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THE INFLUENCE OF SHARED LEADERSHIP ON ORGANIZATIONAL COMMITMENT AND TEAM PEFORMANCE IN DUBAI'S PUBLIC TRANSPORT ORGANIZATION



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FACULTY OF MANAGEMENT AND ECONOMICS
UNIVERSITI PENDIDIKAN SULTAN IDRIS

2025



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ABSTRACT

This study aims to develop a comprehensive understanding of employees' perceptions of the relationship between shared leadership dimensions and their influence on organizational commitment and team performance. Additionally, it investigates the relationship and influence of organizational commitment on team performance within Dubai's public transport organization. A quantitative research approach was employed, utilizing a structured survey questionnaire to collect and analyze data from 285 employees. The findings indicate that shared leadership, organizational commitment, and team performance exhibit high mean values at 4.21, 4.05, and 4.16 respectively. Pearson correlation analysis reveals that shared leadership has a moderately significant positive relationship with organizational commitment ($r = .482, p < 0.05$), a strong positive correlation with team performance ($r = 0.701, p < 0.05$), and a moderate positive correlation between organizational commitment and team performance ($r = .452, p < 0.05$). Furthermore, regression analysis confirms that shared leadership significantly influences organizational commitment, explaining 59.7% of its variance ($R^2 = 0.597$). Additionally, shared leadership accounts for 49.7% of the variation in team performance ($R^2 = 0.497$). Moreover, organizational commitment explains 40.1% of the variation in team performance ($R^2 = 0.401$). In conclusion, the study demonstrates that shared leadership is practiced at a high level and has a significant impact on both organizational commitment and team performance. The implication of study suggests that shared leadership encourages higher levels of commitment and performance, ultimately contributing to greater organizational efficiency and effectiveness.





PENGARUH KEPIMPINAN BERKONGSI TERHADAP KOMITMEN ORGANISASI DAN PRESTASI PASUKAN DI ORGANISASI PENGANGKUTAN AWAM DUBAI

ABSTRAK

Kajian ini bertujuan untuk membina pemahaman menyeluruh tentang persepsi pekerja terhadap hubungan antara kepimpinan perkongsian dan pengaruhnya terhadap komitmen organisasi dan prestasi pasukan. Selain itu, ia juga menyiasat hubungan dan pengaruh komitmen organisasi terhadap prestasi pasukan dalam organisasi pengangkutan awam Dubai. Pendekatan penyelidikan kuantitatif telah digunakan, menggunakan soal selidik tinjauan berstruktur untuk mengumpul dan menganalisis data daripada 285 pekerja. Dapatan kajian menunjukkan bahawa kepimpinan perkongsian, komitmen organisasi, dan prestasi pasukan menunjukkan nilai min yang tinggi, masing-masing pada 4.21, 4.05, dan 4.16. Analisis korelasi Pearson mendapati bahawa kepimpinan perkongsian mempunyai hubungan positif yang sederhana signifikan dengan komitmen organisasi ($r = .482$, $p < 0.05$), korelasi positif yang kuat dengan prestasi pasukan ($r = 0.701$, $p < 0.05$), dan korelasi positif yang sederhana antara komitmen organisasi dan prestasi pasukan ($r = .452$, $p < 0.05$). Tambahan, analisis regresi mengesahkan bahawa kepimpinan perkongsian secara signifikan mempengaruhi komitmen organisasi, menjelaskan 59.7% daripada variansnya ($R^2 = 0.597$). Selain itu, kepimpinan perkongsian menyumbang 49.7% daripada variasi dalam prestasi pasukan ($R^2 = 0.497$). Selain itu, komitmen organisasi menjelaskan 40.1% daripada variasi dalam prestasi pasukan ($R^2 = 0.401$). Kesimpulannya, kajian menunjukkan bahawa kepimpinan perkongsian diamalkan pada tahap yang tinggi dan mempunyai kesan yang signifikan terhadap komitmen organisasi dan prestasi pasukan. Implikasi kajian menunjukkan bahawa kepimpinan perkongsian menggalakkan komitmen dan prestasi yang lebih tinggi, pada akhirnya menyumbang kepada kecekapan dan keberkesanan organisasi yang lebih baik.





