

Shared Leadership and Performance in Public Sector Groups: Testing the Mediating Effects of Group Potency

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Abstract

The present paper investigates the impact of shared leadership on group performance and mediating role of group potency in the shared leadership and performance relationship. 114 groups working in head offices of J&K public corporations in Jammu were contacted to collect data. Results showed significant and positive effects of shared leadership on the performance of public sector groups. Further, group potency also emerged as mediator between shared leadership and group performance relationship. Limitations and future research are also discussed in the study.

Keywords: Shared Leadership, Group Potency, Group Performance, Public Sector

Introduction

Increasing globalisation of organisations' operating territory, increasing diversity of organisational work forces, continuing technological innovations etc. have dramatically changed the nature of managerial work, eased the work-load, and challenged people to learn new skills and to modify their behaviour at work. This has impelled the team managers and organisations to focus on human factors such as commitment, motivation, communication, leadership, team building etc. to enrich the employees personally & professionally and deliver quality goods at competitive costs. This has resulted in

the challenge regarding how to best manage the team based work structures (Kozlowski & Ilgen, 2006). Group development studies emphasised on the importance of leadership being shared among team members (Contractor, DeChurch, Carson, Carter, & Keegan, 2012; Hmieleski, Cole, & Baron, 2011; Gupta, Huang, & Niranjana, 2010) and such 'shared leadership' concepts have become popular in recent literature (Grille, Schulte, & Kauffeld, 2015; Wang, Waldman, & Zhang, 2013). Researchers suggested that the shared leadership approach provides the appropriate solution to group problems and team management as compared to other leadership approaches and styles (Nicolaidis, LaPort, Chen, Tomassetti, Weis, Zaccaro, & Cortina, 2014; Ramthun & Matkin, 2014). Shared leadership represents a condition of mutual influence embedded in the interactions among team members that can significantly improve team and organisational performance (Carson, Tesluk, & Marrone, 2007). It differs from collective decisions as it also involves initiating action, taking responsibility for action and responsibility for outcomes, etc. (Hoch, 2013). In addition, Guzzo, Yost, Campbell, and Shea (1993) argued that shared leadership promotes group potency which is generally regarded as a belief that a group/team has about its general performance effectiveness. Team members who share a sense of potency believe in themselves. They exhibit a confident, can-do attitude. Potent teams clearly know their capabilities as a team, separate and apart from their individual abilities (Mathieu, Maynard, Rapp, & Gilson, 2008; Stajkovic, Lee, & Nyberg, 2009).

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Review of Literature

Literature across samples & cultures also provided widespread support for positive association between group/shared leadership and higher performance for individuals, groups, intra-organisational activities and organisations (Gupta *et al.*, 2010; Hmieleski *et al.*, 2011; Liu, Hu, Li, Wang, & Lin, 2014; Pearce, Hoch, Jeppesen, & Wegge, 2010; Ramthun & Matkin, 2014). Pearce *et al.* (2010) argued that shared leadership is one of the best ways to encourage team-based work which also supports group motivation and empowerment. It positively influences objective team performance, self-ratings of team effectiveness, manager and customer ratings of team effectiveness, functional teams and team based knowledge work (Bligh, Pearce, & Kohles, 2006; Burke, Stagl, Klein, Goodwin, Salas, & Halpin, 2006). Group potency is a belief that a group/ team has about its general performance and effectiveness across multiple tasks and is found to be positively correlated with work group effectiveness (Stajkovic *et al.*, 2009), team performance (Guzzo *et al.*, 1993; Mathieu *et al.*, 2008), perceived organisational support and group leadership (Shelton, Waite, & Makela, 2010). Sivasubramaniam, Murry, Avolio, & Jung (2002) also proved the mediating role of group potency in the team leadership and performance relationship. The integrated review of literature is presented in Table 1.

Though existing literature had discussed shared leadership and team performance a lot but very little research focussed on the shared leadership, group potency and group performance relationship. This study focuses on the aforesaid relationships along with the mediating role of group potency in the shared leadership and group performance relationship.

Theoretical Framework and Hypotheses Development

On the basis of research gaps and objectives, the theoretical model as shown in Fig. 1 is designed which traces path from shared leadership to group potency and group performance.

