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The influence of shared leadership on team performance with team personality composition as a moderating variable on students' business project of Ciputra University Surabaya

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ABSTRACT

This study was conducted to determine the effect of shared leadership and team performance with team personality composition as the moderating effect on Ciputra University Student business project. In order to collect data, this study distributed questionnaires to 146 International Business Management students class of 2017 by using the purposive sampling method. In this study, an analysis of the variables of shared leadership, team performance and team personality composition were analyzed as moderators for shared leadership on team performance. The results of the study found that the shared leadership variable had a significant effect on team performance. Meanwhile, the team personality composition did not moderate the relationship between shared leadership and team performance.

Keywords: Shared Leadership, Team Performance, Team Personality Composition

1. Introduction

In the last two decades, Indonesia has recorded a rapid development in the business sector. Many business actors, namely young people, with product ideas and process of forming unique and contemporary concepts, dominate Indonesia in developing business opportunities (Andriani, 2020). With the prediction of increasing number of young entrepreneurs, there will also be an rapid increase of start-ups Indonesia. Supported by the government development program for micro, small, medium entreprises (SMEs) and startup entrepreneurs in the administration of President Joko Widodo, it has produced significant results on the ratio of increasing entrepreneurs in Indonesia (Hardum, 2018). In the future, there will be plenty of room for young millenials of Indonesians to become successful young entrepreneurs, supported by a growing number of entrepreneurs.

In order to have a skills and knowledge, young entrepreneurs needs a supportive institute that can support their dream in becoming an entrepreneur. Ciputra University is one of the top universities in Indonesia that committed to deliver education about entrepreneurship through a noble vision, creating a World Class Entrepreneur with Integrity-Professionalism-Entrepreneurship characters. Ciputra University accommodates students in education as well as experience to directly enter the world of business by encouraging students to develop innovation through Real Business Projects created by students in groups from the begining of semester. Ciputra University is a sustainable university producing World Class Entrepreneurship that every year, this university graduates top number of entrepreneurs and some of them had a sustainable business that has been initiated since studying at the University (Ciputra, 2019). One of the entrepreneurship goals from Ciputra University is to prepare students to run their own business they learned during their study at Ciputra University even after graduating (Effendy, 2017). During the learning process, sometimes it was not easy for business groups to maintain sustainability, so there are so many business groups experienced member conflicts and some would experienced group splits and did not continue with the same group in the next semester.

From the total 95 business projects of Ciputra University IBM-RC (International Business Management-Regular Class) students in 2017, there were 93% or 87 groups of 95 business groups who chose to continue business (sustain) from the IBM Practice course (International Business Management Practice) to IRBP course (Intergrated Real Business Project). While the remaining 7%, which is 7 groups out of 95 groups chose not to continue the old business

group and experienced business breakdowns (not sustainable). In order to create a sustainable and successful business project together with a business group, requires a good team performance. Team Performance can be measured on how members of the team themselves are running the business project.

The phenomenon that occurs in the business project of Ciputra University students is the existence of business project groups that are not sustainable to run every semester due to poor team performance. One reason for the existence of unsustainable business groups, comes from the type of leadership that applied in business projects so far. That type of leadership is the vertical leadership type. Normally in every business projects, the CEO is the one who takes the final decision in making business project decisions. This sometimes causes obstacles for the team to move forward and having good team performance. Supported by the Covid-19 pandemic situation, not all team members are in the same domicile. So that it can be possible for delays in the decision making of the business team and team performance to decrease. Meanwhile, the type of leadership in the team holds a crucial key in managing team performance. (Ali et al., 2020)

Additional leadership components are needed in running a good team. Apart from being the CEO who runs the business, members also have the right to make team decisions in order to have a satisfactory team performance. The informal leadership provided by team members can also contribute to team results, complementing the top-down influence of leadership. (Tafvelin et al., 2019). Another opinion by Pearce and Conger is that leadership can not only be carried out by those in a formal hierarchical position, but can also be done by other individuals for time leadership needs at certain times(Tafvelin et al., 2019). An important component in the leadership meant above is Shared Leadership. By implementing shared leadership in a business project, there is no need to remove the vertical leadership component because in the process shared leadership will help the team performance by itself. (Annette, 2019)

