

# Shared Leadership and Organizational Performance in DKI Jakarta

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**Abstract.** The purpose of this study is to describe how leadership shares in improving organizational performance. The research method uses a quantitative approach. Data were collected from respondents, totaling 120 employees who served at the DKI Jakarta Tourism Office. The 120 respondents were taken from a total population of 668 employees using the Slovin formula with simple random sampling technique. The results of the study indicate that shared leadership is reflected by establishing teamwork; conduct training and system development; provide rewards to employees; build a strong work culture; build communication; directing subordinates to commitment has been able to improve organizational performance well.

**Keywords:** Shared Leadership, Organizational Performance, Tourism in Jakarta.

## 1 Introduction

Organizational performance in the field of tourism services in Jakarta is indeed not optimal, there are several programs that show less than optimal performance achievements and even far below the set targets. The failure to achieve the program's performance targets was due to the 2019 budget portion for tourism affairs of 40.16% and cultural affairs of 59.84 being inadequate. This certainly affects the performance and achievement of the tourism development program targets that have been set. Functions in the formulation of government policies and leadership, in matters of tourism and the Creative Economy, have yet to show results. The function of development, development and development of the tourism industry by the government in order to increase the competitiveness of the tourism industry in DKI Jakarta has not been seen. The function of the study of tourism and Creative Economy activities by the management of the tourism office has also not been shown in existing activities, while in DKI Jakarta there are many objects for the promotion of the Creative Economy that require assessment, especially related to efforts to develop and use them. The function of developing tourism destination areas and local cultural villages is also very limited in the activities carried out. The development of tourism destination areas has a very broad scope, both activities and objects for developing tourist destinations in DKI Jakarta, including

the development of tourist attraction attractions, both natural, cultural, and artificial tourism. Tourism promotion and marketing functions and the Creative Economy, both at home and abroad, already exist, including the procurement of materials and facilitation to support tourism promotion, but it is not clear how the marketing and promotion strategies are implemented. For example: Promotion of tourism in DKI Jakarta with the BAS (Branding, Advertising and Selling) approach. Publication and brand activation to optimize the “Enjoy Jakarta” branding to foreign target markets in order to generate awareness and interest. Branding is done in order to win the battle of perception of the target market with competitors. Advertising with an effective marketing communication portfolio to generate and strengthen the desire to visit tourist destinations in DKI Jakarta. In addition, carrying out promotional activities and sales events to attract potential tourists to visit favorite tourist destinations through selling actions, such as travel fairs, discounts and special prices [1]

Yukl [2] said that in facing the current developments, sharing leadership is needed. Sharing leadership is very important in dealing with any difficult situation because in principle this leadership is oriented towards cooperation even with competitors. Shared leadership is often practiced and learned today through increasing knowledge, skills and abilities among modern leaders [3] Increased interest in Shared Leadership due to a shift in values in lightening the burden and challenges of the company so that cooperation grows in improving company performance[4]. Andréas [5]revealed that for good leadership now and in the future, of course, you must develop Shared Leadership because it is considered able to improve company performance.

Pearce [6] reveals that changing times have developed rapidly when leadership must be able to observe the times by sharing with internal and external leadership. Sally [7] revealed that Shared Leadership has existed since ancient times where Shared Leadership is very effective in improving performance. However, [8] observed that research on Shared Leadership is said to be ineffective in improving performance. O'Toole also adds that Shared Leadership is not individual, while individual characteristics are different from each other so it tends to be difficult to live together. Studies on Shared Leadership show mixed results. In a study conducted by [9] that Shared Leadership does not improve company performance, but Boardman (2001) researched that Shared Leadership in Tasmania can improve company performance. Thus, the results of previous studies stated above are inconsistent. Thus, researchers are interested in further research related to shared leadership related to organizational performance in the context of tourism performance in Jakarta.