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LIST OF ABBREVIATIONS

ACS	Affective Commitment Scale
BARS	Behaviorally Anchored Scales
CCS	Continuance Commitment Scale
CEOs	Chief Executive Officers
CVI	Content Validation Index
LMX	Leader Member Exchange Theory
MDs	Managing Directors
NCS	Normative Commitment Scale
OCB	Organizational Citizenship Behavior
PWE	Protestant Work Ethic
RTA	Road & Transport Authority
SNA	Social Network Analysis





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- A Shard Leadership Survey Instrument
- B Lingual & Technical Comments
- C Reliability -Shared Leadership -Pilot Study
- D Raw Data - SPSS Output





CHAPTER 1

INTRODUCTION



The first part of this chapter introduces the background of the study and the research study constructs—shared leadership, organizational commitment, and team performance—with a focus on the constructs' variables in the literature. The second part of this chapter presents the research problem and questions, the aim and objectives, and the significance of the research.

1.2 Background Of the Study

Public transportation plays a fundamental role in the economic and social development of cities, providing mobility, reducing congestion, and enhancing sustainability. Dubai's





Roads and Transport Authority (RTA) has been instrumental in establishing a world-class transportation network that aligns with the emirate's vision for progress and improvement. To maintain service excellence, organizations in the transport sector must concentrate on workforce commitment and team performance, ensuring that operations remain efficient, seamless, and adaptable to evolving demands.

In dynamic work environments such as public transport organizations, leadership plays a driving force in encouraging employees' engagement, collaboration, and operational success. While traditional leadership models have been widely applied, shared leadership has emerged as a modern methodology that features teamwork, collective decision-making, and distributed leadership responsibilities. This study seeks to explore the role of shared leadership in enhancing organizational commitment and team performance within a public transportation organization in Dubai, identifying how leadership strategies can contribute to sustained workforce effectiveness and optimizing operating efficiency with excellence.

Furthermore, organizational commitment to public transport is an important part in employee retention, job satisfaction, and overall productivity. A committed workforce is essential in the public transport sector to maintain safety, efficiency, and high service standards. Employees who are committed to their organization exhibit greater engagement, reduced turnover rates, and improved job performance (Dinc, 2017).

Knowing the implications of employee engagement, Dubai has implemented various programs and initiatives to enhance workplace culture, professional





development, and leadership effectiveness. A report by the Dubai Statistics Center (2023) indicates that commitment levels among employees in service-oriented sectors, including transportation, are strong; therefore, there are continuing efforts to sustain engagement and motivation.

Given the operational demands of the public transport sector, effective leadership strategies are required to maintain high levels of organizational commitment. Studies have suggested that shared leadership promotes a sense of ownership, trust, and collaboration, which can further increase worker commitment to organizational goals (Zhu et al., 2018). However, research on the effectiveness of shared leadership in Dubai's public transport organization remains limited, making it necessary to examine its possible advantages and applicability within this context.



Moreover, team performance is critical for ensuring efficient transport operations, streamlined workflows, and consistent service quality. In public transport, teamwork is essential for functions such as scheduling, fleet coordination, passenger services, and safety management. Effective team collaboration leads to higher adaptability, problem-solving capabilities, and overall productivity (Wang et al., 2014).

A study conducted by the Dubai Statistics Center (2023) found that Well-structured group dynamics positively impacts operational competence in large-scale transport organizations. The study emphasized that leadership strategies promoting communication, knowledge-sharing, and collaboration can greatly enhance team effectiveness.





Shared leadership has been recognized as a valuable approach for promoting teamwork, promoting shared responsibility, and enabling agile decision-making (Pearce & Conger, 2003). In organizations where teamwork is fundamental, shared leadership can create a culture of cooperation, mutual accountability, and professional development. However, there is limited practical research on how shared leadership affects team performance in Dubai's public transport organization. This research aims to fill this gap by examining its role in optimizing teamwork, increasing efficiency, and supporting the sector's strategic objectives.

Despite the development of research on leadership effectiveness, studies on shared leadership in Dubai's public transport organization remain scarce. Existing research has largely focused on traditional leadership models, resulting in a gap in understanding about how collaborative leadership approaches contribute to workforce engagement and operational success.

Given Dubai's emphasis on innovation, service excellence, and organizational development, there is a need to explore how shared leadership can complement existing approaches to enhance the sector's performance and achieve its strategic objectives. This study seeks to provide data-driven understandings into the relationship between shared leadership, organizational commitment, and team performance, offering practical recommendations for leadership strategies within the public transport sector.

By exploring the influence of shared leadership in a public transportation organization in Dubai, this study will contribute to substantial knowledge of leadership





dynamics, employee motivation, and team collaboration, aligning with the emirate's vision for sustainable growth and service excellence.

