

ABSTRACT

Advancing Shared Leadership:
A Study of the Relationship Between Team Transformational Leadership,
Team Transactional Leadership and Team Non-Transactional Leadership,
and Performance, Extra-Effort, Effectiveness and Satisfaction in Cricket in
the West Indies

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This dissertation examined shared leadership through team transformational and team transactional leadership. It sought to determine the relationship between predictor variables team transformational, team transactional leadership, team non-transactional leadership, and outcome variables performance (percentage of wins), extra-effort, satisfaction with leadership and effectiveness.

The sample of 48 cricket teams made up of 378 individuals from three West Indies countries, Barbados, Guyana and Antigua. The measuring instrument used in the research was the Team Multifactor Leadership Questionnaire (TMLQ) developed by Avolio and Bass (1996), which was designed to assess shared leadership in teams. Reliability analysis produced alphas that were within acceptable ranges with alpha (α) values higher than .60 (Cortina, 1993).

Correlation analysis showed that as expected, team transformational and team transactional leadership had significant positive relationships with performance, extra-effort, satisfaction and effectiveness. Team non-transactional leadership also as expected, had significant negative relationships with performance, extra-effort and satisfaction.

Hierarchical multiple regression analysis found that team transactional leadership was the best predictor of performance ($\beta = .44, p < .05$), extra-effort ($\beta = .38, p < .01$), satisfaction ($\beta = .40, p < .05$) and effectiveness ($\beta = .40, p < .05$). These results were counter to the hypothesis that team transformational leadership would have been a more useful predictor of the outcome variables. Also, team non-transactional leadership had significant but negative relationships with extra-effort and satisfaction.

These results supported other research that concluded, leadership can be shared in the team and also should be assessed at the group level of analysis. It differed from other research findings that suggested team transformational leadership augmented team transactional leadership and was a better predictor of performance. It was suggested that there may have been cultural effects in this research that could have resulted in the reported findings. Also performance issues related to competence, emotional intelligence and self-efficacy may have affected the outcomes.

Key Words:

shared leadership, team transformational leadership, team transactional leadership, team non-transactional leadership, performance, extra-effort, effectiveness, satisfaction, cricket, West Indies.