Department of Public Administration, Dehaghan Branch, Islamic Azad University, Dehaghan, Iran.
2. Faculty Member, Department of Public Administration, Dehaghan Branch, Islamic Azad University, Dehaghan, Iran.
3. Faculty member, Department of Public Administration, Dehaghan Branch, Islamic Azad University, Dehaghan, Iran.

Article history:

Received date: 2021/12/02

Review date: 2022/03/06

Accepted date: 2022/03/16

Keywords:

Leadership, Shared Leadership,
Governmental Organizations

Abstract

Purpose: Shared leadership is a form of leadership in which all organizational employees have an important role. As a result, the purpose of this research was providing a model for shared leadership in governmental organizations.

Methodology: This study was cross-sectional from type of descriptive-analytical. The research population was managers and deputies of governmental organizations of Isfahan city in 2020 year, which according to the Cochran's formula the sample size estimated 214 people who were selected by cluster random sampling method. The research instrument was a 98-item researcher-made questionnaire whose content validity was confirmed by 10 experts after removing 6 items and its reliability was obtained by Cronbach's alpha method 0.97. After data collected by researcher-made questionnaire were analyzed with using exploratory factor analysis and structural equation modeling in SPSS and Smart PLS software.

Findings: Findings showed that shared leadership in governmental organizations had eight factors of individual, group, environmental, administrative health, administrative corruption, work ethic, political behavior and Islamic management; So that the factor load of all items and the eight mentioned factors was higher than 0.40, the average variance extracted of the eight factors was higher than 0.50 and the Cronbach's alpha reliability and the combined reliability of the eight factors was higher than 0.80. Also, the model of shared leadership in governmental organizations had a good fit and shared leadership had a direct and significant effect on all eight factors ($P < 0.05$).

Conclusion: The results indicated the existence and effective role of eight factors of individual, group, environmental, administrative health, administrative corruption, work ethic, political behavior and Islamic management on shared leadership. Therefore, in order to improve and promote shared leadership in governmental organizations can provide the ground for improving the eight mentioned factors.

Please cite this article as: Malek Mohammadi Faradonbeh M, Shirvani A, Dalvi Esfahani M R. (2022), providing a Model for Shared Leadership in Governmental Organizations, *Iranian Journal of Educational Sociology*. 4(4): 50- 59.

* Corresponding author: Dr.shirvani@gmail.com

1. Introduction

Advances in organizational theories have led to the doubling of the importance of human resources as the main managers of organizations (Lin, Yip, Ho & Sambasivan, 2020). In today's competitive business environment, the main concern and endeavor of organizations and their leaders and employees is development and progress, for which leaders seek to identify and make optimal use of capital and manpower (Dishop & Good, 2022). Today's organizations need change due to organizational changes and developments and the complexities and dynamics of the organization. Because in order to respond to these changes and developments and achieve sustainable competitive advantage and optimal performance, they need to use appropriate leadership practices (Ding, Choi & Aoyama, 2019). The role of leadership in organizations has long been emphasized by experts and specialists and every organization needs a capable leader and undoubtedly the success of any organization depends to a large extent on the leader of the organization and his leadership style (Borgholthaus, Iyer & O'Brien, 2021). Proper leadership style is a facilitating and motivating factor for employees that affect their behavior both directly and indirectly. Past organizational leadership theories paid less attention to employee participation in organizational affairs, and one of the relatively new theories that emphasizes the active participation of all organizational employees in organizational activities is shared leadership (Torres, Bulkley & Kim, 2020).

Shared leadership style is one of the effective leadership methods that emphasizes the cooperation and participation of employees and wants to use their ideas, opinions and initiatives to solve problems and improve the quality of the organization. Therefore, the basis of this leadership style is based on the division of powers, duties and responsibilities between the leader and employees (Mertens, et al, 2021). Involvement is the mental and emotional involvement of individuals in group situations that motivates individuals to help each other achieve the goals of the group or organization and share responsibility for tasks (Binkhorst, Poortman, McKenney & Van Joolingen, 2018). In fact, participation is a kind of participation and involvement in decisions, planning and implementation of activities that are focused on a specific goal and participants tend to interact and help to achieve common goals with others (Gunter, Berardinelli, Blaweney, Gurvis, 2017).