Through this research, the study seeks to provide practical insights into the benefits of shared leadership in enhancing team collaboration, strengthening workforce commitment, and contributing to Dubai's public transportation excellence. The findings will help organizations develop leadership frameworks that align with evolving workforce needs, encouraging a culture of innovation, collaboration, and shared responsibility.

1.3 Problem Statement



Public transportation is a critical driver of economic growth, social development, and sustainability, ensuring seamless mobility and reducing congestion. Dubai's Roads and Transport Authority (RTA) has played a pivotal role in building a leading transportation network, in line with Dubai strategic vision for innovation and service excellence. With 702 million riders relying on public transport in 2023, the demand for efficient workforce commitment and team performance is greater than ever. To sustain high service standards, operational efficiency, and workforce engagement, leadership approaches must be adaptable, collaborative, and effective in promoting teamwork and commitment.

In dynamic environments like public transportation organization, leadership significantly influences workforce motivation, collaboration, and operational success.





Traditional leadership models—often hierarchical and top-down—have been widely implemented, yet they may not always support adaptability, shared decision-making, or team-driven responsibilities. Shared leadership has emerged as an alternative approach that promotes collaborative decision-making, distributed influence, and team accountability, aligning with the growing need for agile and high-performing teams in service-driven organization. However, the effectiveness of shared leadership within Dubai’s public transport organization remains underexplored, presenting an opportunity to assess its role in enhancing workforce commitment and team performance.

Extensive research has demonstrated that organizational commitment is a key factor in employee retention, job satisfaction, and service quality, especially in industries where safety, efficiency, and reliability are critical (Dinc, 2017). Employees who feel committed to their organization exhibit higher engagement, lower turnover, and stronger alignment with organizational goals. Recognizing this, Dubai has implemented initiatives to enhance workplace culture, leadership development, and workforce engagement (Dubai Statistics Center, 2023). However, while research emphasizes the importance of leadership in cultivating commitment, it has largely focused on individual leadership styles rather than collaborative leadership frameworks

Similarly, team performance is essential for operational success in public transportation, as it ensures efficient coordination, effective problem-solving, and consistent service quality (Wang et al., 2014). Studies indicate that leadership styles influence team effectiveness, with approaches that encourage communication, trust, and accountability resulting in greater adaptability and productivity (Dubai Statistics





Center, 2023). Shared leadership has been recognized as an important leadership approach that promotes collaboration and team cohesion, yet its direct impact on team performance within Dubai's transport organization is still uncertain.

While existing studies confirm that shared leadership can enhance organizational commitment and team performance in other industries, research specific to Dubai's public transport organization is lacking. Given the sector's operational complexity, diverse workforce, and emphasis on service quality, it is essential to explore whether shared leadership can be a more effective alternative or complement to traditional leadership models.

Historically, public transport organizations have relied on hierarchical leadership structures, where authority is centralized, and decision-making follows a top-down approach. While this model provides structure and control, it may not always foster innovation, collaboration, or shared responsibility, particularly in a team-oriented service environment (Waldman, Wang, & Zhang, 2016).

Furthermore, most leadership studies focus on individual leadership styles, such as transformational or transactional leadership, rather than leadership as an interactive, team-driven process. Shared leadership offers a decentralized alternative, distributing leadership responsibilities across team members and encouraging mutual accountability, knowledge-sharing, and collective decision-making (Lord et al., 2017). Despite its potential, there is limited practical evidence on the extent to which shared leadership improves workforce commitment and team performance in Dubai's transport organization.





As Dubai continues to focus on service excellence, workforce engagement, and sustainable transport solutions, the need for effective leadership frameworks that promote collaboration and adaptability becomes more pressing. However, without a clear understanding of how shared leadership operates in this sector, organizations risk relying on outdated models that may not optimize employee performance or team efficiency.

To address these gaps, this study will investigate the relationship between shared leadership dimensions, organizational commitment, and team performance in Dubai's public transport organization. Specifically, it will examine how shared leadership descriptions such as collaborative decision-making, distributed influence, and mutual accountability—affect organizational commitment within Dubai's transport organization.

The study will also analyze the impact of shared leadership on team performance, assessing whether this leadership model leads to improved teamwork, operational efficiency, and service quality. The study will provide practical evidence on the influence of shared leadership compared to traditional leadership approaches, identifying whether it can enhance workforce engagement and team collaboration in public transport organizations.

By addressing these objectives, this study will contribute to both leadership theory and practical applications in service-driven industries. The findings will provide data-driven insights that can help public transport organizations optimize leadership frameworks, enhance workforce commitment, and improve team efficiency. These





insights will also support Dubai's broader vision for sustainable growth, service excellence, and innovation in transportation management.