## **2. Literature and Hypotheses**

In this research, the grand theory used is the genetic theory which explains that the existence of a leader can be seen and judged from the traits that are inherited from birth as something that is inherited. In addition to genetic theory, there is also a behavioral theory which states that leadership should be viewed as a relationship between people, not because of traits. Therefore, the success of a leader is largely determined by the leader's ability to interact with all its members. Meanwhile, environmental theory states that the emergence of leaders is the result of time, place and circumstances. Leaders are made, not born. The birth of a leader is through social evolution by utilizing his ability to work and act to overcome problems that arise under certain conditions.[10]

## **2.1. Share Leadership**

Pearce and Conger (2003: 1) state that shared leadership is a dynamic and interactive influence process among individuals in a group whose goal is to lead one another to achieve organizational goals. Ensley [11] defines that shared leadership is a team process in which leadership is carried out by the team as a whole, not just by one designated individual. D'Innocenzo[12] stated that shared leadership is an emerging and dynamic team phenomenon in which the role and influence of leadership is distributed among team members. Meuser [13] defines that leadership is a form of leadership that is distributed and shared among several participating individuals, rather than being produced by a single individual. Chiu [14] states that joint leadership is a group-level phenomenon resulting from reciprocal relationships among team members so that they can achieve team goals. Drescher [15] defines that Co-leadership is how different individuals enact the roles of leader and follower at different points in time. From the definition stated above, it can be concluded that shared leadership is a process of teamwork within an organization in dealing with activities so that goals are achieved.

## **2.2. Organizational Performance.**

Dessler[16] argues: Performance is the actual achievement compared to the expected achievement of employees. Expected work performance is standard performance that is compiled as a reference so that employees can see the performance of employees according to their position compared to the standards made. In addition, it can also be seen the performance of the employee against other employees. According to [17] organizational performance means the change between inputs to outputs. When viewed from the content, performance is to inform about the relationship between minimal and effective costs in achieving efficient and effective results. In the literature that performance turns out there is no agreement about the standards that will be used in measuring performance, but performance is the ability of an organization to achieve its goals [18], [19] and [20]

## **2.3. Hypothesis.**

Shared Leadership and Organizational Performance.

Leadership sharing is one of the important factors to improve organizational performance. Leaders as the main decision makers who always determine the acquisition, development and distribution of resources into products and valuable values for the organization. Thus, organizational leaders are a source of strong potential for developing sustainable competitive advantages [21] (Avolio et al., 1999; [22] Rowe, 2001). A number of studies have stated a positive relationship between shared leadership and organizational performance [23] (M. D. Ensley, K. M et al., 2006; [24]D. C. Hambrick., 2007; [25] K. M. Hmieleski, 2012; [26] O. R. Mihalache, 2014). The hypotheses that are built are:

*H1: Leadership sharing has a significant effect on organizational performance.*

## **3. Methods**

### **3.1. Research Design**

This study uses a quantitative approach, namely research that emphasizes analysis on numerical data (numbers) which are processed by statistical methods. The quantitative approach is carried out in inferential research (hypothesis testing) and relies on the conclusions of the results on a probability of error. With the quantitative method, the significant difference in the relationship between the variables studied will be obtained.

### 3.2. Population and Sample

#### 1. Research Population.

Based on data from the General and Personnel Subdivision in July 2019, the number of employees of the DKI Jakarta Tourism and Creative Economy Office was 521 civil servants, not including the leadership.

#### 2. Research Sample.

Sampling method using the Slovin formula with the formula:

$$n = \frac{521}{1 + 521(0.05)^2}$$

$$n = \frac{521}{1 + 521(0.0025)}$$

$$n = \frac{521}{1 + 1.30} = \frac{521}{2.30} = 226$$

At first we distributed the questionnaires to 226 people, but only 120 people wanted to participate in this study while the rest did not return the questionnaires. All items in the questionnaire were carried out using a 5-point Likert scale (ranging from strongly disagree and strongly agree). The data analysis technique used simple linear regression with the help of SPSS 25 software. Before the questionnaires were distributed to respondents, it was first tested on 30 people outside the number of respondents whose results had high validity and reliability as shown in Table 4.1 as follows:

**Table 1.** Tryout Instrumen

Variable	Indicator	Item	Validity	Reliability
Shared Leadership	Decision-making	• Decisions are made by the leader himself	,878**	0,962
		• Decisions are taken together.	,852**	
	Leader behavior	• Pay attention to the interests of employees as well as the organization	,900**	
		• More attention to employees.	,917**	
		• Build service rewards according to employee performance..	,923**	
		• Provide good advice in completing tasks	,926**	

	Leadership orientation	• Oriented on employee relations with colleagues ja.	,934**	
<b>Organization Performance</b>	Quality	• Work according to quality standards	,740**	
	Quantity	• Completion of tasks in accordance with the target	,845**	0,820
	Time	• Completion of tasks on time	,814**	
	Effectiveness	• Job satisfaction	,656**	
	independence	• Responsibilities to tasks	,789**	

Table 1 shows that each indicator has a significant validity value and each variable also has a significant reliability value so that this research can be continued.