Shared leadership is a group leadership by members of a group or organization that is defined as leadership through joint decision-making, responsibility and decision-making among employees, which as an intangible resource plays an important role in improving employee performance and improving their relationships to increase organizational effort and greater productivity in the organization (Doos & Wilhelmson, 2021). This leadership style is defined as a collective and group leadership style by members of the group or organization that plays an important role in improving the performance of the organization through joint decision making and shared responsibility for the consequences and consequences of the organization (Pitelis & Wagner, 2019). Shared leadership is an interactive and dynamic process among members of an organization in which all employees influence and influence each other, and in this way leadership, duties and responsibilities are not determined by one leader, but duties, functions and responsibilities among members. Organization is shared (Hsu, Li & Sun, 2017). Collaborative leadership requires non-hierarchical and informal relationships that are created by the process of interactive and dynamic impact between employees of an organization and is the result of the distribution of influence, authority and leadership power among all employees (Martin, Cormican, Sampaio & Wu, 2018).

Shared leadership style allows all employees to present their innovative, creative ideas, suggestions and perspectives in a calm organizational environment while setting organizational goals, organizational visions and organizational decisions (Cobanoglu, 2021). Shared leadership, like other forms of leadership, has many pros and cons. Advocates for its benefits such as increasing the quality of work, improving the quality of work, increasing the spirit of loyalty, improving the bond between subordinates and superiors and colleagues, increasing motivation and interest in work, reducing conflict, hostility and unhealthy competition, reducing the need for punishment, reducing Losses, reduction of dismissals, absenteeism and

delays in work and reduction of dissatisfaction of customers and opponents on its disadvantages such as social pressures for agreement and adaptation, time and slowness of the decision-making process, lack of coordination in group work, poor meeting planning and adverse effects. And emphasize individuality or fear of expressing an opinion (Abili, Naderi, Ouraei Yazdani & Nastiezaei, 2013). In shared leadership, there is complete trust and confidence in employees in all areas and employees' thoughts and ideas are used constructively. Relationships flow not only from the top down, but also horizontally and diagonally, and employee motivation is based on group participation in setting goals, improving methods, and evaluating how things work. In this leadership style, the interaction between managers and employees is extensive, friendly and combined with trust and confidence, and leads to greater coordination and productivity in the organization (Mikaeili, Farhangi & Hosseini Dana, 2020).

In the following, the results of the most important research related to the present study, namely a model for shared leadership, are reported. For example, the results of Shamlou, Shirzad Kebria & Banisi (2021) showed that the characteristics and skills of shared leadership were directly and indirectly involved in crisis management through task-oriented leadership, populist leadership and organizational leadership. Introduced participatory management in the classroom, including analysis, content, students, teachers, teaching strategies, teaching methods, assessment, school environment, and classroom conditions. In another study, Nikkar, Haghighi, Shahhoseini & Kordnaeij (2020) reported that in strategic participatory leadership model, causal conditions including leadership and team characteristics, contextual conditions including bedrock and environmental factors, central category including strategic participatory leadership, intervening conditions including behavioral integration Supportive environment, collective decision making, organizational learning, competency-oriented approach and talent-oriented approach, strategies included developing leadership participation and empowering leaders, and outcomes including attitudinal and performance gains. Ghafari & Farmani (2018) concluded that the most important effective factors On the participatory management system, respectively, including managerial factors (with components of sufficient trust in managers, managers' communication skills, risk acceptance and management practices with grammatical and commanding thinking), organizational structure (with components of clear organizational goals, justice, fairness and equality) Lack of frequent changes of managers and weakness of research affairs in the organization), executive factors (with components of timely payment of rewards and incentives, lack of order to participate in the participatory management system, holding Scheduled meetings to follow the participatory management system and the lack of regulations), attitude to participation and information technology (with components of training in the use of information systems, willingness to share knowledge in the organization, information systems in the direction of participatory management system and information technology related equipment Participatory management system).