1.4 Research Aim and Objectives

This research aims to develop a comprehensive understanding of employees' perceptions of shared leadership relationships and influence on organizational commitment and on team performance, also to investigate the relationship and influence of organizational commitment on team performance in Dubai's public transport organization



This research seeks to intensify the present body of knowledge on the relationship between shared leadership, and team performance by exploring the organizational commitment role of employees in achieving optimal team performance.

The following objectives guide the study. The research questions are mapped into the following objectives.

1. To determine and classify the level of Shared Leadership (Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment at the Individual Level, Empowerment at the Team Level, and Aversive Leadership), Organizational Commitment (Affective, Continuance, Normative) and Team Performance (Effectiveness, Efficiency) in Dubai's Public Transport Organization.



2. To investigate the relationships between Shared Leadership (Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment at the Individual Level, Empowerment at the Team Level, Aversive Leadership), and Organizational Commitment, and Team Performance in Dubai's Public Transport Organization.
3. To investigate the influence of Shared Leadership (Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment at the Individual Level, Empowerment at the Team Level, Aversive Leadership) on Organizational Commitment and on Team Performance in Dubai's Public Transport Organization.
4. To investigate the relationships between Organizational Commitment (Affective, Continuance, Normative) on Team Performance in Dubai's Public Transport Organization.
5. To investigate the influence of Organizational Commitment (Affective, Continuance, Normative) on Team Performance in Dubai's Public Transport Organization.

1.5 Research Questions

In line with the problem statement of this study, the following research questions are addressed.

1. What is the level of Shared Leadership (Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment at the

Individual Level, Empowerment at the Team Level, and Aversive Leadership), Organizational Commitment (Affective, Continuance, Normative), and Team Performance (Effectiveness, Efficiency) in Dubai's Public Transport Organization?

2. To what extent are the relationships between Shared Leadership (Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment at the Individual Level, Empowerment at the Team Level, Aversive Leadership), and Organizational Commitment, and Team Performance in Dubai's Public Transport Organization?
3. To what extent are the influence of Shared Leadership (Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment at the Individual Level, Empowerment at the Team Level, Aversive Leadership), on Organizational Commitment and on Team Performance Dubai's Public Transport Organization?
4. To what extent are the relationships between Organizational Commitment (Affective, Continuance, Normative), on Team Performance in Dubai's Public Transport Organization?
5. To what extent is the influence of Organizational Commitment (Affective, Continuance, Normative), on Team Performance Dubai's Public Transport Organization?



1.6 Research Hypotheses

The research hypotheses have been developed based on the literature review in the following sequence that is presented in conceptual framework.

H1a: There is a significant relationship between Shared Leadership, (Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment at the Individual Level, Empowerment at the Team Level, Aversive Leadership) and Organizational Commitment in Dubai's Public Transport Organization.

H1b: There is a significant relationship between Shared Leadership, (Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment at the Individual Level, Empowerment at the Team Level, Aversive Leadership) and Team Performance in Dubai's Public Transport Organization.

H2a: There is a significant influence of Shared Leadership (Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment at the Individual Level, Empowerment at the Team Level, Aversive Leadership) on Organizational Commitment in Dubai's Public Transport Organization.

H2b: There is a significant influence of Shared Leadership (Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment at the Individual Level, Empowerment at the Team Level, Aversive Leadership) on Team Performance in Dubai's Public Transport Organization.





H3a: There is a significant relationship between Organizational Commitment (Affective, Continuance, Normative) on Team Performance in Dubai's Public Transport Organization.

H3b: There is a significant influence of Organizational Commitment (Affective, Continuance, Normative) on Team Performance in Dubai's Public Transport Organization.

1.7 Conceptual Framework of the Research

This study investigates the impact of shared leadership on organizational commitment and team performance within Dubai's Public Transport Organization. The conceptual framework is grounded in Conger and Pearce's (2003) Shared Leadership Model, which conceptualizes leadership as a distributed and collective process rather than a traditional hierarchical structure. Unlike conventional leadership models where authority is centralized, shared leadership enables multiple individuals to assume leadership roles based on their expertise, situational demands, and team needs. This aligns with contemporary organizational environments that require adaptability, collaboration, and collective decision-making, particularly in dynamic service sectors like public transportation.