Table 1.1 ***Framework Elements of Shared Leadership***

Framework Elements of Shared Leadership	
Leadership: Who Claims It?	Team
Decisions: Who Makes Them?	Distributed & aligned with areas of responsibility
Structures	Flattened hierarcy, networked
Communications	Multi directional & more transparent
Diversity and Inclusion	More likely for multiple cultural influences
Accountability	Distributed among a leadership team

Source: (Meehan, 2010)

Table 1.1 could explain by implementing the shared leadership element, the team makes decisions independently according to their respective areas of responsibility. The hierarchy structure that runs in the team is parallel / flattened hierarchy, more in the direction of being networked, in example is how they communicating with each other. The group will get a variety of cultures for ideas that affect positively in making conclusions in the team. Communication runs more directed (directional) and transparent while the process of running the group is collective. By adopting shared leadership, accountability in the team is not only borne by the CEO but distributed among all team members. Supported by Pearce & Conger's opinion, Shared Leadership can be demonstrated by every member in the team by giving equal responsibility in decision making to all members. Because shared leadership has a function as team leadership whose sources come from more than one member in the team. in the team. (Tafvelin et al., 2019).

In order to efficiently implement shared leadership in teams so as to improve team performance in a business project, it is necessary to know the team personality composition of each member in a business project. Several personality traits can help individuals to complete work-related activities. To succeed in building a good performance team, it is necessary to trace the personality composition of each member in the team, namely showing emotional, psychological and social support for each other in the team members.(Zhou et al., 2015).

Based on the background described and in the effort to apply it on business projects, a shared leadership model is necessary for business projects in order to achieve good team performance. Also do not forget to consider the role of the team personality composition in each team member in order to achieve satisfactory results. This study is intended to replicate the research conducted by Zhou et al., (2017) with different research objects at Ciputra University student majoring in International Business Management batch 2017.

2. Literature Review & Hypothesis

2.1 Shared Leadership

Shared Leadership is a component needed for team performance. The team can work more effectively if all members decide to demonstrate leadership behavior (Zhou, 2016). This means that different members with different performance styles simultaneously act as leaders. The leadership type is well known as shared leadership. In shared leadership, all members of the team are considered equal to each other and equally have the right to lead so there is no differentiation of status and roles (Müller et al., 2018). Shared leadership requires members in the team to have the willingness to

play a role as a leader to continue the leadership role (Müller et al., 2018). There are three types of shared leadership, including Shared Traditional Leadership (STL), New-Genre Leadership (NGL), and cumulative overall shared leadership (COSL (Martin et al., 2018).

2.2 Team Performance

Team performance refers to the extent to which a team achieves its goals. Working in a popular team is known to create synergy with each member in the team and has an impact on increasing the ability to work in teams (Müller et al., 2018). Research conducted by Martin et al., (2018) states that when members in the team work together and collaborate, the overall performance of the team can improve.

2.3 Team Personality Composition

Team Personality Composition in team members determines various entrepreneurial behaviors and also contributes to how well they perform in the team (Zhou et al., 2017). According to Hollenbeck et al (2012) in Zhou et al., (2017), Team Personality Composition can be divided into two types, namely supplementary fit & complementary fit. Supplementary fit means that people are more satisfied and productive when they feel similarities between themselves and their fellow members in the team, while complementary fit shows that individuals are compatible with the team when they bring something new to the team and take roles that are interdependent with their skills or traits. specific requirements for team needs (Zhou et al., 2017).

2.4 The relationship between shared leadership and team performance

The shared leadership component is needed because it affects not only quantity but also the quality of team work (Müller et al., 2018). In terms of quantity of performance, the shared leadership component is considered to have a positive effect on team performance in line with previous research. (D'Innocenzo et al., 2016). Shared leadership can only be done if all group members equally share and acknowledge each member as a leader and comfortably share information with each other (Müller et al., 2018). Therfore, this method can have an impact on team performance done in a decentralized manner and will increase performance on team performance. Based on the references of the above studies, there is an influence between shared leadership on team performance in the Ciputra University Surabaya Student Business Project. Therefore, it can be concluded that the first hypothesis is as follows:

H1: Shared Leadership affects Team Performance in Student Business Project of Ciputra University Surabaya significantly.

2.5 Relationship of Team Personality Composition as a moderating variable between Shared Leadership and Team Performance.