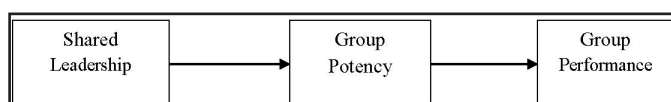


Fig. 1: Theoretical Model

Shared Leadership and Group Performance

Shared leadership can be defined as group process in which leadership is shared among and stems from team members (Pearce & Sims, 2002) and is regarded as a modern form of team management (Pearce, Manz, & Sims, 2008; Rossing, 1999). Shared leadership basically meets the increasing workplace demands and complexities in which one single leader may be unable to fulfil all leadership functions (Pearce & Manz, 2005; Small & Rentsch, 2010). Previous studies showed the positive effect of shared leadership on various performance measures, for example, financial growth, customer satisfaction, overall effectiveness etc. (Carson *et al.*, 2007; Hoch, 2013; Liu *et al.*, 2014). Researchers argued that the performance of the employees can be enhanced more when they are given a chance to act as co-leaders themselves (Ghafoor, Qureshi, Khan, & Hijazi, 2011). It has also been found that positive effects of shared leadership on group performance exceed the outcomes of other leadership effects (Nicolaidis *et al.*, 2014; Wang *et al.*, 2013). It boosts both the group and employee performance without enforcing extra burden (Hoch, 2013). Thus, it has been hypothesised that-

HYP1: Shared leadership positively affects group performance.

Shared Leadership and Group Potency

The groups and teams become the referent in the team member relationship. Being an important part of collective entity, the team members might be inspired and challenged to superior group performance. Group/ shared leadership highlights the significance of task and various alternatives are provided by group members to take out difficult challenges. By collectively building faith, shared leadership among team members enhances the overall belief of potency within a team. Leadership among team members create personal identification with a group and team members are found to be highly motivated and their sense of confidence, level of potency and performance is expected to be higher (Sivasubramaniam *et al.*, 2002). Guzzo *et al.* (1993) in their study asserted that leadership directly affects group potency by boosting the confidence level of team members and developing in them the feeling that they can get success in achieving their workplace targets. It is thus, hypothesised that-

HYP2: Shared leadership positively affects group potency.

Group Potency and Group Performance

A strong belief in group worth can help in building a positive working environment and greater teamwork among group members (Stajkovic *et al.*, 2009). Such climate further boosts group harmony by providing group members with the various techniques to adequately manage their divergences. It has been found that groups with higher level of potency are more open and tolerant about critical opinions and interpretations (Mathieu *et al.*, 2008). A strong belief in group's effectiveness largely contributes in creating a positive interpersonal climate and greater cooperation among group members which will further enhance the overall group performance. Hence, the next hypothesis is-

HYP3: Group potency positively affects group performance.

HYP4: Group potency mediates the shared leadership and group potency relationship.

Research Design and Methodology

This research is evaluative in nature as it evaluates the relationship between shared leadership, group potency and group performance. The following steps have been undertaken to make this research objective and more accurate:

Data Collection

Primary data based on the first hand information have been collected through self-modified and well-structured questionnaire. Survey was conducted from the employees of the head offices of J&K public corporations in Jammu. Secondary sources investigated were books, newspapers and relevant journals. The questionnaires consisted of three sections viz., demographic profile, items related to shared leadership, group potency and group performance scale. The group performance is assessed using self-rated items. Items in the questionnaire were designed using a five-point Likert scale ranging from 'Strongly agree' (5) to 'Strongly disagree' (1).

Level of Analysis

In this study, groups were viewed as performing organisational units (Gladstein, 1984; Hackman, 1987). The organisational units/ section/ department were treated as groups in this study and the number of groups came to be 114. The groups fulfilled two criteria viz., they had a minimum of three members each and they work interdependently. The study is confined to the groups working in head offices of J&K public corporations of Jammu province. Census method was followed in contacting 1189 employees working in the head offices of all the eighteen J&K public corporations, out of which 902 employees responded. Although various constructs of the study were measured at the individual level, the statistical analysis was conducted at the group level by aggregating individual employees' responses within each group (Klein, Dansereau, & Hall, 1994).