In this study, shared leadership is operationalized through six leadership dimensions, capturing different forms of leadership distribution. Transformational leadership emphasizes motivation, vision, and individualized consideration (Bass, 1990), while transactional leadership ensures performance through structured tasks,





rewards, and punishments (Burns, 1978). Directive leadership is characterized by top-down control, explicit instructions, and explicit expectations (House, 1996), whereas empowerment leadership at the individual level fosters autonomy and self-leadership (Conger & Kanungo, 1988). Empowerment leadership at the team level facilitates collective decision-making and shared responsibility, reinforcing team coordination and participation (Pearce & Sims, 2002). Aversive leadership, in contrast, is a negative leadership dimension based on intimidation and coercion, which often leads to reduced commitment and performance (Bligh et al., 2007).

These six dimensions influence both organizational commitment and team performance, with transformational and empowerment-based leadership positively enhancing employee engagement and motivation (Wang et al., 2014). Directive and transactional leadership, while beneficial for task efficiency, may not promote the same level of employee investment and discretionary effort. Aversive leadership negatively impacts both commitment and performance, as it encourages disengagement and workplace dissatisfaction.

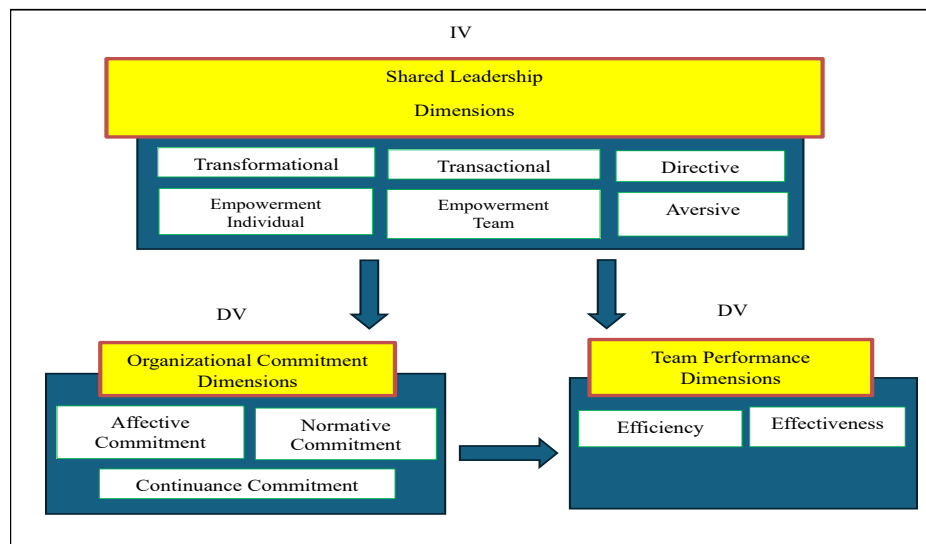
This study builds upon multiple leadership and organizational theories, including Social Exchange Theory and LMX Theory, to provide a comprehensive understanding of shared leadership's impact on commitment and performance. While these models offer valuable theoretical perspectives, the study focuses on empirical validation using established measurement scales. Specifically, validated scales from Conger & Pearce (2003), Meyer & Allen (1997), and Hoegl & Gemuenden (2001) were selected due to their direct relevance to leadership behaviours, commitment, and



performance. These scales ensure a robust measurement approach aligned with the study's objectives.

To justify the framework, this study incorporates Social Exchange Theory (Blau, 1964), Meyer and Allen's (1997) Organizational Commitment Model, Leader-Member Exchange (LMX) Theory (Graen & Uhl-Bien, 1995), and Hoegl and Gemuenden's (2001) Team Performance Model. Additionally, the Input-Process-Output (IPO) Model (McGrath, 1964; Ilgen et al., 2005), Hackman's (1987) Team Effectiveness Model, and Kozlowski & Ilgen's (2006) research on team learning provide further theoretical support for understanding team performance.

The conceptual framework of the research



The framework in Figure 1.1 presents the relationships among the three variables (Shared Leadership), (Organizational Commitment), and (Team



Performance), illustrating how leadership distribution influences both employee engagement and team effectiveness. The framework is grounded in the premise that shared leadership supports an inclusive and participative work environment, where leadership responsibilities are distributed based on expertise and situational demands.

1.7.1 Shared Leadership and Organizational Commitment

Organizational commitment reflects an employee's attachment, loyalty, and engagement with the organization. According to Meyer and Allen's (1997) Organizational Commitment Model, commitment is classified into three components: affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (moral obligation to stay). Shared leadership promotes commitment by supporting employees with decision-making authority, trust, and recognition, all of which contribute to higher affective and normative commitment levels (Nicolaidis et al., 2014).

