



The Economics of Retention: Exploring Shared Leadership in Emerging Markets

Dr. Zoya Wajid Satti¹, Dr. Nasir Munir¹, Hamiyat Yab², Muhammad Omair Khan² & Jaweria Tariq²

¹Assistant Professor, SZABIST University Islamabad

²Phd Scholar, Muslim Youth University Islamabad

ARTICLE INFO

Article History:

Received: December 25, 2024
Revised: January 12, 2025
Accepted: January 17, 2025
Available Online: January 19, 2025

Keywords:

Economics of Retention, Shared Leadership, Emerging Markets

Corresponding Author:

Dr. Nasir Munir

Email:

Nasir.numl786@gmail.com



ABSTRACT

Employee turnover poses a considerable burden for organisations, especially in the IT sector, where the fluidity of work intensifies the problem. This study examines the impact of shared leadership on turnover intentions, with job satisfaction and organisational commitment serving as mediators. Grounded in social network theory and social exchange theory, the study examines significant gaps by investigating the influence of shared leadership on promoting collaboration and commitment, hence decreasing turnover. The study utilises structural equation modelling to test its predictions based on data gathered from 354 employees in IT organisations in Pakistan. The findings indicate that shared leadership enhances organisational commitment, therefore decreasing turnover intention, however, the mediation effect of work satisfaction yields inconsistent outcomes. These insights highlight the capacity of shared leadership to improve staff retention, providing both theoretical improvements and practical solutions for enterprises in developing nations. This research endorses leadership methods that foster shared responsibility and sustainable organisational growth by harmonising with the United Nations Sustainable Development Goals.

Introduction

Employee turnover is a significant challenge that organisations encounter worldwide, having extensive implications for operational efficiency, organisational knowledge, and financial stability. Turnover intention—employees' intentional desire to exit their current organization—frequently precedes actual turnover and is affected by various characteristics, such as job satisfaction, organisational commitment, and leadership style (Tett & Meyer, 1993; Rahman & Nas, 2013). Leadership is a crucial precursor to turnover intention, influencing organisational culture,

employee engagement, and overall job satisfaction (Gyensare, Anku-Tsede, Sanda, & Okpoti, 2016). Although considerable study has been conducted on conventional leadership styles, including transformative and servant leadership, the capacity of shared leadership to mitigate turnover intentions remains little investigated (Sweeney, Clarke, & Higgs, 2019). Shared leadership, characterised as a "dynamic interactive influence process among individuals in groups aimed at guiding one another towards the attainment of group or organisational objectives" (Pearce & Conger, 2003), represents an evolving paradigm that contests the traditional hierarchical model of leadership. It underscores collaborative decision-making, reciprocal influence, and shared duties among team members, rendering it especially appropriate for contemporary, intricate organisational contexts (Contractor, DeChurch, Carson, Carter, & Keegan, 2012; Friedrich, Griffith, & Mumford, 2016). Researchers contend that shared leadership can improve collaboration, creativity, and overall organisational performance by cultivating a sense of ownership and accountability among employees (Muethel & Hoegl, 2013). Notwithstanding its theoretical potential, empirical research on the influence of shared leadership on turnover intentions is limited.

The majority of current scholarship emphasises the educational and healthcare sectors, resulting in a notable deficiency in comprehension regarding the functioning of shared leadership in commercial environments, especially in emerging economies such as Pakistan (Thorpe, Gold, & Lawler, 2011; Sweeney et al., 2019). Moreover, although work satisfaction and organisational commitment have been thoroughly examined as independent predictors of turnover intention, their functions as mediators in the association between shared leadership and turnover intention are still ambiguous (Yurtkoru, Ensari, & ErdilekKarabay, 2018).

This study investigates the influence of shared leadership on turnover intentions, mediated by work satisfaction and organisational commitment, within Pakistan's IT sector. This research, utilising social network theory and social exchange theory, posits that shared leadership cultivates positive interpersonal relationships and collaborative organisational culture, thereby increasing job satisfaction and reinforcing organisational commitment, ultimately diminishing turnover intentions (Sparrowe, Liden, Wayne, & Kraimer, 2001; Blau, 1964). This study concentrates on the IT sector, characterised by high employee turnover, offering significant insights for scholars and practitioners aiming to formulate successful retention techniques.

This research is significant for both its theoretical contributions and its practical ramifications. The results are anticipated to enhance the research on shared leadership by examining its effects in a commercial setting and elucidating the mediating mechanisms that underlie its impact on turnover intention. The study connects with the United Nations Sustainable Development Goals by endorsing leadership styles that foster shared accountability and sustainable organisational practices.

This study aims to investigate the causal relationship between shared leadership and turnover intention in Pakistan's IT industry. The study specifically seeks to examine the direct impact of shared leadership on turnover intention, while also exploring the intermediary roles of work satisfaction and organisational commitment in this dynamic. The study aims to augment the applicability of social network theory and social exchange theory by presenting empirical evidence to elucidate the dynamics of shared leadership. Furthermore, the research aims to provide actionable advice for IT organisations to mitigate turnover rates by implementing shared leadership techniques. This study enhances the existing literature on shared leadership and

provides practical recommendations for improving employee retention in dynamic and competitive organisational settings.

Literature Review

Turnover Intention can be simply defined as a person's general intention to leave their present organization. Different researchers have identified various aspects of turnover intention although the basic assumption remains the same, desire to leave. One of the widely accepted definitions of turnover intention was presented by Tett and Meyer (1993) as "a conscious and deliberate willingness to leave the organization". Correspondingly Medina (2012) defined "turnover intention as an employee's consideration of leaving the present organization and looking for an opportunity in a new organization."

Scholars divided actual turnover into two main categories, namely voluntary and involuntary turnover. Voluntary turnover intention is usually initiated by dissatisfaction at a current job or better opportunities in another organization (Rahman & Nas, 2013). Turnover intention is an employee's desire to quit the organization which ultimately influences his/her overall job performance (Jaradat & Al Rababaa, 2013), Nevertheless, there is a clear difference between turnover intention and actual turnover. Turnover refers to the employees leaving the organization while turnover intention indicates their desire to quit. Turnover intention can be reduced by some factors such as effective leadership, creating development opportunities for employees, supervisor support, engagement, rapport building, eliminating the core basic elements of job dissatisfaction and making a clear communication channel etc. (Aghaei, Moshiri, & Shahrbanian, 2012; Ahsan, Abdullah, Fie, & Alam, 2009; Farr et al., 2012; Galetta et al., 2011; Lambert, Lynne Hogan, & Barton, 2001; Mbah & Ikemefuna, 2012; Medina, 2012; Muzumdar, 2012; Nair, Salleh, & Nair, 2014; Villanueva & Djurkovic, 2009).

Organizations dating back to the 20th century mostly followed bureaucratic structures in which leadership arose from formal and hierarchal processes (Peltonen, 2017). Such organizations always use a top-down leadership approach as it assumes direction leads to compliance. Nevertheless, changing organizational structures have evolved the role of leadership.

In the last decade, there has been a shift in the concept of leadership due to the immense evolution of organizational structures. Employees' involvement in group activities having an informal structure or less hierarchal control has become a common practice due to the complexity of projects (Fausing, Joensson, Lewandowski, & Bligh, 2015). The focus of research has shifted from traditional leadership to leadership as a collective process. So instead of understanding the traditional leader, we must focus on leadership brought by collective members (Contractor et al., 2012). Unfortunately focus on traditional and formal leadership has been dominant in the leadership literature and collective forms are leadership are underdeveloped (Scott-Young, Georgy, & Grisinger, 2019). Correspondingly it is unfortunate as collective forms of leadership contribute to organizational performance over and above traditional leadership (Day & Harrison, 2007; Pearce, Conger, & Locke, 2008).