Also, the results of Jha & Bhattacharyya (2017) showed that strategic shared leadership included five factors: informal discretion, financial decision, future orientation, open communication and formalization. Poursaeed & Larti (2016) concluded in a study that participatory management included four components of employee participation in goal setting, decision making, problem solving and organizational change, all of which were above average in the employees of agricultural cooperatives. In another study, Cawthorne (2010) reported that the most important components of participatory leadership include accountability (responsibility and accountability for assigned tasks), partnership (active and spontaneous participation of all employees in various matters and sharing knowledge, information, skills and experiences). Justice (equality of all people and equal rights commensurate with individual capabilities) and sense of ownership (sense of belonging and commitment of employees to organizational goals and perspectives and no sense of organizational separation).

In addition, the results of Fausing, Joensson, Lewandowski & Bligh (2015) showed that the dimensions of shared leadership included transformational leadership, exchange leadership, command leadership, individual empowerment leadership, and group empowerment leadership. Abili & et al (2013) while

researching concluded that the participatory management model included individual and organizational factors; Individual factors included attitudes toward participation, commitment, and interpersonal trust, and organizational factors included participatory culture, organizational structure, and transformational leadership. Other results of their research showed that the areas of participation included goal setting, decision making, monitoring and control, evaluation and change. In another study, Mehdizade, Dorostkar Ahmadi & Ramazanian (2013) reported that the participatory decision-making model as a strategy to improve employees' attitudes, feelings and practices, including consensus, cooperation and participation in decision-making, inviting employees to present innovative theories and suggestions, and sharing. Knowledge was shared by members.

To succeed in today's world of change, managers and leaders of organizations need to make the best use of their resources and human resources as their most important and effective assets and assets. Undoubtedly, the optimal use of human resources requires special, efficient and effective methods of leadership, which is one of the relatively new methods of leadership, shared leadership. On the one hand, the results of previous researches and reports indicate the effectiveness of shared leadership in improving organizational performance in various fields, and on the other hand, little research has been done on shared leadership model and most of the researches on it have been done qualitatively. One of the salient differences between the present study and previous research is the use of a quantitative model to provide a model for shared leadership. Another important point about the importance and necessity of the present study is that the results of the present study can help experts and organizational planners in designing programs to improve shared leadership and improve, strengthen and enhance organizational performance. As a result, the purpose of this study was to provide a model for shared leadership in government organizations.

2. Methodology

This cross-sectional study was descriptive-analytical. The research population was managers and deputies of government organizations in Isfahan in 1399, which according to the Cochran's formula estimated the sample size of 214 people who were selected by cluster random sampling. In this sampling method, first the list of government organizations and the number of managers and their deputies were prepared and then the sample size was determined and sampling was performed and some organizations were selected as the sample. Criteria for selecting samples included willingness to participate in research, mental health, not receiving psychological services in the past three months, and the absence of stressful events such as divorce and death of loved ones in the past three months. Also, the criteria for their exclusion from the study included refusing to continue cooperation and non-response to the tool and non-response to more than ten percent of the items. To conduct this research, first the theoretical foundations of shared leadership were studied and a questionnaire was designed based on it. In the next step, a list of government organizations was prepared and sampled and the managers and deputies of selected organizations were told the importance and necessity of the research and asked to participate in the research and managers and deputies who accepted the effort responded to the research tool.

The research instrument was a 98-item researcher-made questionnaire, which was deleted by 6 experts and the final form had 92 items. The items were arranged in a five-point Likert scale from strongly disagree (score one) to strongly agree (score five). The tool score is calculated with the sum of the item scores and the higher score indicates the higher the shared leadership. The content validity of the researcher-made questionnaire on shared leadership in government organizations was confirmed by 10 experts after deleting 6 items and its reliability was obtained by Cronbach's alpha method of 0.97. Data were collected by a researcher-made questionnaire using heuristic factor analysis and structural equation modeling in SPSS and Smart PLS software.