Personal traits perform sustainability function and facilitating the group to complete group tasks (Forrester et al., 2017). Many studies have examined personality traits deeply, the group level personality indicators, personality elevation and team personality diversity. But not many studies have examined personality composition as a whole (Zhou et al., 2017). Based on references from previous research, it is necessary to have further research related to whether the overall team personality composition strengthens or weakens the relationship between shared leadership and team performance so as to moderate the relationship between shared leadership and team performance at the Ciputra University Student Business Project. Therefore, the following hypotheses can be designed:

H2: Team Personality Composition moderates the relationship between Shared Leadership and Team Performance.

Therefore, below are the model of this research:

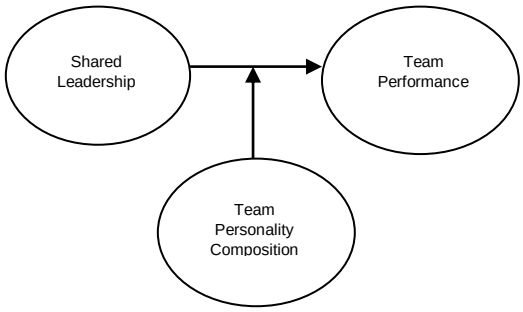

Figure 1. the model of this research

3. Methods

Type of research used in this study using quantitative research methods. Quantitative research leads to generalization research based on hypotheses and is carried out empirically (Anshori and Iswati, 2019). The population of this study were IBM students class of 2017 who are members of the Ciputra University Integrated Real Business Practice guild start-up business. The number of population was 231 IBM students 2017. The type of sample used in this study was determined using the Slovin method with a significance level of 95% or 0.05, so it was found that the number of samples was 146 respondents. Sample of this study using non-probability sampling, which not all population have the same opportunity to be selected as samples (Anshori and Iswati, 2019). With the sample criteria needed for this study are as follows: active students of Ciputra University Class of 2017 and joined in the Integrated Real Business Practice, currently are having project business with 2-5 members outside the Family Business & Corporate Entrepreneurship (CE) guild, has been running the same business project since at least semester 6 (IBM Practice course) with no change of members in semester 7 (Integrated Real Business Practice).

There are three variables in this research, such as variable X, M and Y. Each variables stands for shared leadership (X), team personality composition (M), and team performance (Y).

Shared leadership (X) as the independent variable. The indicators of shared leadership for the New-Genre Leadership (NGL) type according to Wang et al (2014) in Martin, et al (2018) can be described as follows:

1.Share the same vision and strategy
2.Inspire each other in the team
3.Build trust in each individual in the team
4.Increase the feeling of the potential for the team to develop as a whole
5.Increase the confidence of each individual in the team
6.Encourage each other in the team to take independent decisions
7.Encourage participatory goal setting
8.Encourage self reward

Team personality (y) as the dependent variable. The indicators of team performance by Wang et al (2014) in Martin, et al (2018) can be described as follows:

1.Attitudinal (e.g. job satisfaction, commitment);
2.Behavioral processes and emergent states (e.g. cooperation, helping);
3.subjective performance (e.g. subjective ratings);
4.Objective performance (e.g. productivity, actual sales)

Team personality composition (y) as the modertaing variable. Measuring indicators of team personality composition using the Big-5 Personality Traits theory (Zhou et al., 2017) which consists of:

1. Conscientiousness
2. Openness to experience
3. Extraversion
4. Emotional stability
5. Agreeableness

The method for data collection that complements this research process used questionnaire with a 5-point likert scale. The likert scale used can be described as follows: (1) strongly disagree, (2) disagree, (3) quite agree, (4) agree, (5) strongly agree.

Data analysis in this study Partial Least Square or called SmartPLS 3.0. The evaluation needed for research using PLS data analysis is the evaluation of the inner model and outer model. In the outer model, there are 2 types of tests, the validity test and the reliability test. The validity test consists of convergent & discriminant validity tests. In the convergent validity test, the outer loading value must be above > 0.7 and the average variance extracted (AVE) value above > 0.5. For the discriminant validity test, the cross loading value is above> 0.7 (Sugiyono, 2016). Reliability test was performed using composite reliability and Cronbach's alpha value. Composite reliability is used to measure the reliability between indicator blocks in the research model. For the results, if Cronbach's alpha and composite reliability are above (>) 0.7, it can be said that the results are reliable. (Juliandi, 2018).