Traditionally leadership is conceptualized as a descending hierarchal influence process that originates from a single individual leader working within a team known as a formal leader. Previous Leadership investigations have typically considered conventional leadership style and how a formal leader single-handedly influences its followers. (Bass, Stogdill, & Bass, 2008; Bolden, 2011; Pearce & Conger, 2003). Furthermore, a common and most prominent feature in leadership literature was its hierarchical and leader-centric paradigm (Bass et al., 2008; Pearce,

Elisabeth Hoch, Jeppe Jeppesen, & Wegge, 2010). However, contemporary research challenged this hierarchical and conventional conceptualization of leadership and presented a concept of collective leadership where leadership is shared between team members working together (Carson, Tesluk, & Marrone, 2007; Pearce & Sims Jr, 2002

In leadership literature, two important foundations of team leadership are found in work teams. The first one is vertical leadership, curtailing from the conventional and hierarchical formal leader and the other one is shared leadership curtailing from team members working in an organization (Locke, 2003; Nicolaidis et al., 2014). The most widely accepted and studied definition of SL is by Pearce and Conger (2003) as they describe SL as “a dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both.” Some other definitions of shared leadership are as follows. Ensley, Hmieleski, and Pearce (2006) defined SL as “a team process where leadership is carried out by the team as a whole, rather than solely by a single designated individual.” Furthermore, Carson et al. (2007) defined SL as “an emergent team property that results from the distribution of leadership influence across multiple team members.”

As we have already mentioned before due to the increase in complex strains of the 21st century’s work situations, several entities are required to lead inside an organizational setting (Shuffler, Salas, Yammarino, Serban, & Shirreffs, 2012). Correspondingly this phenomenon is observed in organizations where leadership role is shared (i.e. Google). The significance of collective forms of leadership will only increase in future as organizations adopt a dynamic approach to leadership processes (Ashford & Sitkin, 2019). Organizational commitment has been significantly associated with the turnover intention of employees (Ekhsan, 2019). Higher involvement predicts higher satisfaction which decreases the turnover intention of employees (Han & Park, 2013).

Previously we have discussed the importance of collective forms of leadership. Collective leadership include several leadership styles including distributed leadership, rotated leadership and shared leadership. SL is considered one of the most prominent forms of collective leadership (Sweeney et al., 2019). As collective forms of leadership have a strong relationship with employee TOI and SL is considered a prominent form of collective leadership, we assume shared leadership hurts the turnover intention of employees.

H1: There is a negative effect of Shared leadership on turnover intention

One of the major factors for individual working life skills is job satisfaction. Similarly, when employees get enough intrinsic and extrinsic benefits, job satisfaction of employees is increased as well and workers are inspired to continue their job and positively accomplish their responsibilities. In the last few decades, scholars have significantly emphasized the importance of job satisfaction to increase employee performance. JS is considered the most largely discussed topic in organizational manners and human capital management. Lewis, Huebner, Malone, and Valois (2011) define job satisfaction as the “sensation decent the job performed, combined with the organization mission and vision and a state of awareness”. Moreover, a strong relationship exists between job satisfaction, participation and involvement. (Morrow & McElroy, 1987). On the other hand, factors that influence job satisfaction negatively include uncertainty and the burden of work, for the reason that these outcomes are associated with the practical experience of employees in the organization. Correspondingly, JS is a significant antecedent of organizational commitment. Similarly, Younis Al-Ashqar (2013) argued that job satisfaction is an element of organizational commitment. More satisfied employees tend to be more productive for the organization (Saari & Judge, 2004). On the contrary, there is a big difference between the OC and JS of employees

within an organization. To some extent job satisfaction is an employee's response towards their work; however organizational commitment is an employee's positive response towards their organization. Many scholars describe these two concepts to be positively and significantly related. For employees who are satisfied with their position in the organization, the level of organizational commitment will be high as they will be more committed towards the organizational goals.

Organizational commitment is considered to play a vital and significant role in the success of any organization as organizations cannot face contemporary challenges if employees do not put their efforts sincerely. Pressure is built up both internally and externally in case this situation occurs. Organizational commitment is described as a "mental condition that distinguished the relationship of employees with the organization and also made it easy for deciding to remain as the member of the organization" (Allen & Meyer, 1996). Similarly, it is also described in terms of the identification of members with their current association and the level of engagement they possess.

Side bet theory argues that it is very expensive to lose those individuals who desire to remain for a longer period and can enhance investments as well. For instance, these investments are in the form of particular job skills, time or job effort which are not manageable and impose an enormous cost to quit. It also helps to retain and contain for searching the alternative opportunities. Similarly, normative commitment shows the feeling of responsibility that protracts from the current organization. Mowday, Steers, and Porter (1979) argue that highly committed employees tend to perform better as compared to less committed employees. In the same way, such employees have a strong desire to stay with the current organization and donate effort towards the achievement of organizational goals (Steers, 1977).

Social exchange theory is one of the prominent and most extensively used theories which help to understand workplace behaviour (Cropanzano & Mitchell, 2005). The nature of the shared leadership phenomenon can be explained by social exchange theory as a dynamic exchange of benefits between leader and followers (Blau, 1964). When supervisors are engaged in a behaviour in which they share and delegate control to their employees, these behaviours are conceived by employees as social rewards (Whitener, Brodt, Korsgaard, & Werner, 1998). Correspondingly these actions contribute to the formation of high-quality relationships that produce an obligation for workers to reciprocate in a positive way (Besieux, Baillien, Verbeke, & Euwema, 2018). Consequently, the principle of exchange frames the use of social exchange theory in organizational behaviour research.

Likewise, employees who feel empowered by their supervisors will perceive more competence, self-determination and impact from their job (Fransen et al., 2020). Collaborative culture provides a highly developmental environment to help employees feel like they are an important part of the organization. The level of job satisfaction is reported high in exceedingly collaborative environments (Baruch-Feldman, Brondolo, Ben-Dayana, & Schwartz, 2002; Terry, Nielsen, & Perchard, 1993). On the other hand, Social Exchange theory indicates that employees pay back to the organization in a positive way if they possess desirable interpersonal relationships among colleagues. The more exchange relationships are good, the higher the level of organizational commitment they will report (Abbasi et al., 2015; Cropanzano & Mitchell, 2005; Ferres, Connell, & Travaglione, 2004). Furthermore, support from colleagues is considered a type of social capital, which deters employees from quitting their jobs (Moynihan & Pandey, 2008). Jung (2014) also established an argument that employee's relationships with their colleagues significantly impact employees' turnover intention.

Mayo, Meindl, and Pastor (2003) adopted the Social Network approach to capture different aspects of shared leadership in management research. The pattern of relationships among members of interconnected teams is being modelled by the Social Network approach to study Shared Leadership (Carson et al., 2007; Mehra, Dixon, Brass, & Robertson, 2006). Wasserman and Faust (1994) define a network as a set of individuals and the relationship between them. Correspondingly leadership can be studied as a shared activity through Social Network theory integrating the reciprocal influence process among multiple fellows. DeRue (2011), also builds his argument on this rationale by describing leadership practices as a cycle of leading and following twofold interactions that take on distinctive configurations of interactions over a while. As a result, a natural theoretical and systematic approach is provided by social network theory to study the relational influence phenomenon of SL in groups (Carson et al., 2007; Mehra et al., 2006).

Social network theory is considered the most appropriate approach to measure SL (Carson et al., 2007). Moreover, he argues such a route is suitable for measuring shared leadership phenomenon due to the patterns of relationships examined in social networks. Mehra et al. (2006) also emphasize adopting a social network approach as shared leadership features mutual influence among group members with a common objective.

Meyer et al. (1993) argue that it depends on the will of employees to decide whether to stay or leave the organization according to the principle of organizational commitment. Similarly, organizational commitment can help the management to understand whether a worker will quit or choose to continue his association (Allen & Meyer, 1996). Organizational commitment refers to the psychological state of the employee which defines the relationship between his work and the organisation. Subsequently, it is critical for positive organizational outcomes (Patiar & Wang, 2016). Employee engagement and work passion are positively and significantly related to OC. Some recent studies observed the relationship between leadership and OC (Patiar & Wang, 2016; Peachey et al., 2014). Employees feel empowered by resource-sharing behavior from colleagues and organizational commitment of workers is also increased (J. Kim & Froese, 2012; Raub & Robert, 2013). Consequently, OC is more likely to increase when fellow group members recognize a shared vision and support from the shared leaders.