3. Findings

The samples of this study were 214 managers and deputies of government organizations who did not fall in the samples due to receiving their consent to participate in the research and the analyzes were performed for 214 people. Before analyzing the data by exploratory factor analysis, the assumptions of this analysis method were based on which the value of KMO index was equal to 0.79 and the value of Bartlett spherical index was equal to 1273.40 which were significant at the level of 0.001 and these results indicate adequacy. Samples and correlations were required. The researcher-made questionnaire form had 92 items after reviewing experts and experts, on which the results of exploratory factor analysis were presented in Table 1 to provide a model for shared leadership in government organizations.

Table1. Results of exploratory factor analysis to provide a model for shared leadership in government organizations

Factor	Number of items	Average	Factor load	AVE	Cronbach's alpha reliability	Combined reliability
Individual dimensions	4	2/77	0/82	0/67	0/84	0/89
Group dimensions	5	2/75	0/80	0/64	0/86	0/90
Environmental dimensions	4	2/77	0/81	0/65	0/82	0/88
Office Health	7	2/96	0/80	0/65	0/91	0/93
Corruption	11	2/98	0/76	0/59	0/93	0/94
work ethics	9	2/99	0/80	0/64	0/93	0/94
Political Manner	18	2/99	0/79	0/63	0/96	0/96
Islamic Management	20	2/99	0/74	0/55	0/95	0/96
Shared leadership	13	2/76	0/77	0/59	0/94	0/95

According to the findings of Table 1, one item was removed from work ethic due to factor loading less than 0.40 and the final form after exploratory factor analysis had 91 items. Also, shared leadership in government organizations had eight factors: individual, group, environmental, administrative health, corruption, work ethic, political behavior, and Islamic management; So that the factor load of all items and the eight mentioned factors was higher than 0.40, the mean variance of the extracted eight factors was higher than 0.50 and the Cronbach's alpha reliability and the combined reliability of the eight factors were higher than 0.80. The results of the fit indicators of the shared leadership model in government organizations are presented in Table 2.

Table2. Results of indicators of fitting the shared leadership model in government organizations

Factor	R ²	Q ²
Individual dimensions	0/89	0/45
Group dimensions	0/91	0/46
Environmental dimensions	0/88	0/42
Office Health	0/31	0/53
Corruption	0/25	0/51
work ethics	0/89	0/54
Political Manner	0/16	0/58
Islamic Management	0/35	0/50

According to the findings of Table 2, and since the values of R2 and Q2 indices in the range of 0.02 to 0.15 indicate a weak effect, 0.15 to 0.35 indicates a moderate effect and above 0.35 indicates a strong effect of the independent variable on the dependent variable. Therefore, the effect of variables on shared leadership was moderate and strong. Also, the value of GOF index for the overall fit of the model was equal to 0.49, which due to higher than 0.35 indicated a strong fit of the model. As a result, the model of shared leadership in government organizations fitted well. The results of modeling the structural equations of the shared leadership model in government organizations in the case of standard coefficients are presented in Figure 1 and in the case of t-statistics in Figure 2, and the results of the effects are presented in Table 3.

