

# Shared Leadership and Outcomes in Sport in Small Island Developing States

Dr. Akhentoolove Corbin

University of the West Indies, Cave Hill Campus, Barbados  
e-mail: [akhentoolove.corbin@cavehill.uwi.edu](mailto:akhentoolove.corbin@cavehill.uwi.edu); [akhen2luv@gmail.com](mailto:akhen2luv@gmail.com)

## Abstract

This study examined shared leadership by focusing on the relationship between predictor variable team transformational leadership and outcome variables (performance - percentage of wins, extra-effort, effectiveness and satisfaction with leadership). The research used a sample of cricket teams in small island developing states (SIDS) in select West Indian islands and the TMLQ was used as the measuring instrument. Regression analysis found that team transformational leadership did not predict performance or satisfaction with leadership, but predicted extra-effort and effectiveness. The findings were somewhat contrary to the existing literature which reported that team transformational leadership is a useful predictor of performance (Pearce and Conger, 2003; Ensley, Hmieleski, and Pearce, 2006; Sivasubramaniam, Murry, Avolio and Jung, 2002). Implications for future research are highlighted.

**Keywords:** sport, shared leadership, performance, extra-effort, satisfaction, effectiveness

## Introduction

There is a growing body of literature related to shared leadership (O'Toole, Galbraith, and Lawler, 2002; Sivasubramaniam et al., 2002; Wang, Waldman & Zhang, 2014; Drescher, Korsgaard, Welp, Picot & Wigand, 2014) focusing on its impact on performance, effectiveness and satisfaction of people in organisations. Teams have been described as the fastest growing organisational unit with less emphasis on hierarchical authority and more emphasis is being placed on individual team member's ability to influence their peers (Pearce & Conger, 2003; and Gupta, Huang & Niranjana, 2010). It is argued that by just being a part of the team might inspire and motivate individual team members to perform beyond expectations (Avolio, Sivasubramaniam, Murry, Jung & Garger, 2003; and, Bergman, Rentsch, Small, Davenport & Bergman, 2012).

There is growing research related to modern approaches to leadership in which there is no single dominant leader, but an environment in which each individual member takes on leadership responsibilities (Pearce & Conger, 2003; Contractor, DeChurch, Carson, Carter & Keegan, 2012). Pearce (2004, p. 47) contended that, "leadership can be shared by team leaders and team members - rotating to the person with the key knowledge, skills, and abilities for the particular issues facing the team at any given moment." In other words, the traditional hierarchical construct in which there is 'a' leader responsible for facilitating the motivation and inspiration of all individuals under his/her responsibility is no longer accepted as the only credible leadership approach. In this paper, team transformational leadership is operationalized as a form of shared leadership as suggested by Pearce and Conger (2003). Hence, shared leadership and team transformational leadership will be used synonymously in this paper. Finally, there is a dearth of literature that explores shared

leadership in the sport context utilizing the TMLQ as the measurement tool, and this includes research in SIDS.

### **Research Context**

Small Island Developing States (SIDS) refer to countries with small size, high population density, limited land resources, vulnerability to natural hazards, threatened biodiversity, high dependence on tourism, and limited funds and human resources (Wong, 2011, p. 1). SIDS are generally rich in indigenous cultures, and have small open economies that significantly depend on international trade, with little diversity in their production systems (Callway, 2012, p. 1). West Indies SIDS even though small have been able to distinguish themselves in the areas of education, tourism and sport. The West Indies is an archipelago of islands in the Northern Atlantic Ocean stretching from close proximity to the British Virgin Islands, extending south in close proximity to Venezuela and are former English, Dutch, French and Spanish colonies. Cricket which has its origins in Britain, is a global sport in which the West Indies cricket teams have over the years excelled and dominated their developed country counterparts such as Britain, Australia and New Zealand (Beckles, 1998a; 1998b; Manley & Symmonds, 1995). The small size of the islands fostered the development of traditional villages as in Africa and which are noted for being closely knit, cooperative, sharing of resources and spirit of community. The West Indies is noted for what was called ‘Calypso Cricket’ which depicts the playing of local, regional and international cricket in a spirit of celebration, camaraderie, community and purpose, while achieving excellence on the field of play (Beckles, 1995).

### **Research Problem and Objectives**

There is a dearth of literature related to shared leadership in sport in SIDS utilizing the TMLQ as the measurement tool to assess shared leadership. This research paper addresses the gap in the literature related to the effects of shared leadership (team transformational leadership) on performance, satisfaction, extra-effort and effectiveness in a sport context in small island developing states. The objectives of this paper are to: 1. Determine the effects shared or team transformational leadership has on performance, satisfaction, extra-effort and effectiveness in the sport context; and, 2. Determine whether research in small island developing states may produce similar results as those in developed countries.