H2: There is a positive effect of Shared leadership on organizational commitment

Job satisfaction refers to the response of employees within an organization to actual job outcomes that intimately counterpart preferred or desired job outcomes. One of the most significant antecedents to JS of employees appears to be their “perceived level of autonomy” within an organization (Fields, 2002). Correspondingly even in jobs which paid less and the promotions were also rare, employees felt an increased level of satisfaction if they identified a greater degree of social support from their colleagues (McDuff, 2001). As a result, the subjective rewards from personal relationships at work may counteract the effect of discriminatory rewards (Goetz, 1997; McDuff, 2001). McDuff (2001) found that members of shared leadership feel less isolation and greater collaboration in difficult situations during the job. Shared leadership also increases the capability of a group to revolve leadership responsibility to a team member with specific knowledge in a complicated position. As a result, employees practice increased interdependence on each other for success and group performance is increased (Colbeck, Campbell, & Bjorklund, 2000).

A satisfying work experience is of great significance to shared leadership behaviour (Cox & Williams, 2008). Literature provides evidence that job satisfaction and involvement are negatively related to bureaucratic culture (L. Y. Chen, 2004). Similarly shared leadership is negatively related

to bureaucratic culture as SL rejects the hierarchy and promotes involvement which ultimately increases job satisfaction.

H3: There is a positive effect of Shared leadership on job satisfaction

Organizational commitment is considered an imperative topic in research due to its relationship with highly positive work outcomes. OC is a desirable behavior and received growing attention in HRM (Van Dam, 2013). Literature provides a clear and significant link between organizational commitment and job engagement, job performance and reduction in burnout (Labrague et al., 2018). Furthermore, organizational commitment is a major antecedent of the turnover intention of employees (Y.-W. Wong & Wong, 2017). Turnover intention is a strong predictor of the actual turnover. Identifying the factors leading to TOI is an effective way to reduce actual turnover. TOI reflects the withdrawal behaviour (Harpert, 2013). On the other hand organization commitment proves to be a critical factor of employees' dedication towards the organization. Highly committed employees have a "strong desire to remain in the organization" (Perryer, Jordan, Firms, & Travaglione, 2010). Social identity theory is connected with organizational commitment in different studies (Fuller, Hester, Barnett, & Relyea, 2006). Employees having a higher level of identification with the organization are the more committed ones. Such employees possess higher levels of OC and low-level turnover intentions. As a result organizational commitment negatively and significantly affects the turnover intention of employees.

H4: There is a positive effect of organizational commitment on turnover intention

Considerable connections between job satisfaction and turnover intention are found in previous Literature. Different research scholars relate turnover intention significantly to job satisfaction. Similarly, most of them consider JS as the mediating variable between the independent variables and TOI as the dependent variable. Hudson, Bryson, and Michelotti (2017) also investigated the relationship between corporate social performance, person-organization fit, JS and TOI. Subsequently, some other factors that influence TOI include work pressure, work satisfaction, organizational commitment and financial rewards (C.-F. Chen & Yu, 2014). JS and OC are used as intervening variables in leadership literature.

While strategies differ from sources from a vast sphere of disciplines, all researchers agreed that job satisfaction is one of the vital determinants of TOI. Employee Turnover intention is a prolonged process that begins with the consideration of quitting the present organization and seeking a new opportunity. Intention to quit is considered a significant antecedent of actual turnover; in addition, it also delivers imperative information to management about regulating employees' avoidance behaviors. Employees with higher turnover intention are less energetic and less profitable. Extensive connections can be traced between job satisfaction and turnover intention in previous Literature.

H5: There is a negative effect of Job satisfaction on Turnover Intention

Thus, Al Qofiqi, Sunuharjo, and Ruhana (2016) examined the link between employee salary and turnover intention, with work satisfaction as a moderating component. Karavardar (2013) examined JS as a mediator between HRM practices and TOI. This study also examined job satisfaction as a mediator between Transformational Leadership and Total Organisational Index (Nurdin & Rohaeni, 2020). Different researchers suggested that job satisfaction moderates the relationship between organisational performance and internal service quality (Wang and Yi, 2011), time pressure on health outcome (Silla and Gamero, 2014), and core self-evaluation and. with TOI Correspondingly Job satisfaction was examined as a mediator between transformative leadership

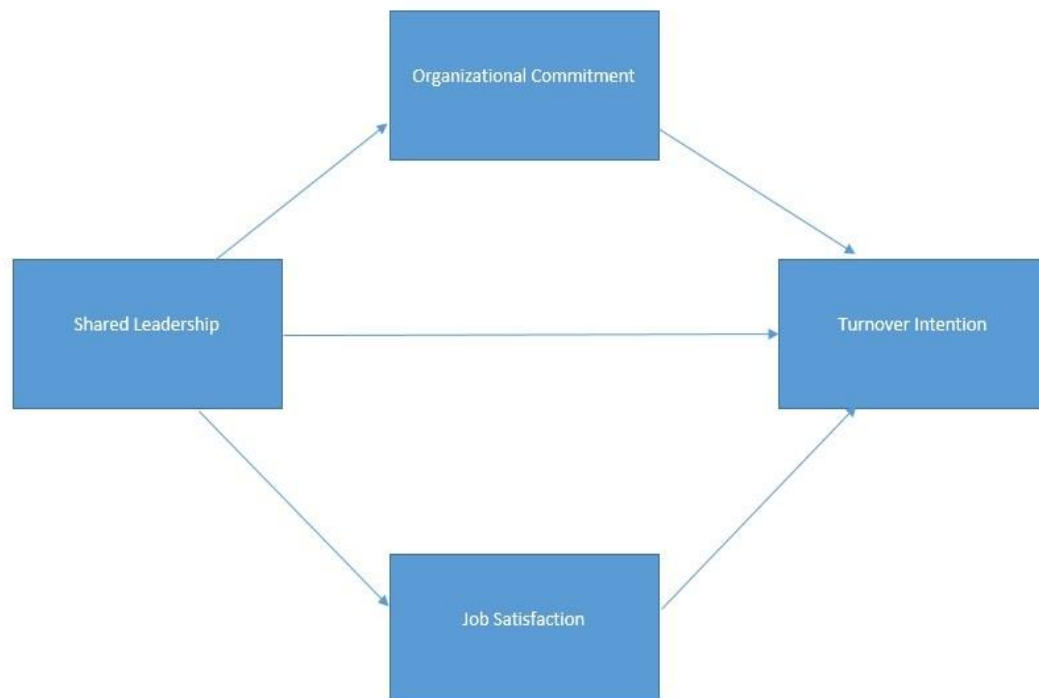
and TOI (Nurdin & Rohaeni, 2020). Different researchers found that job satisfaction mediates organisational performance and internal service quality (Wang & Yi, 2011), time pressure and health outcomes (Silla & Gamero, 2014), and core self-evaluation. Job satisfaction was considered a convenient mediator of TOI (Nawab & Bhatti, 2011; Sousa-Poza & Henneberger, 2004). Job satisfaction mediated promotion and pay-mediated TOI (Joseph et al., 2007). Job satisfaction somewhat moderated the effects of demanding work environment, learning culture, career advancement possibility, and salary on Indian employees' TOI (Choudhury, & Mishra, 2011). Therefore, these study findings help to constitute the following hypothesis:

H6: Job satisfaction mediates the relationship between Shared leadership and Turnover Intention

Organisational commitment is linked to employee turnover intention and actual turnover, making it a useful tool for studying workplace behaviours and attitudes (Meyer & Allen, 1991; Mathieu & Zajac, 1990). Transformational, transactional, and TOI leadership styles are mediated by organisational commitment (Wells & Peachey, 2011). Wells and Peachey (2011) mediated leadership behaviour and TOI with JS and suggested OC for future work, which this study will accomplish.