Results of the Study

Measurement Validation

The scale-level reliability and validity were assessed after data collection. Further, internal consistency among the items was also checked using Cronbach's alpha (Cronbach, 1951) whereas scale reliability was assessed through composite reliability and the average variance extracted (AVE). In this study, Cronbach's alpha and composite reliability are all above the conventional cut off limit ($> .7$) and AVE is also greater than 0.50 which proves the scale reliability. Further, convergent and discriminant validity were also checked as multiple items used to measure the same construct should be in agreement, while items between different constructs should be distinct (Campbell & Fiske, 1959) and in this study, convergent validity got established after using confirmatory factor analysis (CFA) with the magnitude (> 0.5) and significance of the factor loadings (Segars, 1997). Besides, fit indices of all the measurement models are also found to be within the prescribed limit (Table 1). The goodness of fit indices like GFI, CFI and AGFI should be greater than 0.90 and the badness of fit criteria like RMSEA and RMR should be less than 0.80 and 0.50 respectively (Hair, Black, Babin, Anderson, & Tatham, 2009). For assessment of discriminant validity, variance extracted was compared with the squared correlation of different scales (Forrell & Lacker, 1981). All standardised

estimates are significant (> 0.50), indicating good quality of the measurement items (Table 2 and Table 3).

Impact of Shared Leadership on Group Performance: Mediating Role of Group Potency

Structural equation modelling has been used to check various relations. It is a multivariate technique that seeks to explain the relationship among multiple variables (Kaplan, 2000). It is superior to ordinary regression models as it incorporates multiple independent and dependent variables as well as hypothetical latent constructs. In order to test the mediating effect all the conditions described by Baron and Kenny (1986) were first satisfied. These are: 1) the relationship between independent and dependent variable should be significant, 2) the relationship between predictor and the mediator should be significant, 3) the relationship between the mediator and dependent variable should also be significant, and 4) and when the mediator is entered between predictor and criterion, the relationship becomes insignificant.

First of all, the impact of shared leadership on employee performance was checked. The significant positive relationship was found between shared leadership and group performance (Fig. 2). Hence the hypothesis H1 stands accepted (SRW= .52, $P < .001$).

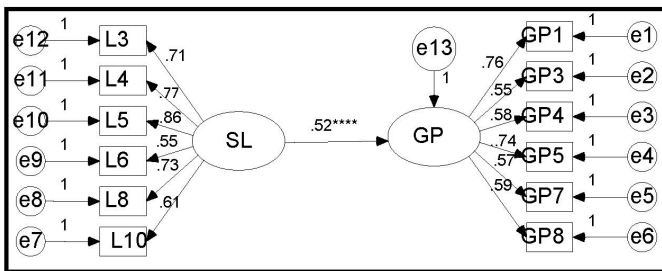


Fig. 2: Impact of Shared Leadership on Employee Performance

Key: SL=Shared leadership, L3, L4, L5, L6, L8 and L10 are manifest variables of shared leadership, GP=Group performance and, GP1, GP3, GP4, GP5, GP7 and GP8 are manifest variables of group performance.

In the next step, the impact of shared leadership on group potency was studied. The results revealed that shared leadership is a significant predictor of group potency.

Hence the hypothesis H2 stands accepted (SRW= .57, $P < .001$) (see Fig. 3).

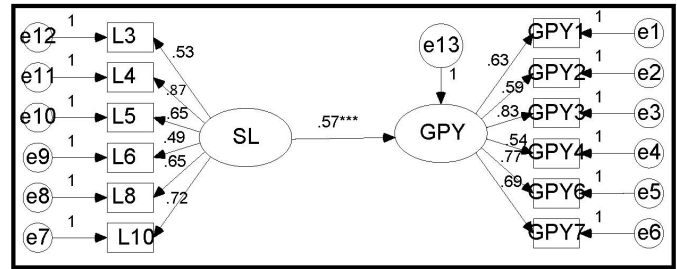


Fig. 3: Impact of Shared Leadership on Group Potency

Key: SL==Shared leadership, L3, L4, L5, L6, L8 and L10 are manifest variables of shared leadership, GPY=Group potency, GPY1 ,GPY2, GPY3, GPY4, GPY6 and GPY7 are manifest variables of group potency.