Social Exchange Theory (Blau, 1964) explains this relationship by suggesting that when employees experience fair treatment, empowerment, and leadership opportunities, they reciprocate with greater loyalty, dedication, and organizational citizenship behaviours. Transformational and empowerment-based leadership dimensions significantly improve affective commitment, as employees feel valued and involved in transforming organizational outcomes. Directive and transactional leadership dimensions, while effective in maintaining task discipline, do not necessarily





strengthen emotional attachment, making them more suited for performance maintenance rather than commitment enhancement.

Aversive leadership, on the other hand, deteriorates commitment by raising stress, fear, and frustration. Employees subjected to coercive leadership structures are less likely to engage with their work, resulting in increased turnover intentions and disengagement (Bligh et al., 2007). Conversely, shared leadership promotes trust, collaboration, and ownership, all of which reinforce long-term commitment and job satisfaction. This is particularly important in public transportation organizations, where teams must coordinate effectively to ensure service efficiency, passenger safety, and operational success.



1.7.2 Shared Leadership and Team Performance

Team performance is a critical measure of leadership effectiveness, particularly in work environments requiring elevated levels of coordination, adaptability, and problem-solving. The Input-Process-Output (IPO) Model (McGrath, 1964; Ilgen et al., 2005) explains how leadership influences team performance by developing team inputs (leadership behaviours), processes (collaboration, decision-making, and communication), and outcomes (effectiveness and efficiency). According to Hackman's (1987) Team Effectiveness Model, high-performing teams require strong internal motivation, clear roles, and balanced decision-making structures, all of which are reinforced by shared leadership.





Transformational and empowerment leadership dimensions enhance team performance by encouraging engagement, problem-solving, and innovation (Conger & Kanungo, 1988). Teams that operate under shared leadership structures often outperform those managed by rigid hierarchies, as leadership is distributed among individuals with relevant expertise, enabling quicker decision-making and more effective collaboration (Burke et al., 2007). Directive and transactional leadership dimensions, while beneficial for maintaining structure and efficiency, may hinder creativity and flexibility, particularly in environments requiring adaptability and rapid problem resolution (House, 1996). To further support this relationship, Kozlowski & Ilgen (2006) emphasize the role of team learning and shared leadership in driving long-term performance improvements. Their research suggests that teams with shared leadership structures develop higher levels of problem-solving capacity, knowledge-sharing, and adaptability, driving better performance in dynamic settings. In public transportation, where teams must respond to real-time service challenges, shared leadership enables efficient coordination, passenger service improvements, and operational resilience.

1.7.3 Organizational Commitment and Team Performance

A strong shared relationship exists between organizational commitment and team performance, as committed employees demonstrate higher engagement, motivation, and collaboration, driving better team outcomes. Meyer and Allen's (1997) Commitment Model suggest that employees with strong affective commitment are more willing to go beyond in their roles, resulting in greater team efficiency and





cohesion. Raised levels of commitment also reduce turnover, absenteeism, and workplace conflicts, contributing to team stability and continuity (Jha & Pandey, 2015).

Self-Determination Theory (Deci & Ryan, 1985) further supports this dynamic by arguing that employees perform best when they experience autonomy, competence, and a sense of belonging. Shared leadership raises these psychological needs by encouraging employee participation, recognizing individual contributions, and facilitating meaningful collaboration. Teams that operate under shared leadership demonstrate higher levels of communication, mutual support, and adaptability, resulting in greater team effectiveness (Tannenbaum & Salas, 1997).

The conceptual framework presented in Figure 1.1 illustrates the interconnected relationships between shared leadership, organizational commitment, and team performance. It builds upon Conger & Pearce's (2003) Shared Leadership Model and is supported by Social Exchange Theory (Blau, 1964), Meyer and Allen's (1997) Organizational Commitment Model, supported by Leader-Member Exchange (LMX) Theory (Graen & Uhl-Bien, 1995), and Hoegl and Gemuenden's (2001) Team Performance Model. Additionally, the Input-Process-Output (IPO) Model, Hackman's Team Effectiveness Model, and Kozlowski & Ilgen's research provide further theoretical grounding for understanding how shared leadership enhances team performance.

This study aims to explore how leadership distribution raises an engaged, committed workforce and optimally performing teams, particularly in public transportation organizations. By integrating multiple theoretical perspectives, the





framework offers a structured approach to understanding the role of shared leadership in influencing workplace outcomes.