To test the hypothesized relationship in partial least square using calculate bootstrapping. Hypothesis testing of the moderating effect use the direct effect which means direct testing between the independent variables and the dependent variable (Juliandi, 2018). The requirement for the probability / significance value (P-Value) according to Juliandi (2018) is if the P-Value <0.05, then the independent variable on the dependent variable is significant. Vice versa, if the P-Value> 0.05, the independent variable to dependent variable is not significant. Furthermore, if T Statistic (path coefficient) met the requirements which is > 1.96 then the effect of variable x on variable y is significant. Likewise, if the T statistic (path coefficient) is <1.96, the effect of variable x on variable y is not significant (Juliandi, 2018).

4. Result & Discussion

Respondents for this study were students of the Ciputra IBM-RC 2017 who took the Integrated Real Business Practice course with the gender of the respondents were 92 (63.01%) male and 54 (36.98%) female. While the ages of the respondents were 16 people aged 20 years (10.95%), 105 people aged 21 years (71.91%), 20 people aged 22 years (13.69%) and 5 people aged 23 years (3.42 %).

4.1 Outer Model

Validity Test & Reliability Test

In convergent validity test section, the variable is declared valid if AVE > 0.5 and per indicator shows outer loading > 0.7. However, outer loading 0.5-0.7 is not eliminated as long as AVE is above 0.5. Meanwhile, in the discriminant validity test section, it is declared valid if the cross loading is > 0.7. With a note that if the cross loading is 0.5-0.7, there is no need to delete it if the AVE is above 0.5 (Juliandi, 2018).

In the first outer loading there are several outer loading indicators in each variable was below 0,7. These are causing the result of AVE hasn't reach the determined number which is > 0,5.

Table 4.1 Results of the First AVE

Results	
Variabel	**Average Variance Extracted**
Moderating Effect	1.000
Shared Leadership (x)	0,485
Team Performance (y)	0,525
Team Personality Composition (m)	0,422

Table 4.1 concluded that the independent variable (x) which is Shared

Leadership and the moderating variable (m) which is Team Personality Composition have an average variance extracted value below 0.5, which hasn't meet the requirements. While the Team Performance variable (y) was the only variable that has been above 0.5, which has met the requirements.

The next step was eliminating outer model indicator which is below 0.7 starting from the smallest. First that was eliminated was the Shared Leadership (x) variable X8, while the Team Personality Composition (m) variable is M2, M7, M8. With a note that some indicators are left not deleted, because they can make the AVE value> 0.5. Table 4.2 was the outer loading & average variance extracted (AVE) test on the second PLS Algorithm.

Table 4.2 Results of the Second AVE

Results	
Variabel	**Average Variance Extracted**
Moderating Effect	1.000
Shared Leadership (x)	0,509
Team Performance (y)	0,525
Team Personality Composition (m)	0,505

Table 4.2 shows that the average extracted variable (AVE) of each variable has met the requirements which all was above 0.5. Based on the tables above, it can be said that all indicators to be used are declared valid with a single elimination process.

Moving on to the discriminant validity test, cross loading is stated as the reference used. Based on the convergent validity test that has been previously carried out, there are several indicators that have an outer loading below 0.7 which is not discarded on the grounds that these indicators still meet the average variance extracted (AVE) above 0.5. Result from the cross loading value of each variable is greater than the other variables. Most of the indicators for each variable have also met the conditions, which should be > 0.7. Based on the results of the cross loading, it is said that all indicators that will be used are **valid**.

Table 4.3 Compose reliability and Cronbach's Alpha

Results		
Variabel	***Composite Reliability***	***Cronbach's Alpha***
Moderating Effect	1.000	1.000
Shared Leadership (x)	0,879	0,839
Team Performance (y)	0,868	0,817
Team Personality Composition (m)	0,877	0,837

Reliability test sees the variable is reliable or not from 2 kinds of ways, namely compose reliability and Cronbach's alpha. The rule for these two types of methods is considered reliable if the composite reliability and Cronbach's alpha have a value of > 0.7. Below was table of Compose reliability and Cronbach's Alpha.

