The Relationship between Shared Leadership and Employee Self-efficacy

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Abstract

The purpose of this paper is to explore the relationship between shared leadership and employee self-efficacy. Shared leadership is a leadership style centred on cooperation, participation and trust, which emphasises interaction between leaders and employees and the pursuit of common goals. Under this leadership style, employees' self-efficacy is improved, which in turn positively affects organisational performance. By reviewing and analysing existing studies, this paper summarises the positive relationship between shared leadership and employee self-efficacy, and provides some insights for practical suggestions.

Keywords

Shared Leadership; Employee Self-efficacy; Interaction; Shared Goals; Performance.

1. Introduction

Shared leadership, as an emerging leadership concept, is considered to be an effective way to adapt to the development of modern organisations. Compared with traditional directive leadership, shared leadership places more emphasis on interaction and participation between leaders and employees, as well as the pursuit of common goals. In addition, shared leadership focuses on the growth and development of employees and enhances their self-efficacy by providing support and motivation. Therefore, there is a close relationship between shared leadership and employee self-efficacy.

2. Theoretical Foundations of Shared Leadership and Employee Self-efficacy

2.1. Social Cognitive Theory

Social cognitive theory emphasises that individuals learn new ways of behaving in social environments through observation, imitation and reasoning. According to social cognitive theory, people not only learn from their own experiences, but also acquire knowledge by observing the behaviour and outcomes of others. The basic principles of social cognitive theory were developed by Albert Bandera, who introduced the concept of model viewing, whereby new behaviours are learned by observing the behaviour of others and subdividing it into four steps: attention, retention, replication and motivation. Social cognitive theory is an important guide to education and counselling.

2.2. Self-determination Theory

Self-determination theory was developed by Richard Ryan and Edward Dixie and it emphasises the control and autonomy of individuals over their own behaviour. Self-determination theory suggests that individuals have three basic psychological needs: autonomy, relatedness and competence. Individuals feel more intrinsic motivation and positive emotions and exhibit higher levels of self-determined behaviour in situations that satisfy these needs. Self-

determination theory has a wide range of applications in the field of education and in work environments to help people increase their motivation and job satisfaction.

2.3.   Social Learning Theory

Social learning theory emphasises that human behaviour is learned by observing others and imitation. According to Albert Bandera, people acquire knowledge by observing the behaviour and outcomes of others and applying it to their own behaviour. Social learning theory is elaborated by emphasising the influence of modelling processes, feedback and self-efficacy on individual behaviour. Social learning theory has a wide range of applications in areas such as education, leadership and organisational behaviour.

Social Cognitive Theory, Self-Determination Theory and Social Learning Theory are all important accounts of the individual's relationship with society and the determinants of behaviour. These theories have important guiding significance in the fields of education, counselling, leadership and organisational behaviour.

3.   Influence Mechanisms of Shared Leadership and Employee Self-efficacy

3.1.   Interaction and Participation

Shared leadership focuses on effective communication and cooperation with employees and encourages employees to participate in the decision-making and problem-solving process. This interactive participation can increase employees' sense of participation and belonging and make them more confident in facing work tasks and challenges, thus enhancing their sense of self-efficacy.

3.2.   Shared Goal Pursuit

Shared leadership emphasises teamwork and the pursuit of common goals. Leaders work with employees to set clear goals and provide them with clear direction and guidance. This pursuit of common goals enhances employees' confidence in their ability to achieve their goals, which in turn improves their sense of self-efficacy.

3.3.   Support and Motivation

Support and motivation: Shared leadership focuses on and meets the needs of employees and gives them the necessary support and motivation. Leaders give employees positive feedback and encouragement, provide appropriate resources and assistance, and recognise and reward employees' efforts and achievements. This support and motivation can increase employees' confidence that they can successfully complete their tasks, thus increasing their sense of self-efficacy.

3.4.   Growth and Development Opportunities

Opportunities for Growth and Development: Shared leadership provides opportunities for employees to learn and grow. Leaders encourage employees to take the initiative to explore and try new tasks and roles, provide training and development programmes, and give employees opportunities for challenge and growth. By providing these opportunities for growth and development, Shared Leadership enhances the skills and abilities of employees and increases their sense of self-efficacy.