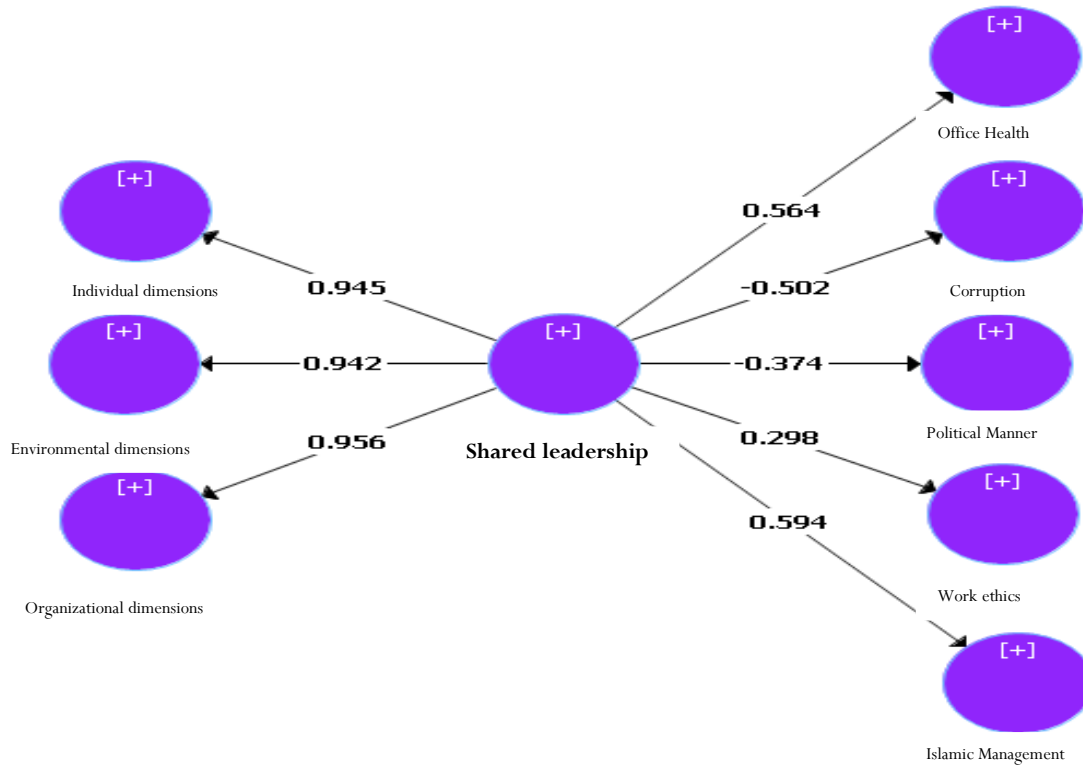


Figure1. Results of modeling the structural equations of the shared leadership model in government organizations in the form of standard coefficients

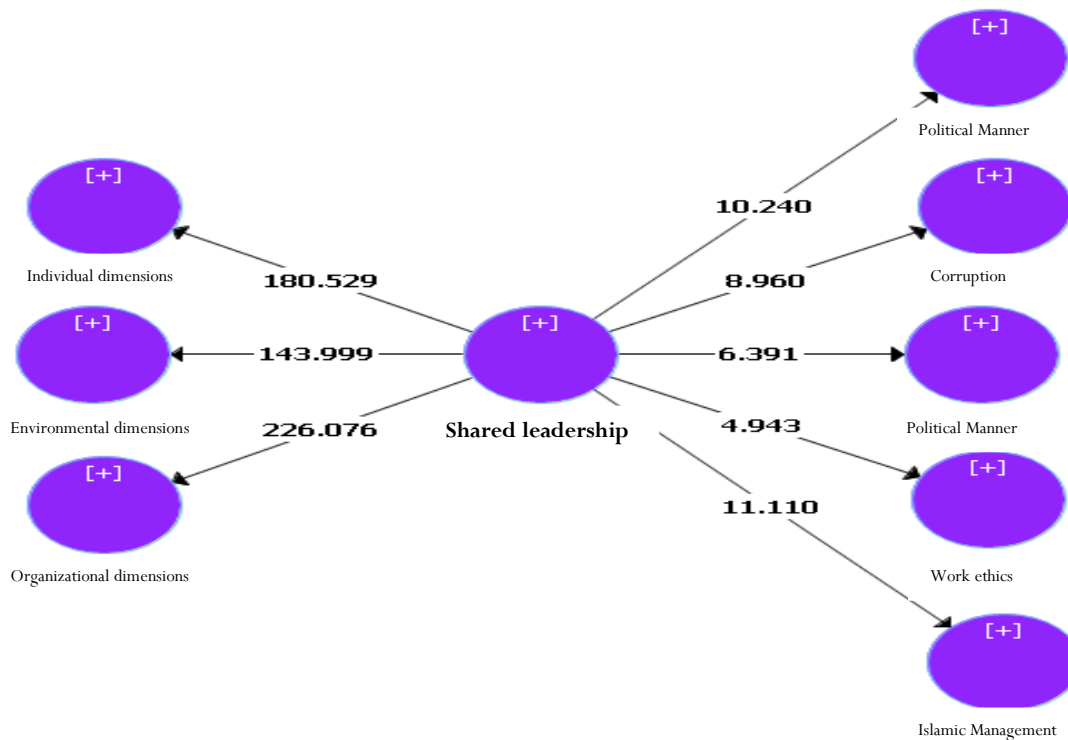


Figure2. Results of modeling the structural equations of the shared leadership model in government organizations in the statistical mode t