Table 4.3 shows that from each variable in this research, both the value of composite reliability and Cronbach's alpha has met the conditions, which should be > 0.7 (Juliandi, 2018). This can prove that the variables in this study are all **reliable.**

4.2 Inner Model

The inner model in this study was carried out using the bootstrapping method. Before testing the inner model, a direct effect test is carried out in order to determine the direct relationship between the independent variable (x) and the dependent (y). According to Abdillah and Jogiyanto (2015), the direct effect test on calculate bootstrapping must be significant so that it can proceed to the next stage. The results of the direct effect test using bootstrapping, the relationship between the variable shared leadership (x) and team performance (y) shows that T-Statistic was 25,688. This means that the relationship between variable x and variable y is significant because T – Statistic > 1.96 (Juliandi, 2018). The results of the significance of the T-Statistic direct effect can make the foundation for testing the moderating effect.

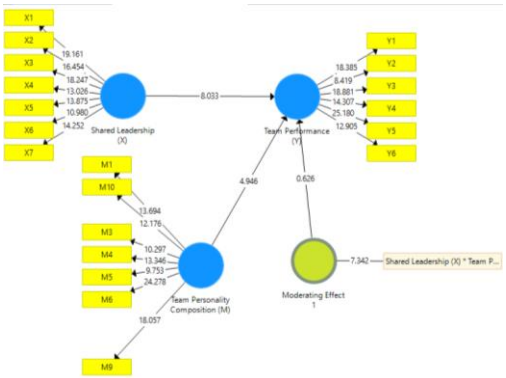

Figure 2.

Table 4.4 Path Coefficient and Total Effects

Path Coefficient and Total Effects					
Variable	***Original Sample***	***Sample Mean***	***Standard Deviation***	***T – Statistic***	***P - Values***
Moderating Effect	-0,025	-0,027	0,040	0,626	0,268
SL (x)	0,545	0,547	0,068	8,033	0,000
TPC (m)	0,349	0,351	0,069	4,946	0,000

*SL : Shared leadership, TPC : Team personality composition

Table 4.4 shows the result the main effects of shared leadership (x) towards team performance (y), T – Statistic was > 1.96 and P - Values was < 0.05 so that this hypotesis remains significant. The results of this study can prove

that the H1 of this research, "Shared Leadership has a significant effect on Team Performance in the Student Business Project at Ciputra University Surabaya" is acceptable.

Meanwhile, the moderating effect test shows T - Statistic < 1.96 and P – Values > 0.05, which hasn't met the conditions. So the moderating effect of this research could be declared as insignificant. The results of this study would made H2, "Team Personality Composition moderating the relationship between Shared Leadership and Team Performance at the Ciputra University Student Business Project, Surabaya" cannot be accepted.

4.3 The Relationship Between Variables

Effect of Shared Leadership on Team Performance

In this research, it can be stated that the relationship between shared leadership and team performance is significant based on the P-Value and T-Statistics that have been tested. Each member of the team who shares the same vision and strategy in their respective business projects will certainly make the team's performance more solid and their work performance in team are more qualified. Stated correctly in line with the indicators of shared leadership and team performance tested on students from Ciputra University Business Project year 2017. Also supported by all members of the team who always inspire each other, the team will have the potential to develop team as whole. This research is significant and suitable compared with research from Zhou et al., (2017) entitled "How shared leadership and team personality composition interact to improve entrepreneurial team performance", which states that shared leadership has a significant effect on team performance. Research for shared leadership on team performance and the result was that the team implementing shared leadership would had a few errors, thus creating a good quality team performance (Müller et al., 2018). This shows that so far, Ciputra Surabaya University students especially class 2017, have shared leadership aspects that are applied to their respective business projects so that this behavior can present a good team performance.

Team Personality Composition moderates the relationship between Shared Leadership and Team Performance

In this research, it can be stated that the team personality composition does not moderate the relationship between shared leadership and team performance. This is based on the P - Value and T - Statistics that have been tested do not reach the appropriate limit so the moderating effect of the team personality composition is insignificant. Team personality level the openness to experience section and the team personality diversity section extraversion do not moderate the relationship between shared leadership and team performance (Zhou et al., 2017) Empirically, openess to experience does not moderate the relationship between shared leadership and team performance because a person with a high level of openness to experience in a personality test enjoys trying new things which doesn't really had a connection to strengthen or weaken the connection between shared leadership toward team performance. Because sometimes in teamworks not every person has to be creative all the time, just one person that creative should lead the team well too.