H7: Organizational commitment mediates the relationship between Shared leadership and Turnover Intention

Theoretical Framework



Hypothesis of the study

H1: (There is a positive effect of Shared leadership on Turnover Intention)

H2: *(There is a positive effect of Shared leadership on organizational commitment)*

H3: *(There is a positive effect of shared leadership on Job satisfaction)*

H4: *(There is a negative effect of Organizational commitment on Turnover Intention)*

H5: *(There is a negative effect of Job satisfaction on Turnover Intention)*

H6: *(Job satisfaction mediates the relationship between Shared leadership and Turnover Intention)*

H7: *(Organizational commitment mediates the relationship between Shared leadership and Turnover Intention)*

Research Methodology

Research design

The research design of a study is defined as the methodology by which the research will be executed; it encompasses a fundamental approach (Oppenheim, 1999). Thus, the research design must be proficient in addressing the study's enquiries for researchers (Miller & Bertoline, 1991). Consequently, the researcher must integrate the study strategy with the problem under investigation (Sekaran, 2000). Consequently, our research design articulates the decisions about data collection, investigation kind, measurement, sampling, and data analysis.

Type of research: Quantitative Study

It is always suitable to compare both qualitative and quantitative approaches of research to know about the purpose of the research. The selection of the research approach depends on various factors including particular research settings and the context suitable for the researcher to respond to research questions (Sekaran, 2000). Furthermore, many research scholars have compared both approaches and identified the advantages as well as disadvantages of both approaches (Bryman, 1993; Cresswell, 1994; Sekaran, 2000). We adopted a quantitative approach for our study. Using a quantitative technique decreases the potential impact of the researcher's bias when conducting the review (Gonzalez-Loureiro, Kiessling, & Dabic, 2015).

Sampling design

To get data for testing the hypothesis, a sample should be drawn from a population. Furthermore, a population is defined as a group of people about which data is being collected to test hypotheses (M. Saunders, Lewis, & Thornhill, 2011). Management and business scholars use both non-probability sampling as well as probability sampling in their studies. We applied convenience sampling which is the form of non-probability sampling. Convenience sampling helps us to collect data quickly and inexpensively. Software's professional nature of the job is also highly time-bound and client-oriented. Some other reasons that cause stress in software professionals are fear of obsolescence, technical risk propensity, workload, technical constraints and role overload (Rashidi & Jalbani, 2009). Consequently, stress is a significant antecedent of the turnover intention of employees (Adebayo & Ogunsina, 2011) Therefore employees working in software houses in Pakistan experience a high level of turnover intention.

Time horizon

Our study is cross-sectional as the data was collected at one point in time for the test of the hypothesis (Sekaran, 2006). To test the theoretical framework of the study, quantitative data was drawn on one point therefore it is called a cross-sectional study with the lens of time horizon.

Instrument

Adapted questionnaires were used to collect data for our study as it is a time-saving and inexpensive option. Our study comprises four main variables including shared leadership, turnover intention, job satisfaction and organizational commitment.

The independent variable that is shared leadership was measured using 25 25-item scale developed by (Hoch, Pearce, & Welzel, 2010). Examples of items included were “My team members in this software house provide a clear vision of whom and what our team is” and “My team members urge me to work as a team with other individuals who are part of the team”. Employees working in software houses of Rawalpindi and Islamabad responded to a 25-item scale on a 5-point Likert scale. To measure Turnover Intention we used five five-item scale developed by (Mobley, Horner, & Hollingsworth, 1978). Examples of items included were “I am actively searching for an alternative to this software house” or “I will immediately accept another job at the same compensation level if offered”. We have two mediators in this study job satisfaction and organizational commitment. The first mediator job satisfaction was measured (Spector, 1985). Examples of items included were “I feel a sense of pride in doing my job in this software house” and “My job is enjoyable in this software house”. Finally to measure organizational commitment the 18-item scale developed by (Meyer, Allen, & Gellatly, 1990) was used. Examples of items included were ‘I would be very happy to spend the rest of my career with this software house’ and ‘I owe a great deal to my software house’. Questionnaire items were measured using 5 points Likert scale that ranged from strongly disagree to strongly agree. Smart PLS was used to analyze the data collected through these questionnaires.

Table 1:

Construct	Instrument	No of Items
SL	(Hoch J. E., 2010).	25
TOI	(Mobley, 1978)	5
JS	(Spector, 1985)	36
OC	(Meyer, 1990)	18

Data collection method

Data was collected via physical survey, as specified. Physical surveys allow researchers to obtain a lot of data quickly and cheaply (Sekaran, 2006). Management and business scholars frequently employ this data collection method. Our study obtained data via paper-and-pencil survey. We have two sections in our questionnaire. Our questionnaire began with demographic open-ended questions. Age, education, experience, classification, and gender are demographics. The second component has four categories and 84 items to assess shared leadership, turnover intention, work satisfaction, and organisational commitment. Initial data collection from software house HR managers was resisted. Finally, the researcher wrote the Pakistan Software Export Board for permission to obtain data from Pakistani house software. After receiving PSEB clearance,

managers were eager to share data. Out of 430 issued surveys, 354 were filled, an 82% response rate. Data collection for this study took roughly 7 weeks.

Measurement technique

This study analysed data with Smart PLS 3. We employed Structural Equation Modelling. Variance-based structural equation modelling method Partial Least Square is widely utilised in management and social sciences (Nitzl, Roldan, & Cepeda, 2016). PLS-SEM is a causal modelling method that increases latent dependent construct variance. PLS SEM is considered a 'silver bullet' for empirical discoveries with small sample sizes (Hair, Ringle, & Sarstedt, 2011). Smart PLS is easy to use and includes advanced functionality (Garson, 2016).

Data Analysis

Data Analysis procedure

In social sciences research, Structural Equation Modelling is widely used due to its capability to test theory-driven relationships among variables and to evaluate the measurement of latent variables (Wong, 2013). SEM is a second-generation technique used for multivariate data analysis in research. Commonly two distinctive SEM techniques are used by researchers including CB-SEM and PLS-SEM. CB-SEM is effective when there is normality in the distribution of data, the sample size is large and the research model is properly specified (Wong, 2013). Consequently, these pre-requisites are rarely met by researchers so PLS-SEM is preferred over CB-SEM (Hair et al., 2011). Moreover, PLS-SEM is a prediction-oriented technique that is more effective in testing complex model structures (Hair et al., 2011). For that reason, PLS-SEM is more applicable in the context of current research.

Assessment of measurement model

Evaluating the measurement model is the initial stage in the PLS-SEM analysis process. Following this, our study model was composed of components that were tested reflectively, composite reliability, indicators reliability, convergent validity, and discriminant validity were examined (Hair et al., 2011). In the reflective model that was constructed using SMARTPLS 3, all of the indicators that are associated with key constructs are displayed in Figure 1.

Indicator Reliability

The examination of the indicator's dependability is considered to be the first stage in the process of formulating a measurement model specification. Indicator reliability, which is described by relevant conceptions, is used to measure the variance of indicators (Chin, 1998). Furthermore, these values are suggested by outer loadings (Wong, 2013), and it is recommended that it does not exceed 0.70 or higher (Chin, 2010). All of the values are higher than the threshold that was provided, indicating that the indicator is reliable.