Table 3. Results of the works to provide a model for shared leadership in government organizations

Effects	Route coefficients	Statistics of T	meaningful
The effect of shared leadership on individual dimensions	0/94	180/52	0/001
The effect of shared leadership on group dimensions	0/95	226/07	0/001
The effect of shared leadership on environmental dimensions	0/94	143/99	0/001
The effect of shared leadership on administrative health	0/56	10/24	0/001
The effect of shared leadership on corruption	-0/50	8/96	0/001
The effect of shared leadership on work ethic	0/29	4/94	0/012
The effect of shared leadership on political behavior	0/37	6/39	0/001
The effect of shared leadership on Islamic management	0/59	11/11	0/001

According to the findings of Figures 1 and 2 and Table 3, shared leadership had a direct and significant effect on all eight factors: individual dimensions, group dimensions, environmental dimensions, administrative health, corruption, work ethic, political behavior and Islamic management ($P < 0.05$).

4. Discussion

One of the new theories of leadership that has attracted the attention of many researchers in the field of management and leadership and has eliminated the weaknesses and shortcomings of traditional theories and approaches to leadership is the theory of shared leadership that provides appropriate normative behavior in personal actions, interpersonal relationships and Encourages followers. Shared leadership has beneficial results and consequences, and they are much less likely to make mistakes than other forms of leadership. Because in organizations that use the method of shared leadership, only one fixed person is used in solving challenges and problems and improving processes and products, and all people are involved in decision-making, and in these organizations, instead of having a heroic manager, There is a group of hero managers. In this way, different people take on various managerial tasks and agree with all employees to work together to implement a solution. Given the above, the purpose of this study was to provide a model for shared leadership in government organizations.

The findings of this study showed that shared leadership in government organizations had eight factors: individual, group, environmental, administrative health, and corruption, work ethic, political behavior and Islamic management; So that the validity and reliability of all of them became. Also, the model of shared leadership in government organizations had a good fit and shared leadership had a direct and significant effect on all eight factors. Little quantitative research has been done on the presentation of the shared leadership model and most of the research in this field was qualitative. In general, the findings of this study can be consistent with the findings of Shamlou, et al (2021), Molaei Ruzbehani & Abbaspour (2020), Nikkar, et al (2020), Ghafari & Farmani (2018), Jha & Bhattacharyya (2017), Poursaeed & Larti (2016), Cawthorne (2010), Fausing, et al (2015), Abili, et al (2013) and Mehdizade, et al (2013). In explaining the findings of this study, it can be said that in order to improve shared leadership, individual feelings, attitudes, aspirations, goals and different needs of employees, especially their social needs, should be considered and managers should look for solutions to satisfy them. And perform various activities in a participatory manner, highlight the importance of informal relationships in the organization, use the views of different employees and give them constructive feedback, and organize the organizational climate so that it has an open space away from coercion to All employees can participate in the organization. In the group factor, strategies such as delegating authority to employees and indirectly supervising them, respecting the opinions, beliefs and feelings of others and communicating with them, respecting the personality and needs of employees and trying to provide them, creating a sense of collective and group identity and increasing Improved the ability of public responsibility in the group. In addition, the environmental factor to improve shared leadership should increase the level of criticism and the ability to express criticism, provide opportunities and opportunities for expression of initiative and creativity, and create a competitive