#### 4. Results

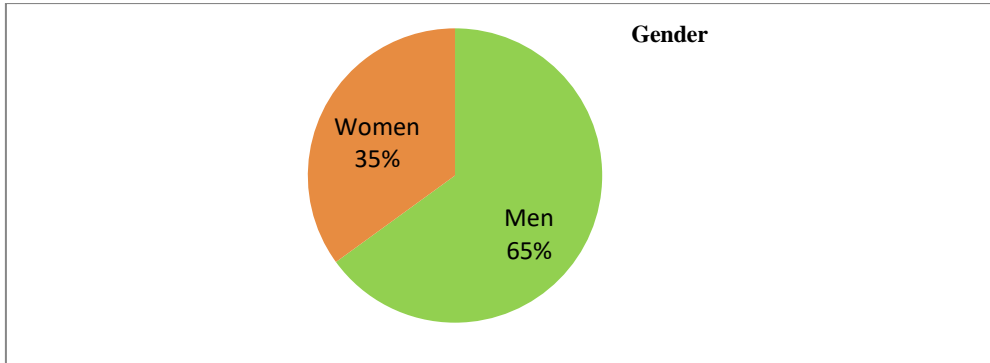
In this chapter, the validity and reliability test of the research instrument will be explained first, the characteristics of the respondents which include respondents based on gender, age of respondents and education level, respondents' responses and then proceed with the results of hypothesis testing with simple linear regression analysis.

**Table 2.** Test of validity and reliability.

Variable	Indicator	Item	Validity	Reliability
<b>Shared Leadership</b>	Decision-making	• Decisions are made by the leader himself	,870**	0,962
		• Decisions are taken together.	,859**	
	Leader behavior	• Pay attention to the interests of employees as well as the organization	,909**	
		• More attention to employees.	,918**	
		• Build service rewards according to employee performance..	,927**	
Leadership orientation	• Provide good advice in completing tasks	,926**		
	Leadership orientation	• Oriented on employee relations with colleagues.	,939**	
<b>Organization Performance</b>	Quality	• Work according to quality standards	,748**	0,932
	Quantity	• Completion of tasks in accordance with the target	,845**	
	Time	• Completion of tasks on time	,817**	
	Effectiveness	• Job satisfaction	,659**	
	independence	• Responsibilities to tasks	,790**	

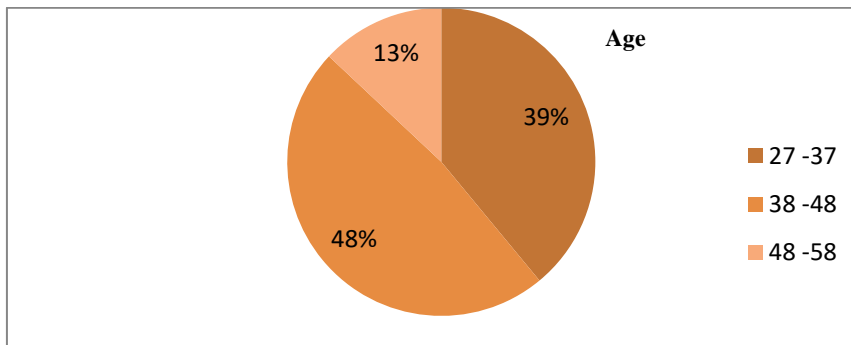
Table 2 shows that all indicators incorporated in each variable have significant validity and reliability values.

##### 4.1 Characteristics of Respondents



**Fig.1.** Respondents by Gender  
 Source: DKI Jakarta Tourism and Creative Economy Office 2020

Based on Table 1 above, it shows that male respondents are larger than female respondents. According to the policy of the Head of the Tourism Office that to carry out performance in serving foreign tourists and domestic tourists it takes a lot of men because jobs that are intended for men are generally considered to be in accordance with biological, psychological, and social capacities. As men, who are generally conceptualized as people who have stronger muscles, the level of risk and danger is higher due to working outside the home, and the level of skill and cooperation in community groups is higher. Meanwhile, work that is intended for women is generally considered to be a woman's biological capacity, which is generally conceptualized as a weak person with a lower risk level, tends to be repetitive, does not require intensive concentration. Women tend to be directed to administrative jobs because they are known for their thoroughness and patience.



