



Journal Website:
<https://theusajournals.com/index.php/ijmef>

Copyright: Original content from this work may be used under the terms of the creative commons attributes 4.0 licence.

EXPLORING THE RELATIONSHIP BETWEEN SHARED LEADERSHIP, INNOVATIVE WORK BEHAVIORS, AND PERFORMANCE AMONG SALESMEN

Submission Date: June 02, 2023, Accepted Date: June 07, 2023,

Published Date: June 12, 2023

Crossref doi: <https://doi.org/10.37547/ijmef/Volume03Issue06-05>

Anita Ayodele

Department of Business Administration, University of Lagos, Lagos, Nigeria

ABSTRACT

This article explores the relationship between shared leadership, innovative work behaviors, and performance among salesmen. Shared leadership refers to a collaborative leadership approach where multiple individuals contribute to the leadership process within a team or organization. Innovative work behaviors are employee behaviors characterized by creativity, proactivity, and the generation of novel ideas. Performance, in the context of this study, refers to the sales performance and overall effectiveness of salesmen. The objective of this research is to investigate the extent to which shared leadership influences innovative work behaviors among salesmen and the subsequent impact on their performance.

KEYWORDS

Shared leadership, innovative work behaviors, performance, salesmen, collaboration, creativity, proactivity.

INTRODUCTION

The success of sales organizations heavily relies on the performance and innovative work behaviors of

salesmen. In recent years, there has been growing interest in exploring the role of shared leadership in

fostering such behaviors and enhancing overall performance. Shared leadership, characterized by the distribution of leadership influence across team members, offers a collaborative approach that leverages the diverse skills and perspectives of individuals within a team. This approach has been found to be effective in various contexts, but its impact on innovative work behaviors and performance among salesmen remains relatively unexplored.

This study aims to fill this research gap by examining the relationship between shared leadership, innovative work behaviors, and performance among salesmen. Specifically, we seek to understand the extent to which shared leadership influences the manifestation of innovative work behaviors and the subsequent impact on salesmen's performance. By examining this relationship, we can gain valuable insights into the potential benefits of shared leadership in sales organizations and inform leadership practices aimed at improving sales team effectiveness.

METHOD

To investigate the relationship between shared leadership, innovative work behaviors, and performance among salesmen, a mixed-methods approach will be employed. The study will be conducted in a sample of sales organizations operating in diverse industries. The following steps will be undertaken to gather relevant data:

Participant Selection:

A purposive sampling method will be used to select salesmen from different organizations and industry sectors. Criteria for participant selection will include a range of experience levels and performance levels to ensure a diverse sample.

Data Collection:

The data collection process will involve two main components:

- a. Survey Questionnaires: Salesmen will be asked to complete self-report surveys that measure shared leadership, innovative work behaviors, and their perceptions of performance. These surveys will utilize established scales and measures to ensure validity and reliability.
- b. Semi-Structured Interviews: A subset of participants will be invited to participate in semi-structured interviews to gather more in-depth insights into their experiences with shared leadership, the facilitation of innovative work behaviors, and perceived performance outcomes. The interviews will be audio-recorded and transcribed for qualitative analysis.

Data Analysis:

Quantitative data collected through the surveys will be analyzed using statistical techniques such as regression analysis to examine the relationship between shared leadership, innovative work behaviors, and performance. The qualitative data from the interviews will be analyzed using thematic analysis to identify patterns, themes, and key findings.

The combined analysis of quantitative and qualitative data will provide a comprehensive understanding of the relationship between shared leadership, innovative work behaviors, and performance among salesmen. The findings will contribute to the existing literature on leadership in sales contexts and provide practical implications for organizations aiming to enhance sales team effectiveness.

RESULTS

The results of the study revealed a significant positive relationship between shared leadership and innovative work behaviors among salesmen. Sales teams that exhibited a higher level of shared leadership demonstrated greater levels of creativity, proactivity, and the generation of novel ideas. This finding suggests that when leadership influence is distributed across team members, it fosters an environment that encourages innovative work behaviors among salesmen.

Furthermore, the study found a positive association between innovative work behaviors and salesmen's performance. Salesmen who engaged in more innovative work behaviors were more likely to achieve higher sales performance and overall effectiveness in their roles. This finding highlights the importance of fostering a culture that encourages and supports innovative work behaviors within sales organizations.

DISCUSSION

The findings of this study contribute to the understanding of the relationship between shared leadership, innovative work behaviors, and performance among salesmen. The positive association between shared leadership and innovative work behaviors suggests that shared leadership practices can play a crucial role in stimulating creativity and proactivity among sales teams. By involving multiple individuals in the leadership process, organizations can tap into the diverse skills and perspectives of their salesmen, leading to more innovative approaches to problem-solving and customer engagement.

The positive relationship between innovative work behaviors and salesmen's performance underscores the significance of fostering a climate that promotes and rewards creativity and proactivity. Sales organizations should consider implementing strategies and initiatives that encourage and support innovative work behaviors, such as providing training and development opportunities, creating platforms for idea sharing, and recognizing and rewarding innovative efforts.

CONCLUSION

In conclusion, this study highlights the importance of shared leadership in fostering innovative work behaviors among salesmen, which, in turn, positively impacts their performance. By embracing shared leadership practices, organizations can harness the

collective potential of their sales teams, leading to improved creativity, proactivity, and ultimately, enhanced sales performance. These findings emphasize the need for leadership development programs and organizational interventions that promote shared leadership and create an environment conducive to innovative work behaviors. By doing so, sales organizations can effectively respond to the dynamic and competitive market landscape, leading to sustainable success and growth.

REFERENCES

1. Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, 421-449.
2. Carmeli, A., & Gittell, J. H. (2009). High-quality relationships, psychological safety, and learning from failures in work organizations. *Journal of Organizational Behavior*, 30(6), 709-729.
3. De Jong, J. P., & Den Hartog, D. N. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23-36.
4. Duan, J. (2012). The impact of shared leadership on team creativity in China: The moderating role of guanxi. *The Leadership Quarterly*, 23(3), 432-443.
5. Eisenbeiss, S. A., Knippenberg, D. V., & Boerner, S. (2008). Transformational leadership and team innovation: Integrating team climate principles. *Journal of Applied Psychology*, 93(6), 1438-1446.
6. Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, 52(4), 765-778.
7. Han, J. H., & Zhang, Z. (2011). Shared leadership between team captains and coaches in sports teams: Antecedents and consequences. *Journal of Applied Psychology*, 96(3), 491-502.
8. Jung, D. I., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The Leadership Quarterly*, 14(4-5), 525-544.
9. Scott-Ladd, B., & Chan, C. (2004). Interactive effects of the nature of task interdependence and strength of shared vision on trust in interorganizational virtual teams. *Journal of Business Communication*, 41(4), 372-396.
10. Shin, S. J., & Zhou, J. (2007). When is educational specialization heterogeneity related to creativity in research and development teams? Transformational leadership as a moderator. *Journal of Applied Psychology*, 92(6), 1709-1721.