1.8 Significance of Research

The field of management and leadership has long debated the extent to which team dynamics and leadership structures influence organizational commitment and team performance. A widely accepted assumption in leadership studies is that shared leadership promotes stronger organizational commitment and enhances team effectiveness. While previous research (e.g., Mercurio, 2015) has established that high levels of organizational commitment contribute to improved performance, and Sohmen (2013) emphasized the role of competent leadership in navigating organizational change, the specific impact of shared leadership on commitment and performance within the public transportation sector in Dubai remains underexplored.

Given Dubai's rapid urbanization, technological advancements, and growing expectations for efficient and sustainable transportation, this research is particularly significant in offering empirical insights into the viability of shared leadership in this evolving landscape. By examining shared leadership within public transportation, this study will fill an existing knowledge gap and contribute to the broader discourse on leadership effectiveness in public sector organizations.





1.8.1 Theoretical and Conceptual Contributions

This study makes several key contributions to the theoretical body of knowledge, on the other hand, conceptually this research extends the shared leadership framework by integrating multiple shared leadership dimensions (e.g., Transformational Leadership, Transactional Leadership, Directive Leadership, Empowerment Leadership – at the Individual and Team levels, and Aversive Leadership) also, assessing their influence on organizational commitment (Affective, Continuance, Normative Commitment) and team performance.

Unlike previous studies that treat leadership as an individual function, this research explores leadership as a collective and interactive process, offering a new perspective on leadership effectiveness in team-driven environments.

1.8.2 Practical Contribution

While previous studies have investigated shared leadership in corporate settings, there is limited empirical research within public sector organizations, particularly in high-demand service industries like public transportation. This study contributes to public administration and organizational behavior literature by providing empirical evidence on the relationship between shared leadership, organizational commitment, and team performance in Dubai's public transport organization. By incorporating up-to-date practical data, the research aims to validate the applicability of shared leadership in a





sector characterized by operational complexity, workforce diversity, and regulatory constraints.

This study advances leadership research methodologies by utilizing a multi-dimensional analysis of leadership behaviors and their varying influences on different types of commitment and performance outcomes. Unlike previous research that encouraged a single-level leadership assessment, this study introduces a comparative evaluation of leadership influences at different organizational levels, thereby enhancing the methodological rigor of leadership studies in the public sector.

Beyond theoretical advancements, this study offers practical implications for leadership development, policy formulation, and organizational performance enhancement in Dubai public transport organization by identifying key leadership behaviors, competencies, and practices that drive workforce engagement, this research can help transport organization and top management to select and develop leaders who can navigate operational challenges, advance collaboration, and improve employee performance.

The findings will provide strategic insights into leadership training programs, ensuring that leaders at different levels are equipped with the necessary skills to optimize team efficiency and service delivery. This study explores why employees may resist implementing safe procedures and how leadership interventions can motivate adherence to safety protocols and performance standards.





The research findings will enable Dubai public transport organization to develop policies and engagement strategies that address employee concerns, promote commitment, and ensure compliance with organizational safety measures. By analyzing the effectiveness of shared leadership in the context of public transport organization, this study provides evidence-based recommendations for leadership frameworks that align with Dubai's broader organizational development, sustainability, and service excellence goals.

The research will contribute to the development of policy guidelines, frameworks, and best practices that can enhance operational efficiency, advance innovation, and improve overall workforce engagement.



workforce excellence, this study will help Dubai public transport authority and policymakers refine leadership models that support strategic objectives at both the organizational and governmental levels. The findings can guide leadership policy formulation in alignment with Dubai's vision for sustainable and efficient urban transport systems.





1.9 Operational Definition

1.9.1 Shared Leadership

The concept refers to dispersed or distributed leadership, especially among followers and employees. A vital aspect of the concept lies in delegating authority and decision making (Martin, Cormican, Sampaio, & Wu 2018).

1.9.2 Transformational Leadership

As a concept, transformational leadership underscores the need for clarity of vision, idealism, enthusiasm, encouragement, problem solving, and extra effort.

1.9.3 Transactional Leadership

Transactional leadership, as defined in the context of this study, encompasses a shared leadership style characterized by the exchange of rewards and punishments to motivate followers (Taha, Zanin, & Osaili, 2023).





1.9.4 Directive Leadership

Directive leadership, as operationally defined in this study, refers to shared leadership dimensions characterized by a leader's explicit guidance and clear communication of expectations to achieve organizational goals. Operationally, this leadership approach involves the leader providing specific instructions and supervising task execution. Directive leadership includes clearly outlining tasks, roles, and expectations, offering step-by-step guidance, and maintaining a structured and controlled work environment.