environment based on cooperation and intimacy between employees for group and collaborative work. The position of each employee should be well defined and a framework should be designed for it and the role of individuals in group and joint activities should be determined and how to control and manage relationships should be determined. Also, in order to improve shared leadership in the administrative health factor, the existence of an organic and flexible structure in the organization should be designed, the capacities, talents and abilities of employees and their contribution to decision making should be determined, opinions and suggestions of employees and stakeholders should be prioritized and implemented, Strengthened the organizational perspective and emphasized its effective role in shared leadership and always sought to promote and excel staff. In the cause of corruption, strategies such as forming specialized committees for various activities, creating a creative environment and presenting opinions and suggestions, leveling specialized committees based on duties and responsibilities appropriate to the relevant job and specialty, reviewing the level of knowledge and knowledge of employees In the area of interest and attention to the space and environment of the building physically, such as the layout and various tools to perform joint activities. In the work ethic factor, one can use strategies such as determining the appropriate place, time and space for joint activities, providing various, complete and correct information to employees about the latest directives and work regulations, creating a suitable mechanism to empower and improve employee competence, eliminate the view that Shared leadership reduced the authority of managers at higher levels and their level with other employees in terms of organizational authority and responsibilities and created a spirit of self-sacrifice and elimination of jealousy in managers and even employees.

In addition, in order to improve participatory leadership in the political behavior factor, an accurate and aware monitoring system of psychological issues and human resources should be prepared and considered in joint activities. Senior managers and decisive and expert decision makers should be used. Appropriate, to communicate in the organization, continuous and effective communication through various communication channels should be used and the amount of formal and informal communication effective in the work and group activities of the organization should be strengthened. In the Islamic management factor, an appropriate response system can be designed and implemented by managers in the organization. Special attention should be paid to different characteristics of groups such as group size, group intellectual and cognitive maturity and group ability. Strengthen decisions and distribute tasks and responsibilities between team members and the group appropriately and optimally according to the motivations, capacities and capabilities of each employee.

Each research faces limitations during implementation and the limitations of the present study can be limited to the research community to managers and deputies of government organizations in Isfahan, lack of quantitative research on the collaborative leadership model to compare the results of this study with them and difficult to get agreement with managers and deputies The government indicated to participate in the research. Although in this research, an attempt was made to obtain the consent of the managers and deputies of government organizations with the commitment of the researcher to observe ethical points and considerations and to express the importance and necessity of the research, but a limited number did not agree to participate in the research. Therefore, it is suggested that in separate studies, a model for shared leadership in government organizations in different cities and provinces be presented, or in a community study, a model be designed and presented for it throughout the country. Another research proposal is to design different tools for measuring and evaluating the level of shared leadership and related factors in governmental and non-governmental organizations, and based on that, to provide solutions to improve their current situation. As a final research proposal, the relationship between shared leadership and other organizational variables such as organizational commitment, organizational identity, organizational performance, organizational learning, organizational effectiveness can be examined.

The findings of this study showed that leaders can have a positive and effective effect by mentally encouraging, supporting employees, establishing justice and fairness, promoting and improving employee relations, clarifying the role of organizational goals and objectives, power sharing, delegating authority and giving authority to employees. Put on the development of the organization. Therefore, leaders should improve the status of the organization by ethical leadership, participation of employees in organizational affairs, encouraging them to learn and exchange knowledge with each other, the model of ethics and governance of the ethical and supportive environment in their organization. To this end, shared leaders can act as a role model in the organization and encourage other employees to learn and be the source of important changes in the organization through the implementation of the shared leadership model. Another practical suggestion of planning to improve shared leadership in government organizations through identified factors is that for this purpose, experts, managers and organizational planners should design a model to improve and enhance shared leadership based on the results of this study and similar research. Assist experienced and experienced professors in the form of training workshops to implement them.

Acknowledgments

In the end, the managers and deputies of government organizations in Isfahan are appreciated for accepting the effort to participate in this research and completing the researcher-made questionnaire.