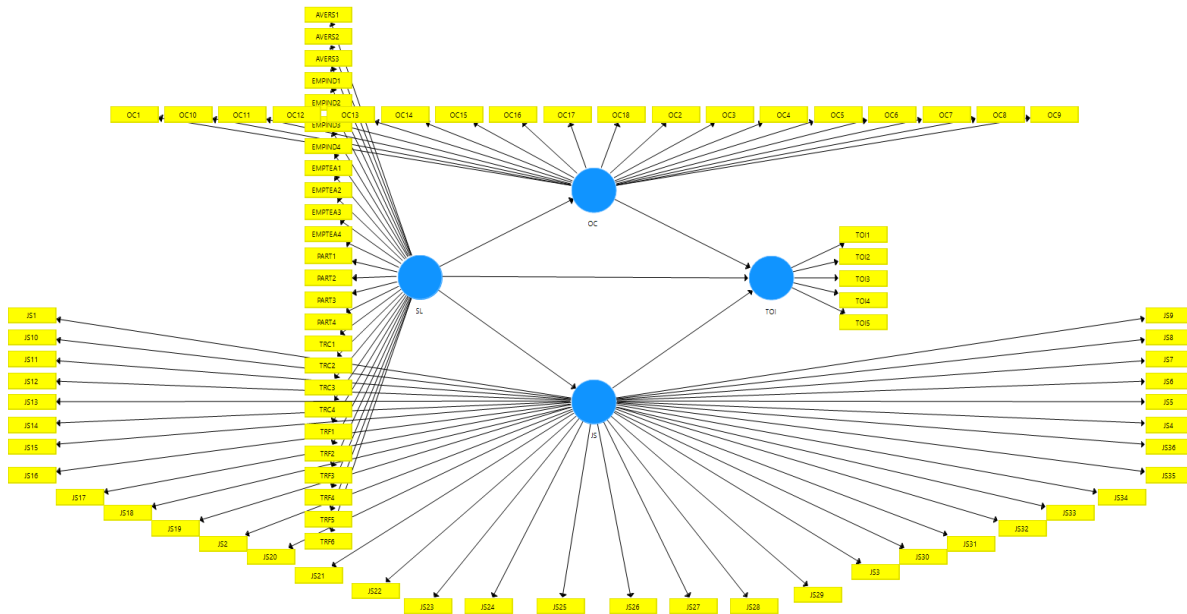


Figure 1:

Internal Consistency Reliability

As the indicator validity is established in the first step, the next step is to examine the internal consistency reliability of the model. Consequently, two criteria are widely used in management research to scrutinize internal consistency reliability namely Composite reliability and Cronbach’s alpha. According to Ringle, Wende, and Becker (2018), these values must be greater than 0.70. We can see from the above tables composite reliabilities of all the constructs are greater than 0.70 which is considered good (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014).

Convergent Validity

The final component of the measurement model that needs to be investigated is the convergent validity of the components inside the model. According to Ringle et al. (2018), to evaluate convergent validity, the Average Variance Extracted (AVE) criterion is regarded to be the most appropriate. According to Hair Jr. et al. (2014), the AVE value needs to be more than 0.50 to explain at least fifty per cent of the variance of the related items. Convergent validity is demonstrated by the fact that the AVE values of all the constructs are larger than 0.50, as seen in the tables above.

Discriminant validity

The final step in reflective measurement model specification is the assessment of discriminant validity. Fornell and Larcker (1981) is a common method used to establish discriminant validity. Cross-loading is another criterion to assess discriminant validity. Fornell and Larcker (1981) suggest that the “square root of AVE of each latent variable should be greater than the correlations among the latent variable” (Wong, 2013). Whereas cross loading criterion recommends that the indicator loadings of a construct must be greater than the indicator loadings of all other constructs. We can see from tables 2 and 3 that the criteria for both are meeting. However, some researchers question the effectiveness of these two criteria. Instead, HTMT is recommended to determine discriminant validity (Ringle et al., 2018). Furthermore, a threshold value of 0.85 or lower is

recommended (Henseler, Ringle, & Sarstedt, 2015). As reported in Table 4.11 HTMT value for all the combinations of indicators is less than 0.85 meeting the threshold criterion. Therefore, discriminant validity is established.

Table 2: Fornell-Larcker Criterion

	JS	OC	SL	TOI
JS	0.839			
OC	0.685	0.706		
SL	0.491	0.626	0.720	
TOI	-0.296	-0.604	-0.664	0.774

Table 3: HTMT

	JS	OC	SL	TOI
JS				
OC	0.746			
SL	0.504	0.821		
TOI	0.313	0.639	0.740	

The above discussion reveals that all the measures are reliable and valid thus measurement model specification is satisfactory for structural analysis.

Structural model Evaluation

The next stage after the compulsory assessment of the measurement model is to evaluate the structural model. Besides the evaluation of the structural model involves an examination of R² (Coefficient of determination, predictive power of the model involved in the study, path coefficients and their significance (Sarstedt, Ringle, & Hair, 2017). In the first step, we assessed the direct relationship between shared leadership on turnover intention (Liden, Wayne, Liao, & Meuser, 2014). After assessing the direct relationship of shared leadership on turnover intention, the full PLS path model was analyzed for simultaneous mediation effect including job satisfaction and organizational commitment.

Structural model evaluation without mediators

In the first step, a single path model was generated to assess the direct impact of shared leadership on turnover intention. According to Figure 4, R² has a value of 0.444 which indicates that shared leadership explained a variance of 44% in turnover intention of employees. Table 5 shows shared leadership has a significant direct and negative impact on turnover intention of employees ($\beta = -0.666, t=16.122, p<0.01$). Hence H1 is accepted.

Table 4:

Endogenous Construct	R ²
Turnover Intention	0.444

Table 5:

Relationship	Path Coefficient	Standard Deviation	T Statistics	P Values
SL -> TOI	-0.666	0.041	16.122	0