In the third step, we examined the impact of group potency on group performance. The results showed that group potency significantly affects group performance (Fig. 4). Hence the hypothesis H3 also got accepted (SRW= .64, $P < .001$).

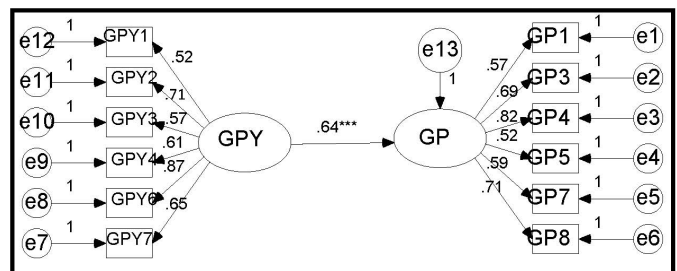


Fig. 4: Impact of Group Potency on Group Performance

Key: GPY=Group potency, GPY1, GPY2, GPY3, GPY4, GPY6 and GPY7 are manifest variables of group potency. GP=Group performance and, GP1, GP3, GP4, GP5, GP7 and GP8 are manifest variables of group performance

In the final step, the mediating variable i.e. group potency was added between shared leadership and group performance. With the introduction of the mediator i.e. group potency, the direct relationship between shared leadership and group performance become insignificant, thereby, depicting full support for mediation. Hence, hypothesis H4 stands accepted.

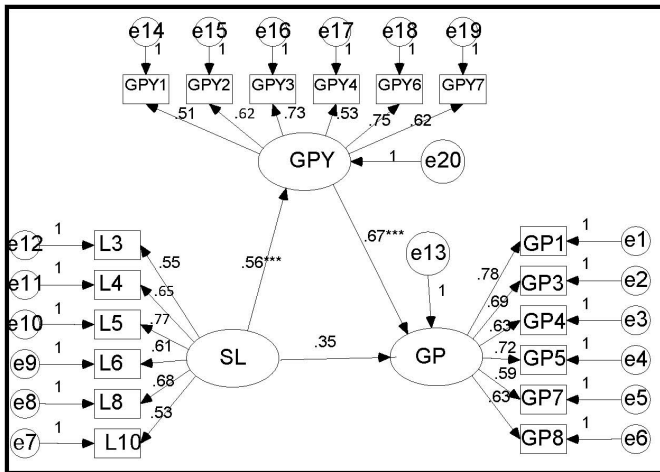


Fig. 5: Impact of Mediating Variable (group potency) on Shared Leadership and Group Performance

Key: SL==Shared leadership, L3, L4, L5, L6, L8 and L10 are manifest variables of shared leadership, GPY=Group potency, GPY1, GPY2, GPY3, GPY4, GPY6 and GPY7 are manifest variables of group potency. GP=Group performance and GP1, GP3, GP4, GP5, GP7 and GP8 are manifest variables of group performance.

Discussion

Shared leadership can be viewed as a promising form of team and group management, and previous studies focussed on its positive consequences on teams and their performance criteria (Small & Rentsch, 2010; Solansky, 2008). Thus, it becomes important to investigate its effects on public sector groups (Carson *et al.*, 2007; Hoch, 2013; Hoch & Dulebohn, 2013; Small & Rentsch, 2010). Although different studies of shared leadership have been discussed (e.g., Hoch & Dulebohn, 2013; Pearce & Manz, 2005; Pearce & Sims, 2002; Wegge, Jeppesen, Weber, Pearce, Silva, Pundt, & Piecha, 2010), but research related to shared leadership, potency and performance is very limited. The present study therefore examined shared leadership and group performance relationship along with group potency as a mediator in their relationship. In line with earlier studies (Ullah & Park, 2013), the present study replicated a positive relationship between shared leadership and group performance. It shows that that by anticipating and predicting each other’s needs, team goals, individual team member tasks and the coordination of the team through a common understanding and expectations of performance, group leadership helps in enhancing