References

- Abili Kh, Naderi A, Ouraei Yazdani B, Nastiezaei N. (2013). Designing a model of organizational participation (Case study: Zahedan schools). *Public Management Researches*. 6(21): 101-122. [Persian]
- Binkhorst F, Poortman CL, McKenney SE, Van Joolingen WR. (2018). Revealing the balancing act of vertical and shared leadership in teacher design teams. *Teaching and Teacher Education*. 72: 1-12.
- Borgholthaus CJ, Iyer DN, O'Brien JP. (2021). The effects of firm aspirational performance on changes in leadership structure. *Journal of Business Research*. 129: 319-327.
- Cawthorne J. (2010). Leading from the middle of the organization: An examination of shared leadership in academic libraries. *The Journal of Academic Librarianship*. 36(2): 151-157.
- Cobanoglu N. (2021). The relationship between shared leadership, employee empowerment and innovativeness in primary schools: A structural equation modeling. *European Journal of Educational Research*. 10(1): 327-339.
- Ding W, Choi E, Aoyama A. (2019). Relational study of wise (phronetic) leadership, knowledge management capability, and innovation performance. *Asia Pacific Management Review*. 24(4): 310-317.
- Dishop CR, Good V. (2022). A dynamic system of job performance with goals and leadership changes as shocks. *Journal of Business Research*. 139: 602-613.
- Doos M, Wilhelmson L. (2021). Changing organizational conditions: Experiences of introducing and putting function-shared leadership (FSL) into practice in schools and preschools. *Leadership and Policy in Schools*. 20(4): 672-689.
- Fausang MS, Joensson TS, Lewandowski J, Bligh M. (2015). Antecedents of shared leadership: Empowering leadership and interdependence. *Leadership & Organization Development Journal*. 36(3): 271-291.
- Ghafari R, Farmani M. (2018). Analytic hierarchy process (AHP) in identification and ranking of factors affecting participative management (Case study: Golestan Regional Water Authority). *Iran-Water Resources Research*. 14(1): 92-101. [Persian]
- Gunter J, Berardinelli P, Blakeney B, Cronenwett L, Gurvis J. (2017). Working with horses to develop shared leadership skills for nursing executives. *Organizational Dynamics*. 46(1): 57-63.
- Hsu JSC, 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.
- Jha S, Bhattacharyya SS. (2017). Development of a firm level strategic shared leadership scale. *The Indian Journal of Industrial Relations*. 52(3): 499-514.
- Lin WL, Yip N, Ho JA, Sambasivan M. (2020). The adoption of technological innovations in a B2B context and its impact on firm performance: An ethical leadership perspective. *Industrial Marketing Management*. 89: 61-71.
- Martin J, Cormican K, Sampaio SCB, Wu Q. (2018). Shared leadership and team performance: An analysis of moderating factors. *Procedia Computer Science*. 138: 671-679.
- Mehdizade M, Dorostkar Ahmadi N, Ramazanian MR. (2013). Designing conceptual model of participative decision-making as a strategy for improvement of employee's attitude, emotions, and job performance in work-life (case of: Rasht branches of Maskan Bank). *Transformation Management Journal*. 5(9): 104-133. [Persian]
- Mertens N, Boen F, Steffens NK, Haslam SA, 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.
- Mikaeili A, Farhangi AA, Hosseini Dana H. (2020). Participatory leadership style and its impact on organizational effectiveness at media organization with the emphasis on IRIB organization. *Quarterly Scientific Journal of Audio-Visual Media*. 14(34): 129-166. [Persian]
- Molaei Ruzbehani SB, Abbaspour A. (2020). Identification of components of the collaborative management model of a classroom in 9th grade in a Karaj district school. *Education Strategies in Medical Sciences*. 13(2): 97-103. [Persian]
- Nikkar A, Haghighi M, Shahhoseini MA, Kordnaeij A. (2020). Strategic shared leadership model in manufacturing knowledge – Based companies. *Strategic Management Researches*. 26(79): 107-138. [Persian]
- Pitelis CN, Wagner JD. (2019). Strategic shared leadership and organizational dynamic capabilities. *The Leadership Quarterly*. 30(2): 233-242.
- Poursaeed A, Larti S. (2016). The role of participatory management in organizational entrepreneurship of agricultural cooperatives (Case study of Ilam township). *Journal of Entrepreneurial Strategies in Agriculture*. 3(5): 1-9. [Persian]
- Shamlou F, Shirzad Kebria B, Banisi P. (2021). Identifying the role of shared leadership competencies in crisis management (Case study: Farabi Hospital). *Journal of Healthcare Management*. 11(4): 19-31. [Persian]
- Torres AC, Bulkley K, Kim T. (2020). Shared leadership for learning in Denver's portfolio management model. *Educational Administration Quarterly*. 56(5): 819-855.