**Fig. 2.** Respondents by Age  
 Source: DKI Jakarta Tourism and Creative Economy Office 2020

Based on Figure 4.2 above, it shows that the most common age in the Department of Tourism and the creative economy is 38-48 years old. This age is indeed experienced in work and is considered very productive and has sufficient skill maturity. Meanwhile, at the age of 48 years, the physical ability of individuals begins to decline [27]). Age 27-37 in this study as much as 39 percent. This age is seen as the spearhead of an organization that is always relied

on in operational activities. They are required to carry out their duties well in the field in monitoring tourist activities in Jakarta.

**Table 3.** Gender, Age, Education Level Crosstabulation

Education	Gender	Age			Total
		27-37	38-48	48-58	
Senior High School	Men	4	1	0	5
	Woman	3	0	0	3
D3	Men	25	27	5	57
	Woman	11	12	3	26
Bachelor.	Men	7	6	2	15
	Woman	3	11	-	14
Total	Men	36	34	7	77
	Woman	17	23	3	43
	Total	53	57	10	120

Source: Research results processed, 2021

Table 3 above shows that the most dominant data from the data is the education level of Diploma 3 (D3) Tourism which is male from the age group 27-37 as many as 25 people, the age group 38-48 as many as 27 people; groups of 48-58 as many as 5 people. The total number is 57 people. Meanwhile, the lowest was the high school education level, which were male, aged 27-37 as many as 4 people; age 38-48 years as many as 1 person; age 48-58 nil. The reason the group from the age of 38-48 years is low in high school education level is because they generally have attended advanced studies at universities while working. While the level of education is Strata one, in general, they enter into civil servants from Bachelor.

#### 4.2. Research Descriptive Analysis

To find out respondents' responses to Shared Leadership and Organizational Performance, see Table 4.3 below:

**Table 4.** Frequency distribution of Shared Leadership and Organizational Performance.

Indicator	Item	Alternative Answers to Shared Leadership										N	Mean
		1		2		3		4		5			
		f	%	f	%	f	%	f	%	f	%		
X1	X1.1	0	0	6	10	44	72	66	67	4	6	120	3.60
	X1.2	0	0	8	6	6	10	98	98	8	12	120	4.00
	Mean Decision Making Indicator (X1)												3.80
X2	X2.1	0	0	6	10	32	32	24	24	58	58	120	4.28
	X2.2	0	0	6	10	26	26	46	46	42	42	120	3.94
	X2.3	0	0	0		30	30	40	40	50	50	120	4.03
	X2.4	0	0	10	16	24	24	48	48	38	38	120	3.91
	Mean Leader Behavior Indicator												3.97
X3	X3.1	0	0	8	12	50	50	54	54	8	8	120	3.86
	Mean Leadership Orientation Indicator												3.86
	Alternative Answers to Organizational Performance.												
Y1	Y1.1	0	0	10	10	28	28	32	32	50	50	120	3.92
Y2	Y2.1	0	0	4	4	22	22	48	48	46	46	120	4.10

Y3	Y3.1	0	0	0	0	30	30	40	40	50	50	120	4.24
Y4	Y4.1	0	0	8	8	14	14	56	56	42	42	120	4.13
Y5	Y5.1	0	0	12	12	14	14	50	50	40	40	120	3.96

Table 4. shows that the most dominant indicator in reflecting on shared leadership is leader behavior with an average value of 3.97. This average value is classified as not good because it is below the number four, which means that there are still many respondents who disagree and are neutral on this indicator. Indeed, subordinates expect that an important aspect to be taken from the leader is his behavior.

Behavior that is in accordance with the expectations of subordinates is exemplary based on sharing leadership such as sharing knowledge, and the welfare of employees and their families. Meanwhile, the lowest indicator in reflecting on shared leadership is decision making with an average value of 3.80. Decision making is sometimes inappropriate or late because it is caused by the characteristics inherent in the leader himself. The indicator that reflects the highest organizational performance variable is Y3 (completion of tasks on time). This indicates that the subordinates have carried out the task on time according to the predetermined target. Meanwhile, the lowest indicator in reflecting organizational performance is Y1 (working in accordance with quality standards). This indicates that talking about standards requires competency education and training. In addition, persistence in implementing good performance is required. Quality work requires skill, intelligence, and thoroughness.