group performance and effectiveness. The present study also represents significant positive relationship between group potency and group effectiveness which is consistent with the earlier studies (Lira, Ripoll, Peiro, & Gonzalez, 2007; Jung & Sosik, 2002). Thus, a strong belief in group’s effectiveness largely contributes in creating a positive interpersonal climate and greater cooperation among group members which will further enhance the overall group performance. Further, results revealed that group potency mediates the relationship between shared leadership and group performance. When leadership is shared among group members, it facilitates team members with inventive thinking so that they can be well developed in their work environment. This creates a positive attitude in themselves and their respective groups that they can seek challenges which provide them opportunities to perform outstanding at the individual level as well as group level. Taking into consideration the results of the present study, this study also provides some practical suggestions for public sector corporations that could provide valuable insight for creating and maintaining effective work groups and teams. Firstly, managers should enhance their communication mechanisms in such a way that the sharing of expected behaviours among the group members could be increased in accordance with their mission and the problem they need to confront. Secondly, managers should introduce challenging and innovative work in public sector jobs so that employees derive a sense of achievement from their job. Additionally, human resource managers should provide adequate team leadership training and resources to enhance group potency. Opinion of the new members who have joined group recently should also be given due consideration for decision-making process, which will inspire them to analyse their work from new perspectives and excel in their field. Also, participative decision making should be encouraged so that group member gets involved in discussions which will create a healthy atmosphere to enhance the group member’s morale to work hard for goal achievement.

Although all the precautionary efforts were taken to ensure the objectivity, reliability and validity of the study, yet there are several limitations in this study that should be taken into consideration and addressed in future research. First, this study is cross-sectional in nature as responses were gathered from respondents at a particular point of time that cannot depict actual cause-effect relationship. Furthermore, this study used public sector groups as

participants and is confined to head offices of public sector corporations working in Jammu district only which can raise concerns about the generalisability of the findings to other work settings. Future researchers can attempt to replicate the findings using professional groups and teams in private sector.

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Table 1: Summarised Tabular Review of Literature

S. No	Authors (Year)/ Nature of paper	Objectives	Research methodology	Findings	Limitations/future research
1.	Grille <i>et al.</i> (2015) <i>Empirical</i>	Investigated the role of team leader behaviour, psychological empowerment and fair rewards in promoting shared leadership.	Online survey was conducted to elicit necessary information from 67 teams consisting of 328 members whereas telephonic interviews were conducted to gather information from their group leaders and the response rate was 100%. Regression was used to analyse the data.	Team members' perception of psychological empowerment was found to be an intrinsic factor whereas perceptions of being fairly rewarded emerged as an extrinsic factor in promoting shared leadership. Further, the team leader's behaviour was found to have differential effects on shared leadership within the team.	The study is based on professional teams having only one leader and the results can further be tested on teams having no leader or multiple leaders.
2.	Chi & Huang (2014) <i>Empirical</i>	Explored the mediating roles of group affective tone and goal orientation between transformational leadership and team performance.	Data were collected from 61 research and development teams (consisting of 61 team leaders and 263 members) from 32 Taiwanese high-technology firms and the response rate came to be 76%. Structural equation modeling, ANOVA and partial least square techniques were used for analysing the data.	Transformational leadership positively predicted positive group affective tone through team learning goal orientation but it negatively predicted negative group affective tone using team avoiding goal orientation. Further, positive group affective tone was positively associated with team performance, whereas negative group affective tone was negatively associated with team performance.	The study is cross-sectional in nature.
3.	Nicolaidis <i>et al.</i> (2014) <i>Conceptual</i>	Conducted meta-analysis to examine the relationship between shared leadership and team performance.	----	Shared leadership positively affected team performance. Further, team confidence partially mediated shared leadership-team performance relationship. This relationship is moderated by task interdependence & team tenure.	Limited sample size. Future researchers should examine the effects of group cohesion and trust along with the leadership-performance relationship.