Shared leadership positively influences employees' self-efficacy through behaviours in the areas of interactive engagement, shared goal pursuit, support and motivation, and opportunities for growth and development. This positive impact is two-way, through the interaction and co-operation between the leader and the employee, it continuously enhances the employee's confidence and competence, thus increasing their self-efficacy.

4. Practical Implications of Shared Leadership and Employee Self-efficacy

4.1. Establish Good Communication Channels

Shared leadership emphasises open and transparent communication, and the establishment of good communication channels is crucial to employees' self-efficacy. Leaders should actively listen to employees' opinions and feedback, and respond to their concerns and questions in a timely manner. By organising regular team meetings, personal interviews or using other communication tools, you can ensure that employees are aware of the company's goals and direction and can express their views and ideas. Good communication channels not only enhance employees' engagement, but also their sense of identity and belonging to the organisation.

4.2. Provide Opportunities to Participate in Decision-making

Shared leadership encourages employees to voice their opinions and provide suggestions in the decision-making process. This sense of participation makes employees feel that their voices are valued and that they have a higher level of buy-in to the outcome of the organisation's decisions. Leaders can give employees opportunities to participate in decision-making through team discussions, open-ended problem-solving sessions, or project teams. At the same time, leaders need to demonstrate appropriate support and guidance to help employees understand the context and implications of decisions and encourage them to suggest innovations and improvements.

4.3. Emphasise Teamwork and Collaboration

Shared leadership emphasises teamwork and mutual support, which has a significant impact on enhancing employees' self-efficacy. Leaders can promote cooperation and interaction among employees by organising team activities and cross-departmental cooperation. Employees are encouraged to share knowledge and experience, support each other in solving problems, and work together to achieve team goals. At the same time, leaders need to set an example of teamwork and cooperation and create a positive team atmosphere so that employees feel that they are all working towards the same goal.

4.4. Give Employees Opportunities for Growth and Development

Shared leadership focuses on the personal development of employees by giving them appropriate training and growth opportunities. By providing training courses, professional development programmes, mentorships, etc., leaders can help employees improve their skills and knowledge, thus enhancing their sense of self-efficacy. At the same time, encouraging employees to participate in cross-departmental projects or take on new responsibilities can give them the opportunity to demonstrate their abilities and increase their self-confidence and sense of self-worth.

Practices that shed light on shared leadership and employee self-efficacy include establishing good communication channels, providing opportunities to participate in decision-making, emphasising teamwork and collaboration, and giving employees opportunities for growth and development. These practices can enhance employees' self-confidence and motivation, improve their performance and satisfaction, and lay a solid foundation for long-term organisational development. As a leader, you should actively explore and apply these practices to create a work environment of shared leadership that stimulates the potential and creativity of your employees.

5. Conclusion

There is a close relationship between shared leadership and employee self-efficacy. Firstly, shared leadership provides a positive work environment and support that stimulates employees' self-efficacy. Shared leadership listens to employees' opinions and suggestions and respects their views, which makes employees feel that their voices are valued and recognised. When employees' opinions are adopted and implemented, they will face their work tasks with more confidence, which increases their self-efficacy.

Second, shared leadership encourages proactive participation and innovative thinking among employees. By sharing information and resources, leaders motivate employees to learn and grow. When employees feel fully supported and encouraged in their work, they are more motivated to work hard to improve their abilities and skills, thus increasing self-efficacy.

In addition, shared leadership emphasises teamwork and mutual support. Leaders promote co-operation and communication among employees by establishing a good team atmosphere. This spirit of co-operation enables employees to support and help each other, and to be more determined and confident in the face of difficulties and setbacks. Employees' self-efficacy is also enhanced when they feel part of a team and are recognised and appreciated by other team members.

Finally, shared leadership also focuses on the personal development and growth of employees. Leaders help employees improve their skills and knowledge by providing training and learning opportunities. When employees continue to enrich themselves and improve their abilities, their self-efficacy is also enhanced.

In summary, there is a positive relationship between shared leadership and employee self-efficacy. Shared leadership can increase employee self-efficacy through increased interaction and participation, shared goal pursuit, support and motivation, and opportunities for growth and development. Employee self-efficacy, in turn, further motivates them to show higher levels of motivation and effort at work, which positively affects organisational performance.

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