### 4.3. Normality test

The normality test was conducted to determine whether the distribution of the data in the study was normally distributed or not. The test was carried out using the Kolmogorov-Smirnov (K-S) test. Normally distributed if the value of Kolmogorov Smirnov is greater than 5%, on the result indicated that the value of Asymp. Sig. (2- tailed) > 0.05 i.e. 0.75 > 0.05. So that in this study the results data is normally distributed

### 4.4. Simple Linear Regression Analysis.

**Table 5.** Coefficient

Model	Unstandardized Coefficient		Standardized Coefficient	t	sig
	B	Std Error			
1 (Constant)	36.950	12.634		3.571	.003
Decision Maker	1.987	1.183	.487	2.815	.003
Leadership Behavior	.682	.802	.254	.926	.004
Organization Performance	.554	1.540	.187	.834	.004

Based on table 5 above, column B lists the constant values and simple regression coefficient values for the independent variables. Based on this value, it can be determined that the simple regression value is expressed in the following equation:

$$Y = 36.950 + 1.987X1 + 0.682X2 + 0.554X3 + e$$



Simple regression results can be concluded, as follows:

1. The constant value indicates that shared leadership (X) is assumed to be constant, then organizational performance will increase by 36,950.
2. The value of the regression coefficient for the shared leadership variable on the decision-making indicators is 1,987. the coefficient is positive, meaning that the shared leadership variable in decision making increases, the organizational performance will increase.
3. The value of the regression coefficient for the shared leadership variable on the leadership behavior indicator is 0.682. the coefficient is positive, meaning that the shared leadership variable in leadership behavior increases, the organizational performance will increase.
4. The value of the regression coefficient for the shared leadership variable on the leadership orientation indicator is 0.554. a positive coefficient means that the shared leadership variable on leadership orientation increases, the organizational performance will increase and vice versa if the shared leadership variable on the Leadership Orientation indicator decreases, the organizational performance will decrease.
5. Based on the results of simple linear regression coefficient testing, it can be concluded that shared leadership on decision-making indicators is 1.987, leadership behavior is 0.682 and leadership orientation is 0.554 has an effect on increasing organizational performance.

Coefficient of Determination R<sup>2</sup> The results of testing the coefficient of determination in this study can be seen in Table 6 as follows:

**Table 6.** Model Determination Coefficient Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.377a	.345	.072	7.572

**Predictors: (Constant), Shared Leadership**

It is known that the R Square value is 0.345, meaning that the shared leadership variable affects organizational performance by 34.5%. While the remaining 65.5% is influenced by other variables.

## 5. Discussion

### 5.1 Shared Leadership and Organizational Performance .

The results showed that the shared leadership variable from three indicators, namely: decision making, leader behavior, and leadership orientation had a significant effect on improving organizational performance. This is in line with the research of [28] which states that every management needs to manage and know the performance of its employees, whether it is in accordance with organizational performance standards or not. By knowing the performance of the organization, it will be easier to find out how effective and successful employee development is. Thus, it can be seen what factors affect performance both in terms of intrinsic and extrinsic employees, so that the organization knows how leadership works, which reflects what is done by leaders in influencing their followers to realize their vision and mission.

Robins [29] to be able to have good performance, an employee in carrying out his work must have the expertise and skills that are in accordance with the work he is doing. These results support research [30] (M. D Ensley, K. M et al., 2006; [31] D. C. Hambrick., 2007; [32] K.

M. Hmieleski, 2012;[33] O. R. Mihalache, 2014) where shared leadership has a significant effect on improving organizational performance.

## 5.2 Implication.

As a resource to any team effort, HRD professionals can play an important role in supporting team leaders and members by focusing on several critical activities. First, HRD professionals can advise management on the best and most appropriate use of shared leadership for teams. They can provide background and education on what shared leadership is, when it is advantageous, how it differs from vertical leadership, and the leadership skills necessary for success in implementing it in work teams.

## 6. Conclusion

Based on the research results of simple linear regression coefficient testing, shared leadership on the indicators of Decision Making, Leadership Behavior, and Leadership Orientation) shows that there is an influence on increasing organizational performance, while the results of the R Square value show that shared leadership variables affect organizational performance, while the rest is influenced by another variable.

## Acknowledgements

Thank you for Prof. Juhary Ali (Deputy Vice-Chancellor of Asia e University) and Prof. Dr. Tulus Suryanto (Dean of Faculty Islamic Economics and Business, UIN Raden Intan Lampung, Indonesia) as the supervisor, Postgraduate Ph.D. Business Administration, Asia e University, Malaysia.

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