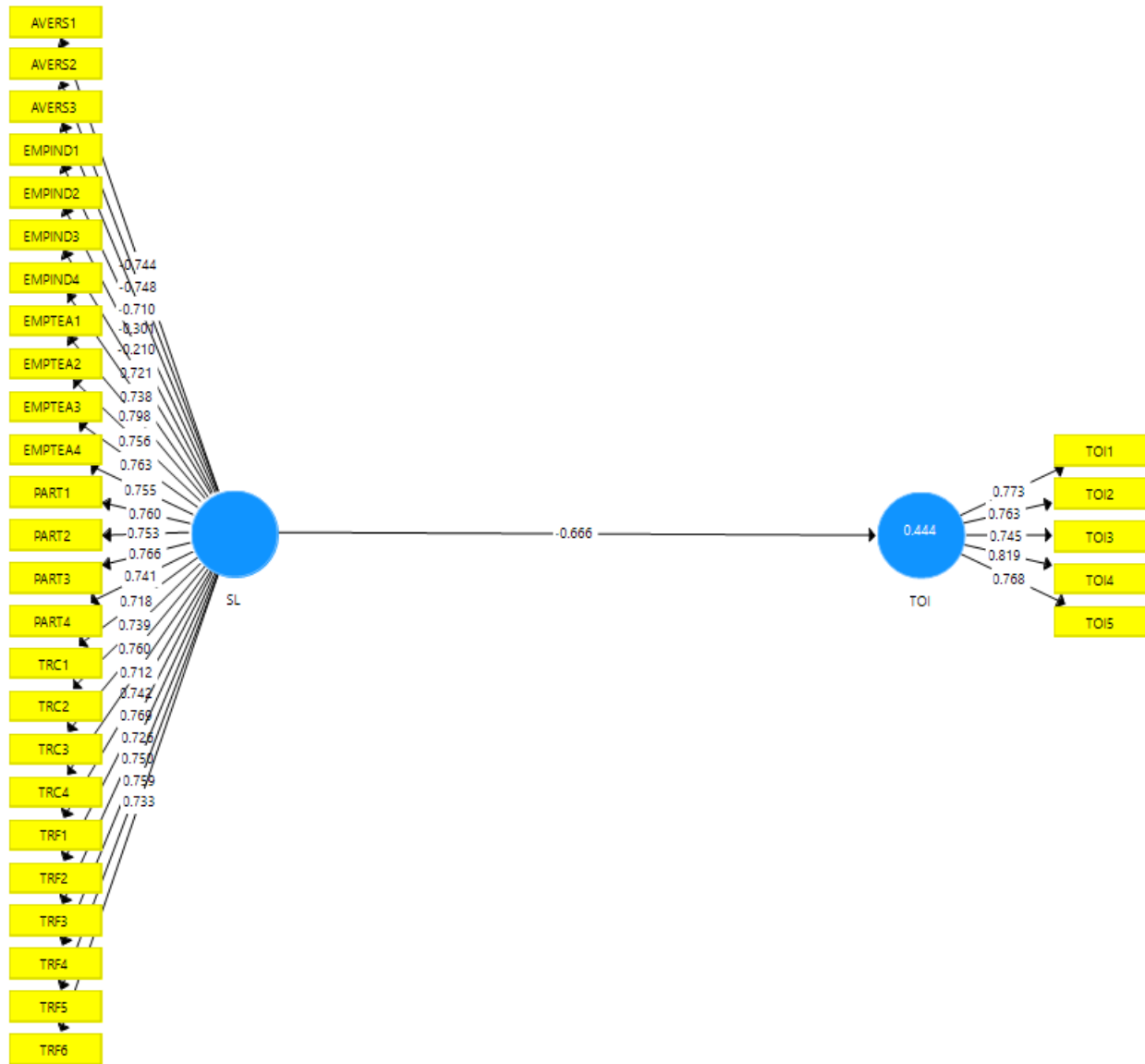


Figure 2

Structural model evaluation with mediators

The next step in structural model evaluation is to evaluate the full structural path model. This model included one independent variable (i.e. Shared leadership), two mediators (i.e. job satisfaction and organizational commitment) and one dependent variable (i.e. Turnover intention). Figure 6 reveals the full structural model. Initially full model was examined for predictive accuracy and relevance through R² and Q² (i.e. coefficient of determination and Stone-Geisser). Consequently, indirect effects and path coefficients were assessed.

Coefficient of Determination (R²)

Evaluation of R² is a crucial step in structural model assessment (Hair et al., 2011). R² indicates the variance that has been described in the dependent variable (Sarstedt, Ringle, Henseler, & Hair, 2014). Furthermore, the value of R² can range from 0 to 1. A general proposition for R² value suggests 0.25, 0.50 and 0.75 as weak, moderate and substantial respectively. Table 6 shows a value of 0.463 for turnover intention which is moderate. This value suggests that shared leadership, organizational commitment and job satisfaction together explain a 46% variance in turnover intention. Similarly, 0.241 for job satisfaction and 0.682 for organizational commitment indicate that shared leadership explained 24% and 61% variance for JS and OC respectively. It shows a weak variance of SL on JS while substantial for shared leadership on organizational commitment.

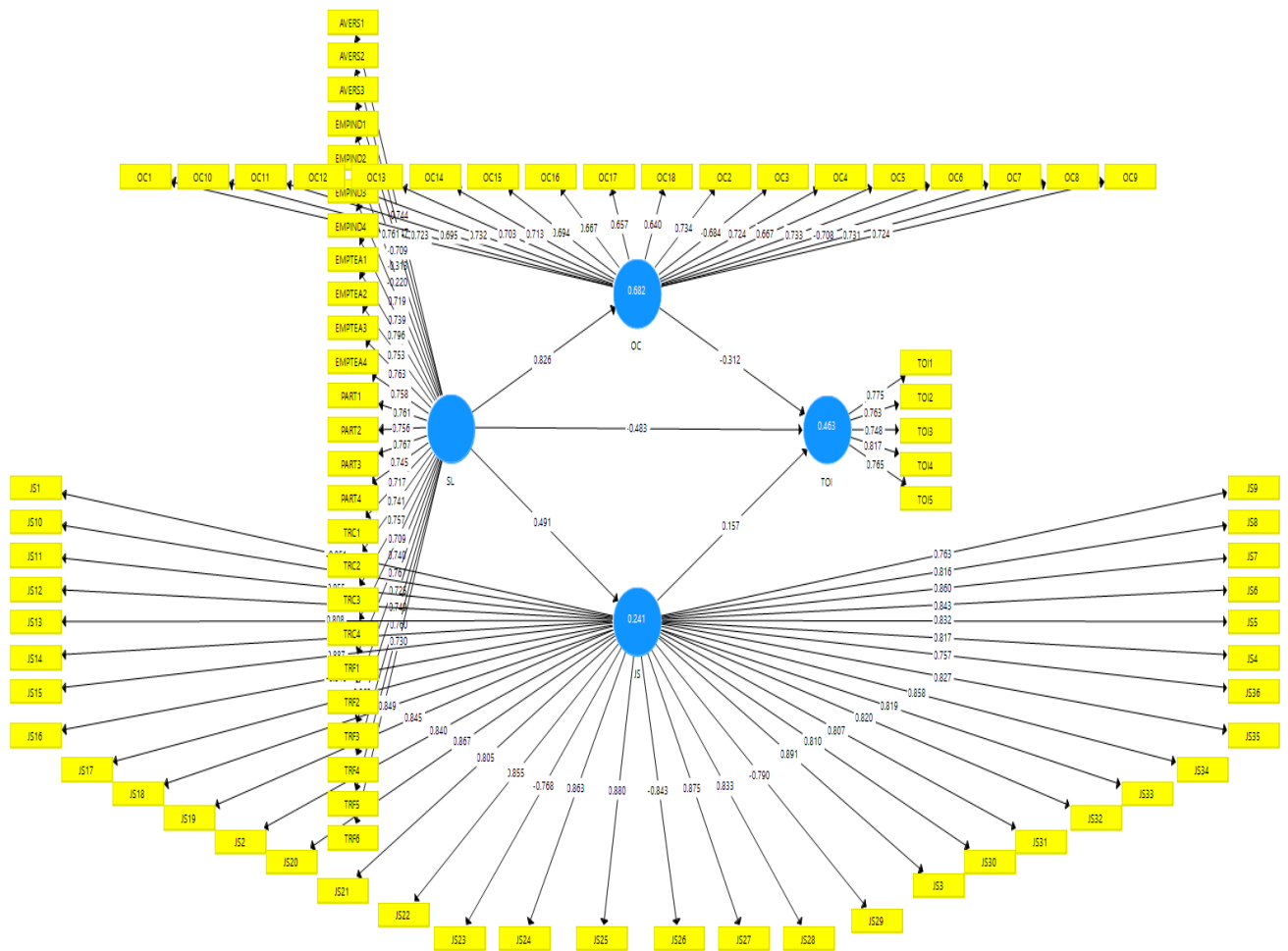


Figure 4.3

Predictive relevance of the model

Q² is used to measure the predictive capability of the structural model (Hair et al., 2011). In PLS-SEM, we can calculate Q² through a blindfolding procedure (Ringle et al., 2018). Hair et al. recommend its value greater than 0 for the dependent variable to establish predictive accuracy. Table 6 coefficient of determination and predictive relevance

Table 6:

Endogenous Construct	R²	Q²
Job Satisfaction	0.241	0.161
Organizational Commitment	0.682	0.305
Turnover Intention	0.463	0.271

Turnover intention is included in this study as the primary endogenous construct while organizational commitment and job satisfaction as intermediate endogenous constructs. Table 6 shows Q²'s values greater than one that exhibit sufficient predictive relevance of the structural model.

Structural path and mediation analysis

As suggested by Sarstedt et al. (2017), the bootstrapping process was utilised to determine whether or not the path coefficients were statistically significant. However, certain principles that were presented by Preacher and Hayes (2008) were also taken into consideration for the examination of mediation strategies. In addition, 10,000 bootstrap samples were taken into consideration using the methodology proposed by Streukens and Leroi-Werelds (2016). According to Nitzl et al. (2016), VAF was utilised to investigate the size of each mediation process. VAF levels can range from 0 to 1, with 0 suggesting lesser mediation and 1 indicating stronger mediation.

Table 7: Path coefficients/direct effects

Path	Path Coefficient	Standard Deviation	T Statistics	P Values
JS -> TOI	0.157	0.055	2.833	0.005
OC -> TOI	-0.312	0.093	3.362	0.001
SL -> JS	0.491	0.050	9.847	0.000
SL -> OC	0.826	0.014	57.26	0.000
SL -> TOI	-0.483	0.089	5.405	0.000

In the figure, we can see path estimates. Furthermore, the details and significance of path coefficients can be observed in Table 7. This table shows that shared leadership has a significant positive effect on organizational commitment ($\beta=0.826$, $t=57.26$, $p<0.01$) which in turn influences the turnover intention of employees negatively ($\beta= -0.312$, $t=3.362$, $p<0.01$). At the same time shared leadership significantly and positively influences job satisfaction ($\beta=0.491$, $t=9.847$, $p<0.01$) which positively influences turnover intention of employees ($\beta=0.157$, $t=2.833$, $p<0.01$). The positive influence of JS on TOI is contrary to our proposed hypothesis. Furthermore, the significance of path coefficients provides early support for mediation analysis.