1.9.5 Empowerment (Individual)

Empowerment (Individual) in the context of this study is operationally defined as a shared leadership dimension where leaders delegate authority, provide autonomy, and raise a sense of control and ownership among individual team members. Operationally, individual empowerment involves leaders encouraging employees to take the initiative, make decisions related to their specific roles, and contribute to problem-solving processes. It includes granting individuals the autonomy to use their skills and expertise to make decisions within their areas of responsibility, encouraging a sense of personal efficacy and ownership.





1.9.6 Empowerment (Team)

Empowerment (Team), as operationalized in this study, refers to a leadership strategy where leaders promote collective decision making, shared responsibility, and collaboration within a team environment. Operationally, team empowerment involves cultivating an atmosphere of trust and mutual respect, where team members are encouraged to contribute their unique perspectives and take ownership of collective goals. Leaders provide teams with the autonomy to make decisions collaboratively, distribute responsibilities based on individual strengths, and encourage honest dialogue and information sharing.



1.9.7 Aversive Leadership



Aversive leadership, as operationally defined in this study, refers to a leadership dimension characterized by negative and detrimental behaviors exhibited by leaders towards their subordinates. Operationally, aversive leadership involves the consistent display of harmful behaviors such as hostility, verbal abuse, intimidation, or undermining the confidence of subordinates. Leaders engaging in aversive behaviors create a toxic work environment, causing a decline in morale, heightened stress levels, and diminished job satisfaction among team members.





1.9.8 Organizational Commitment

Organizational commitment, as operationalized in this study, encompasses the extent to which employees demonstrate loyalty, identification, and engagement with their organization. Operationally, organizational commitment involves three dimensions: affective commitment, which signifies an emotional attachment and positive feelings toward the organization; continuance commitment, reflecting an awareness of the costs associated with leaving the organization and a perceived obligation to stay; and normative commitment, indicating a sense of duty and moral obligation to remain with the organization.



1.9.9 Affective Commitment



The concept involves commitment as an affirmative feeling of identification, entailing one's attachment to and involvement in their work.

1.9.10 Normative Commitment

Normative commitment is to feel a sense of duty and moral obligation to remain with their organization. Operationally, normative commitment involves the perceived obligation to stay with the organization based on societal or personal values and norms.





1.9.11 Continuance Commitment

The concept of continuance commitment emphasizes the importance of personal gains, as it is usually motivated by fear of potential personal losses brought by resignation (Allen & Meyer, 1990).

1.9.12 Team Performance

Team Performance demonstrates the ability to meet achieved quality, cost, and time objectives. Team performance is evaluated based on the company's perspective concerning the pursuit of company objectives and satisfaction with the project implementation. In addition, team performance is described as the different components of effectiveness and efficiency.

1.9.13 Team Effectiveness

Team performance, operationalized as Team Effectiveness in this study, refers to the collective achievement of goals, high-quality output, and the overall success of a team. Operationally, team effectiveness involves the assessment of effectiveness dimensions. Effectiveness involves the degree to which the team meets its goals and produces high-quality outcomes.





1.9.14 Team Efficiency

Team efficiency involves the assessment of the team's productivity, timely completion of tasks, and utilization of available resources. This dimension of team performance is measured through established scales or survey instruments designed to evaluate factors such as workflow processes, resource allocation, and the ability of the team to meet deadlines.

1.10 Chapter Summary

Shared Leadership is an evolutionary process that allows leaders and followers to interact and exchange specific attributes. According to background information, firm leaders can positively influence their followers. Such influence is important during turbulent times as it makes workers commit to the organization's cause, thus leading to favorable outcomes despite the challenging circumstances. In a nutshell, leadership is all about results. However, technological advancement and shifts in economic conditions imply that traditional leadership styles might not fit the prevailing conditions. Consequently, new leadership styles, such as shared leadership, are viewed as possible solutions to enhance employee commitment and, thus, reinforce the capacity of organizations to face changes and move forward.

In terms of the theoretical framework, changes in one or two components of the organizational environment influence others and the entire system in open systems. The implications of this could change an organization's course. Similarly, the social





exchange theory brings out a rich contribution by highlighting the reciprocal interaction between leaders and their followers. Consequently, grounding the research on the above theories offers a basis upon which to seek further knowledge on the topic.

Despite the widespread view that shared leadership yields positive results, there needs to be more evidence to support the position. In addition, many studies on the topic use different measures of leadership, thus complicating the possibility of reaching a conclusion. In addition, within Dubai region, only a few, if any, studies have been conducted to validate the leadership-organizational commitment and team performance association. Based on the gaps, the current study is considered a timely endeavor to shed light on the topic.