S. No	Authors (Year)/ Nature of paper	Objectives	Research methodology	Findings	Limitations/ future research
4.	Sharma & Bajpai (2014) <i>Empirical</i>	Identified nine variables in teamwork namely, team size, team culture, leadership quality, healthy climate, team members potency, task autonomy, work autonomy, feedback and task interdependence. Effects of teamwork on job satisfaction were also explored.	Data were collected from 250 employees of public and private sector organisations in India. Mean, ANOVA and regression were used for testing the hypotheses.	Public sector employees were found to have a higher level of teamwork as compared to private sector employees. Team size, team culture, leadership quality, healthy climate, team members potency, task autonomy, work autonomy, feedback and task interdependence were found to be the significant predictors of teamwork. Further, teamwork was found to have positive linkages with job satisfaction in both public and private sector organisations.	The study focused on teamwork - satisfaction relationship. The future researchers can test teamwork-performance relationship in both public and private sector organisations.
5.	Braun et al. (2013) <i>Empirical</i>	Analysed the impact of transformational leadership on trust, team performance and job satisfaction.	Data were collected from 39 teams comprising 360 employees and their direct supervisors in German Research University. Chi-square and regression were used for testing the model.	Transformational leadership was found to be positively related with employee satisfaction and team performance. The relation between supervisors' perception of transformational leadership and job satisfaction was mediated by trust in the supervisor as well as trust in the team. But trust in the team did not mediate the relationship between team perceptions of supervisors' transformational leadership and team performance.	Future studies could be conducted on levels of task interdependence along with leadership & performance in different cultural contexts.
6.	McIntyre & Foti (2013) <i>Empirical</i>	Examined the impact of shared leadership on team performance.	40 teams comprising 120 undergraduate students from universities throughout the northeast United States were contacted and response rate was 100%. ANOVA was used for analysing the data.	Teams with coordinated type of shared-leadership perception demonstrated significantly higher levels of team performance as compared to teams with distributed-fragmented leadership and teams with no leaders.	The study is restricted to small sample size & considers the impact of shared leadership only. Other additional variables including cohesion, intimacy, interdependence could also be tested in future.

S. No	Authors (Year)/ Nature of paper	Objectives	Research methodology	Findings	Limitations/ future research
7.	Shelton <i>et al.</i> (2010) <i>Empirical</i>	Addressed the relationship between organisational support and group potency in higher education.	Questionnaires were distributed between males and females of 4 universities (two public and two private) in the United States. Purposive sampling was used to choose the sample. The sample size was 192 and the response rate was 99.5%. Mean, standard deviation and correlation were used for analysing the data.	The findings revealed a significant positive relationship between group potency and organisational support. No differences between gender and group potency and gender and organisational support were found. Further, no correlation was found between a participant's age and level of group potency or organisational support.	This study is limited to organisational support and group potency. Future research could include variables, such as leadership, member exchange, organisational culture and organisational citizenship behaviour.
8.	Baninajarian and Abdullah (2009) <i>Empirical</i>	Identified the factors influencing group effectiveness in student based groups.	Final year students of University in Malaysia were interviewed and 100% response rate was found. The qualitative techniques were used for interpreting the responses.	Two-way communication and interaction among group members and also the facilitator can improve group effectiveness. Further, the ability, knowledge, communication skills of facilitator, being friendly and being open minded were found to be the essential characteristics of a good facilitator.	The constructs of the model drawn needs to be quantitatively and qualitatively tested and evaluated with regard to group effectiveness in different work teams.
9.	Kennedy <i>et al.</i> (2009) <i>Empirical</i>	Focused on the association between organisational support, team potency, team processes and team performance.	324 members of 52 work teams in six organisations associated with the Center for Collaborative Organisations at the University of North Texas were surveyed. Response rate was 94%. AMOS was used for analysing data.	Results found strong association between potency and team performance. Further, team processes were associated with team performance and also, the effect of team processes on team performance was mediated through potency.	The study focused solely on work teams and future studies could see if the results would be similar or different for professional teams and temporary project teams.
10.	Stajkovic <i>et al.</i> (2009) <i>Empirical</i>	Conducted meta analysis to examine relationships among collective efficacy, group potency and group performance.	Meta-analytic study was conducted on 96 studies involving 6,128 groups and 31,019 individuals. AMOS was used for analysing data.	Collective efficacy and group potency were significantly related to group performance. In a structural equation modeling analysis based on meta-analytic findings, collective efficacy fully mediated the relationship between group potency and group performance.	Future studies can empirically investigate the potency-performance relationship.