Table 8: Total Effect

Path	Path Coefficient	Standard Deviation	T Statistics	P Values
SL -> TOI	-0.664	0.042	15.735	0.000

Table 8 demonstrates the total effect of shared leadership on turnover intention. The results indicate that SL has a significant influence on TOI ($\beta = -0.664$, $t = 15.735$, $p < 0.01$). These results are consistent with direct relationships that were assessed earlier without mediators. Additionally, the significance of the total effect indicates mediation assessment as suggested by Hair Jr et al. (2014).

Table 9: Specific Indirect Effects

Path	Path Coefficient	Standard Deviation	T Statistics	P Values
SL -> JS -> TOI	0.077	0.029	2.649	0.008
SL -> OC -> TOI	-0.258	0.077	3.370	0.001

Table 10: Total indirect effect

Path	Path Coefficients	Standard Deviation	BC 97.5% CI		VAF
			LL	UL	
SL -> TOI	-0.181	0.069	-0.316	-0.045	27 %

Table 10 exhibits the total indirect effect. These results indicate that the total indirect effect of shared leadership on the turnover intention of employees via organizational commitment and job satisfaction is -0.181 with a bias-corrected 97.5 confidence interval of (-0.316,-0.045). This bias-corrected 97.5 confidence interval does not contain zero, thus establishing the significance of the indirect effect. VAF for this indirect effect is 27% which indicates moderate simultaneous mediation.

Assessment of hypothesis

H1: Shared Leadership and Turnover Intention

The hypothesized relationship between Shared leadership and Turnover Intention is negative and significant ($\beta = -0.666$, $t = 16.122$, $p < 0.01$). As the p-value is less than 0.05, therefore this hypothesis is accepted.

H2: Shared Leadership and Organizational Commitment

H2 proposed that shared leadership has a significant and positive relationship with organizational commitment. Results indicate ($\beta = 0.826$, $t = 57.26$, $p < 0.01$). As the p value is less than 0.05, therefore this hypothesis is also accepted.

H3: Shared Leadership and Job Satisfaction

H3 proposed that shared leadership has a significant and positive impact on job satisfaction. As we can see ($\beta = 0.491$, $t = 5.405$, $p < 0.01$), therefore H3 is accepted.

H4: Organizational Commitment and Turnover Intention

In H4 we proposed that organizational commitment has a significant and negative relationship with turnover intention. Results claim ($\beta = -0.312$, $t = 3.362$, $p < 0.01$), as $p < 0.05$ therefore H4 is also accepted.

H5: Job Satisfaction and Turnover Intention

In H5 we proposed that job satisfaction is significantly and negatively related to turnover intention. Results indicate a contrary relationship as ($\beta = 0.157$, $t = 2.833$, $p < 0.01$) which shows a positive relationship between job satisfaction and turnover intention. Hence H5 is rejected.

H6: Mediating role of Job Satisfaction between Shared Leadership and Turnover Intention

As mentioned before Job satisfaction is not a significant mediator on shared leadership and turnover intention as the indirect effect was found to be insignificant.

H7: Mediating role of Organizational Commitment between Shared Leadership and Turnover Intention

Organizational commitment was found to have a significant and partial mediating role in the relationship between shared leadership and turnover intention. This relationship was found to be negative and organizational commitment has a VAF value of 38% in this hypothesis.

Table 4.11: Results of hypothesis testing are summarized below

Serial Number	Hypothesis	Decision
H1	SL > TOI	Accepted
H2	SL > OC	Accepted
H3	SL > JS	Accepted
H4	OC > TOI	Accepted
H5	JS > TOI	Rejected
H6	SL > JS > TOI	Rejected
H7	SL > OC > TOI	Accepted

Discussion

The data for the current research has been collected from software houses in Pakistan. To be specific, we targeted the software technology parks located in twin cities. The reason behind this act includes the collective leadership behaviour performed in software houses due to the nature of projects. Employees working in software houses perform shared leadership practices as the nature of projects is diverse and every professional has different expertise. Furthermore, software houses recruit highly skilled workers with higher education qualifications.

Results indicate that this sector is practising shared leadership significantly. Shared leadership was operationalized into 5 different leadership styles and elements. Correspondingly shared leadership was significantly related to organizational commitment and job satisfaction as per our proposed hypothesis. It is recalled that organizational commitment and job satisfaction are considered prominent antecedents to reducing turnover intention. However, results indicate that job satisfaction was found to positively influence turnover intention in software houses in Pakistan. Subsequently, this result was contrary to our hypothesis and the mediating role of job satisfaction was rejected. The positive influence of job satisfaction on turnover intention might imply that

those employees working in software houses in Pakistan may be very satisfied right now and may have worked in a specific field for a long time and it is time for a change to challenge him/herself.

Nevertheless, organizational commitment was found to have a significant and negative influence on the turnover intention of employees as per our proposed hypothesis. The direct effect of shared leadership on turnover intention was also found to be negative and significant. It indicates that shared leadership practices help organizations to retain their employees. The following subsection discusses the results of each hypothesis of our study.

Shared Leadership and Turnover Intention

As mentioned before the effect of shared leadership on the turnover intention of employees working in software houses in Pakistan was assessed in the study. Although this relationship was found in non-commercial settings such as schools (Nappi, 2014) and the healthcare sector (Kleinman, 2004), however, this relationship was not tested in commercial settings. There is evidence to suggest that shared leadership minimizes the turnover of employees however there is a lack of evidence exploring this link (Vandavasi, McConville, Uen, & Yepuru, 2020). We tested this relationship of shared leadership on organizational commitment and job satisfaction of employees in commercial settings as per the suggestions of Sweeney et al. (2019). As Turnover intention is the most prominent descendent of organizational commitment and job satisfaction, it was included in the model. Results indicate a significant and negative relationship between shared leadership on turnover intention as per our proposed hypothesis.

Shared Leadership and Job Satisfaction

The results indicate that shared leadership and job satisfaction are positively and significantly related to each other. These results are consistent with that of (Wood & Fields, 2007). Consequently, these results also indicate that shared leadership increase job satisfaction of employees working in software houses in the context of Pakistan. It is also suggested that better coordination of team efforts and participation increases satisfaction. So as per the recommendations of Sweeney et al. (2019) shared leadership positively influences job satisfaction.

Shared Leadership and Organizational Commitment

The results of this study indicate that shared leadership is positively and significantly related to organizational commitment within the software houses of Pakistan. These results are in line with recent studies conducted by Lin and Liu (2017) in the hotel industry. Following social exchange theory, shared leadership increase organizational commitment among employees to reciprocate their organization (Liu, Hu, Li, Wang, & Lin, 2014). In general, these results are consistent with shared leadership literature that indicates shared leadership engender employees' positive psychological state, which leads to their performance improvement.

Organizational commitment and turnover intention

The results of this study indicate that organizational commitment significantly and negatively influences the turnover intention of employees working in the software houses of Pakistan. These results are consistent with previous studies (Meyer et al., 1993; Tett & Meyer, 1993). Furthermore, the literature provides evidence of the negative relationship between satisfaction and organizational commitment on turnover intention (Shanahan & Hopkins, 2019). OC is considered a core component of turnover models because of its empirical relationship with voluntary turnover

in various meta-analyses. The correspondingly committed employee remains with the organization (Brum, 2007).