The relationship between extraversion indicators in team personality composition is not significant to team performance (Prewett et al., 2018). This has an effect on the heterogeneity of individuals in the team. The conscientiousness indicator has a weak relationship with team performance, because weak conscientiousness in the team personality composition to team performance can describe that in the team there are members who have a fear of feeling all group work. will be charged to the individual (Prewett et al., 2018). Emotional Intelligence in the team personality composition was also stated not to interact significantly due to the heterogeneity in the team. If there is a decrease in the emotional stability indicator in the team personality composition, if the team states there is heterogeneity (Lau and Jin, 2019).

5. Conclusion

Based on research that has been conducted on students of Ciputra University Surabaya, it can be concluded that shared leadership has a significant effect on team performance. However, it is different with the team personality composition that moderates this study. Team personality composition did not moderate the relationship between shared leadership and team performance. This is because the research sample tends to be small and does not pay attention to heterogeneity within the team. The more heterogeneous a team is, the more team personality it will affect the team composition, which in turn will affect the results of the moderation relationship.

Theoretically, this research provide research on the conceptual conditions in which Shared Leadership can help to improve Team Performance influenced by Team Personality Composition so that it can provide scientific contributions to help other research in the future. While practically, this research could inspire students at universities who have a Project Business to be able to identify ways to have a good Team Performance and maintain the sustainability of the business project.

Author's suggestion for the university is to increase the productivity of business projects from Ciputra University students, it is suggested to emphasize the application and realization of

shared leadership aspects in learning. This can be done by applying it to the mentoring process carried out by the supervisor in the advanced course of business projects every semester. By emphasizing the goals of the group, namely good team performance, business groups can build mutual agreements between teams that are recognized by the supervisor and add a shared leadership component to the assessment process for certain courses.

Suggestion for further researchers to consider examine shared leadership variables on team performance with other moderation focuses such as: type of teams, perceived task complexity, team voice behavior, goal commitment, coordination, trust. For other research that wants to take the background of the scope of Ciputra University can consider carrying sampels not for individuals in the team, but on the team as whole. Als to make restrictions related to team heterogeneity, by selecting the research category as an example business projects with members having the same gender.

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Appendix

Table 1. Result of the First Outer Loading

Result of the First Outer Loading			
Indicator	**Shared Leadership (x)**	**Team Performance (y)**	**Team Personality Composition (m)**
X1	0,744		
X2	0,714		
X3	0,741		
X4	0,699		
X5	0,734		
X6	0,637		
X7	0,719		
X8	0,615		
Y1		0,762	
Y2		0,598	
Y3		0,764	
Y4		0,705	
Y5		0,728	
Y6		0,718	
M1			0,732
M2			0,554
M3			0,607
M4			0,661
M5			0,611
M6			0,779
M7			0,561
M8			0,552
M9			0,726
M10			0,670

Table 2. Result of the Second Outer Loading

Result of the Second Outer Loading			
Indicator	**Shared Leadership (x)**	**Team Performance (y)**	**Team Personality Composition (m)**
X1	0,744		
X2	0,714		
X3	0,741		
X4	0,699		
X5	0,734		
X6	0,637		
X7	0,719		
Y1		0,762	
Y2		0,598	
Y3		0,764	
Y4		0,705	
Y5		0,728	
Y6		0,718	
M1			0,732
M3			0,607
M4			0,661
M5			0,611
M6			0,779
M9			0,726
M10			0,670

Table 3. Cross Loading

Cross *Loading*			
Indicator	***Shared Leadership (x)***	***Team Performance (y)***	***Team Personality Composition (m)***
X1	0,517	0,422	0,356
X2	0,496	0,397	0,376
X3	0,515	0,446	0,423
X4	0,486	0,399	0,336
X5	0,510	0,405	0,314
X6	0,442	0,334	0,304
X7	0,499	0,365	0,333
Y1	0,455	0,529	0,373
Y2	0,342	0,414	0,293
Y3	0,424	0,533	0,413
Y4	0,390	0,493	0,364
Y5	0,413	0,542	0,410
Y6	0,388	0,496	0,388
M1	0,419	0,415	0,503
M3	0,322	0,375	0,472
M4	0,306	0,325	0,448
M5	0,294	0,333	0,496
M6	0,265	0,251	0,467
M9	0,413	0,426	0,549
M10	0,383	0,401	0,514