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11.	Gondal and Khan (2008) <i>Empirical</i>	Analysed the influence of team empowerment on team performance.	Questionnaires were distributed to 100 team leaders of telecommunication companies in Islamabad. Response rate was 87%. Correlation and regression was used for analysing data.	Results revealed that team empowerment was found to have the positive relationship with team performance.	Future researchers could identify conditions necessary for effective teams in organisations.
12.	Mathew et al. (2008) <i>Conceptual</i>	Identified the factors affecting team effectiveness.	----	Processes play a key role within team effectiveness model. Team performance was positively affected by both strategy planning and team focused effort.	Future research could incorporate both quantitative and qualitative methodologies.
13.	Lira et al. (2007) <i>Empirical</i>	Examined the role of group potency and information and communication technologies (ICTs) in the relationship between task conflict and team effectiveness.	44 work groups of students enrolled in a psychology course at University of Valencia in Spain were contacted for collecting data. Hierarchical regression analysis was used for analysing the data.	The results showed that group potency moderated the relationship between task conflict and group effectiveness. However, the communication medium did not play a moderator role in their relationships.	This study used students as participants, which raises concerns about the generalisability of the findings to actual work settings.
14.	Stewart (2006) <i>Conceptual</i>	Presented a quantitative review of 93 studies examining relationships between team design features and team performance.	----	Project and management teams perform higher when they included more members. Team-level task meaningfulness exhibited a modest relationship with performance. Increased autonomy and intra team coordination correspond with higher performance. Transformational leadership and empowering leadership played a critical role in improving team performance.	This meta-analytical study is based on a relatively small number of published studies only.
15.	Salas et al. (2005) <i>Empirical</i>	Proposed 'Big Five' framework which is necessary for the effective functioning of teams.	----	Besides organisational support and individual skills, mutual performance monitoring, adaptability, back-up behaviour i.e, availability of resources, team leadership and team orientation were identified as five major components which are necessary for successful groups, teams and organisations.	Future researchers can empirically validate the relationship between performance and 'Big Five' framework.

S. No	Authors (Year)/ Nature of paper	Objectives	Research methodology	Findings	Limitations/ future research
16.	Jordan et al. (2002) <i>Empirical</i>	Discovered the association between group potency, cohesion and team member exchange with team performance.	56 teams consisting of 726 officers attending a military education course were contacted for data collection. Response rate was 96%. Correlation and regression were used.	Out of the three group process variables, group potency exhibited the greatest predictive efficacy as it explained unique variance in team performance as compared to both social cohesion and team-member exchange.	In this study, officers were randomly assigned to a team but organisation guidelines for team composition prohibited random assignment to teams.
17.	Sivasubramaniam et al. (2002) <i>Empirical</i>	Examined the effects of team leadership and group potency on group performance.	The study was conducted at a large public university in the Northeastern United States and the questionnaires were distributed among 182 undergraduate students and effective response came from 155 students. AMOS was used for the analysis of data.	Findings revealed that team transformational leadership was positively related to potency. Results further predicted the relationship between team leadership and performance which was mediated by the group's potency beliefs.	The study was cross sectional and subjects were pooled from a convenience sample.

Table 2: The Results of Reliability, Validity and Model Fit Indices

Construct	AVE	CR	Cronbach alpha	Model Fit Indices
Shared leadership	0.706	0.908	0.887	$\chi^2/df = 2.597$, GFI= 0.981, RMR= 0.005, AGFI= 0.959, CFI = 0.984, RMSEA= 0.057
Group potency	0.641	0.796	0.721	$\chi^2/df = 3.125$, GFI= 0.981, RMR= 0.035, AGFI= 0.935, CFI = 0.987, RMSEA= 0.070
Group performance	0.629	0.966	0.862	$\chi^2/df = 2.780$, GFI= 0.992, RMR= 0.021, AGFI= 0.881, CFI = 0.901, RMSEA= 0.059

Key: AVE= Average variance extracted, CR= Composite reliability.

Table 3: Discriminant Validity and Correlation Matrix Of Constructs

Constructs	Shared leadership	Group potency	Group performance
Shared leadership	.706		
Group potency	.026 (.162***)	.641	
Group performance	.019 (.138***)	.222 (.472***)	.629

Note: Values on the diagonal axis represent Average Variance Extracted, Squared correlations are given below the diagonal axis and values within the parenthesis represent correlation. *** p< .01