Mediating Role of Job Satisfaction between Shared Leadership and Turnover Intention

The results indicate job satisfaction to be an insignificant mediator in the relationship between shared leadership and turnover intention. These results were contrary to our proposed hypothesis. The management function of leadership is essentially aimed at managing employee behaviour and predicting employee productivity, job satisfaction and turnover rate of employee (Robbins & Judge, 2003). Consequently, organizations that promote higher levels of job satisfaction are better equipped to retain their employees (Emery & Barker, 2007). The positive influence of job satisfaction on turnover intention suggests that those employees working in software houses in Pakistan may have worked in a specific field for a long time and they consider it a time for a change to challenge him/herself. Secondly, shared leadership was measured using elements of different leadership styles including transformational leadership, transactional leadership and aversive leadership style. Literature provides evidence that job satisfaction doesn't mediate the relationship between transactional leadership and turnover intention. Subsequently, it is due to the positive relationship established between job satisfaction and turnover intention in the context of software houses in Pakistan.

The mediating role of Organizational Commitment between Shared Leadership and Turnover Intention

The Results indicate that organizational commitment mediates the relationship between shared leadership and the turnover intention of employees. As we've mentioned earlier shared leadership was found to have a positive influence on the organizational commitment of employees (Wu & Chen, 2018). Correspondingly it is consistent with the findings of M. Kim and Beehr (2020) according to which organizational commitment mediates the relationship between empowering leadership style and turnover intention as shared leadership is mentioned as an empowering leadership style in this study.

Conclusion

Shared leadership has been persistently acknowledged for its positive organizational outcomes. However, the literature indicates that most of the research is conducted in non-commercial settings. To be specific, most of the work related to shared leadership is found in the education and healthcare sectors. Therefore the purpose of this study was to examine the impact of shared leadership in imperative organizational outcomes in commercial settings. We filled this gap we examining the impact of shared leadership on the turnover intention of employees through the mediating effect of job satisfaction and organizational commitment.

To examine the proposed relationships, data was collected from software houses in Pakistan. Results surfaced from PLS-SEM revealed the significant relationship between shared leadership on turnover intention. Moreover, shared leadership was significantly and positively related to organizational commitment and job satisfaction. However, results indicated shocking revelation about the positive impact of job satisfaction on turnover intention in a specific context. Consequently, these results were contrary to most of the previous studies but matched some studies as well. Nevertheless, organizational commitment mediated significantly among shared leadership and turnover intention. In sum, this study is novel in the sense that it not only fills an important

theoretical gap but also provides practical implications for reducing actual turnover through shared leadership practices in the software industry.

Implications

This research study implies organizations working all around the globe. Employee retention has become a global issue. Organizations are unable to achieve the sustainable development goals of the UN which are part of the agenda till 2030 due to a shortage of skilled workers. Achievement of sustainable development goals should be one of the core priorities for organizations. Through shared leadership, organizations will be able to retain employees and achieve the SDGs. Moreover, organizations must emphasize promoting shared responsibility so human resources can attempt to increase performance leading to SDGs. The implication for software houses working in Pakistan is to increase shared leadership behaviors in employees which will ultimately reduce turnover of employees. Considering these results, organizations must recruit individuals possessing higher levels of shared leadership skills to maximize the productivity of the software industry.

References

1. Abbasi, M. K., Tahir, M. M., Sabir, N., & Khurshid, M. (2015). Impact of the addition of different plant residues on nitrogen mineralization-immobilization turnover and carbon content of a soil incubated under laboratory conditions. *Solid Earth*, 6(1), 197.
2. Adebayo, S. O., & Ogunsina, S. (2011). Influence of supervisory behaviour and job stress on job satisfaction and turnover intention of police personnel in Ekiti State. *Journal of Management and Strategy*, 2(3), 13.
3. Aghaei, N., Moshiri, K., & Shahrbanian, S. (2012). Relationship between organizational justice and intention to leave in employees of Sport and Youth Head Office of Tehran. *European Journal of Experimental Biology*, 2(5), 1564-1570.
4. Ahsan, N., Abdullah, Z., Fie, D. Y. G., & Alam, S. S. (2009). A study of job stress on job satisfaction among university staff in Malaysia: Empirical study. *European journal of social sciences*, 8(1), 121-131.
5. Al Qofiqi, M. N., Sunuharjo, B. S., & Ruhana, I. (2016). Pengaruh Kompensasi Terhadap Kepuasan Kerja dan Intention to Leave (Studi Pada Karyawan Bank Jatim Cabang Malang). *Jurnal Administrasi Bisnis*, 37(2), 121-127.
6. Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of vocational behavior*, 49(3), 252-276.
7. Ashford, S. J., & Sitkin, S. B. (2019). From problems to progress: A dialogue on prevailing issues in leadership research. *The Leadership Quarterly*, 30(4), 454-460.
8. Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual review of psychology*, 60, 421-449.
9. Bakkal, E., Serener, B., & Myrvang, N. A. (2019). Toxic leadership and turnover intention: Mediating role of job satisfaction. *Revista de Cercetare si Interventie Sociala*, 66, 88.
10. Baruch-Feldman, C., Brondolo, E., Ben-Dayana, D., & Schwartz, J. (2002). Sources of social support and burnout, job satisfaction, and productivity. *Journal of occupational health psychology*, 7(1), 84.
11. Bass, B. M., Stogdill, R. M., & Bass, R. R. (2008). *Stogdill's handbook of leadership: A survey of theory and research*: free press.
12. Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of management journal*, 27(1), 95-112.

13. Becker, T. E., & Billings, R. S. (1993). Profiles of commitment: An empirical test. *Journal of Organizational Behavior, 14*(2), 177-190.
14. Besieux, T., Baillien, E., Verbeke, A. L., & Euwema, M. C. (2018). What goes around comes around: The mediation of corporate social responsibility in the relationship between transformational leadership and employee engagement. *Economic and Industrial Democracy, 39*(2), 249-271.
15. Blau, P. M. (1964). Social exchange theory. Retrieved September, 3(2007), 62.
16. Bolden, R. (2011). Distributed leadership in organizations: A review of theory and research. *International journal of management reviews, 13*(3), 251-269.
17. Brum, S. (2007). What impact does training have on employee commitment and employee turnover?
18. Bryman, A. (1993). Charismatic leadership in business organizations: Some neglected issues. *The Leadership Quarterly, 4*(3-4), 289-304.
19. Carley, K. M., Pfeffer, J., Reminga, J., Storrick, J., & Columbus, D. (2013). *ORA user's guide 2013*. Retrieved from
20. Carrión, G. C., Nitzl, C., & Roldán, J. L. (2017). Mediation analyses in partial least squares structural equation modeling: Guidelines and empirical examples. In *Partial least squares path modeling* (pp. 173-195): Springer.
21. Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. *Academy of management journal, 50*(5), 1217-1234.
22. Chen, C.-F., & Yu, T. (2014). Effects of positive vs negative forces on the burnout-commitment-turnover relationship. *Journal of Service Management.*
23. Chen, L. Y. (2004). Examining the effect of organization culture and leadership behaviors on organizational commitment, job satisfaction, and job performance at small and middle-sized firms of Taiwan.
24. Chhabra, B. (2015). Person–job fit: Mediating role of job satisfaction & organizational commitment. *The Indian Journal of Industrial Relations, 638-651.*
25. Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research, 295*(2), 295-336.
26. Chin, W. W. (2010). How to write up and report PLS analyses. In *Handbook of partial least squares* (pp. 655-690): Springer.
27. Choudhury, D., & Mishra, S. (2011). Compensation-satisfaction correlation at workplace: A study on BPOs at Orissa. *Review Process Review Process, 104.*
28. Chung, M., & Jeon, A. (2020). Social exchange approach, job satisfaction, and turnover intention in the airline industry. *Service Business, 14*(2), 241-261.
29. Colbeck, C. L., Campbell, S. E., & Bjorklund, S. A. (2000). Grouping in the dark: What college students learn from group projects. *The Journal of Higher Education, 71*(1), 60-83.
30. Contractor, N. S., DeChurch, L. A., Carson, J., Carter, D. R., & Keegan, B. (2012). The topology of collective leadership. *The Leadership Quarterly, 23*(6), 994-1011.
31. Cox, A., & Williams, L. (2008). The roles of perceived teacher support, motivational climate, and psychological need satisfaction in students' physical education motivation. *Journal of sport and exercise psychology, 30*(2), 222-239.