### **Literature Review**

Researchers have written about the benefits of shared leadership, emphasizing the importance of socio-demographic factors, delegating authority and responsibility to different levels in an organization (Erkutlu, 2012; Hoch & Dulebohn, 2013; Muethel, Gehrlein & Hoegl, 2012; O’Toole et al., 2002; Perry, Pearce & Sims, 1999; Sally, 2002; and, Zhou, 2013). Several writers have sought to define shared leadership (Carson, Tesluk & Marrone, 2007; D’Innocenzo, Mathieu, & Kukenberger, 2016; Ensley et al., 2006; Hoch, 2013; McCauley, 2004; and, Wang, Waldman & Zhang, 2014) and it still remains a contentious area for leadership researchers. This concept of shared leadership has been termed ‘leadership **by** the team’ – group level versus ‘leadership **of** the team’ – individual level (Avolio, Sivasubramaniam, Murry, Jung & Garger, 2003, p. 144; Dunphy & Bryant, 1996). Several writers have assessed leadership as representative of the ‘social influence process’, hence, it can be operationalized at both the individual or group

level of analysis (Avolio & Bass, 1996; Bowers & Seashore, 1966; Day, Gronn, & Salas, 2004; House & Aditya, 1997; Pearce & Conger, 2003). Avolio et al. (2003) explained that once leadership was operationalized at the group level, shared leadership can become the target of assessment. Corbin (2005) found evidence of transformational leadership in sport, in researching leadership patterns in West Indies cricket team leaders.

Shared leadership had remained relatively under-researched and it was only in the 1990s that researchers returned to analysing the construct 'shared leadership' in organizations (Pearce & Conger, 2003). A meta-analysis conducted by Wang, Waldman and Zhang (2014) which included analysing a total of 42 independent samples of shared leadership, addressed its relationship with effectiveness and also included a collection of the most recent publications. It is noteworthy that none of these shared leadership publications was set in the sport context.

### **Shared/Team transformational leadership and Outcomes**

Researchers have found relationships between shared/team transformational leadership and performance (Boies, Lvina & Martens, 2010; Carson, Tesluk & Marrone, 2007; Drescher, Welp, Korsgaard, Picot & Wigand, 2012; Ensley et al., 2006; Gupta, Huang & Niranjana, 2010; Gupta, Huang & Yayla, 2011; Hmieleski, Cole & Baron, 2012; Hoch, Pearce & Welzel, 2010; McIntyre & Foti, 2013; Sivasubramanian et al., 2002;). Other research found a positive and significant relationship between team transformational leadership and the extra-effort team members exerted on projects (Avolio et al., 1996) . Research also found that shared/team transformational leadership was positively related to team effectiveness and it was a better predictor of team effectiveness (Pearce & Sims, 2002; Thompson, 2008; Jung & Sosik, 2002). There is also evidence of a significant positive relationship between transformational leadership and satisfaction (Bartram & Casimir, 2007)

A recent study have reported that while shared leadership may not consistently increase organizational effectiveness, it offers a workable method when used with vertical strategies like servant leadership (Jones, Wegner, Bunds, Edwards & Bocarro, 2018). However, another study corroborated that shared leadership improves effectiveness through more efficient use of skills and expertise as leadership roles can be allocated to those most skilled for the job (Herbert, Mockaitis & Zander, 2014). These studies in shared leadership provide confirmation of the limited literature on shared leadership generally and specifically in sport contexts.

### **Theoretical Issues**

TMX refers to and characterizes the quality of exchange between team members not as singular individuals but as members of a group or team and the reciprocity involved in the exchange (Banks, Batchelor, Seers, O'Boyle, Pollack & Gower, 2014; Seers, 1989; Zhao, 2015). Zhao (2015, p. 799) argued that based on social identity theory, TMX reflects the characteristics related to generalized exchange, through controlling cues for activating conflict. He reported that social identity theory is useful in explaining various causes of social exchange and why there is a preference for specific forms of exchange by team members. Hogg (2001) introduced the idea of social identity to theorize how people conceptualize themselves in intergroup contexts, how a system of social categorizations "creates and defines an individual's own place in the social system" (p. 293). Social identity and exchange theories will be utilized to assist in explaining the results of the research.

## Gap in the Literature

There is a significant research gap in relation to shared leadership in the sport context in small island developing states like those in the West Indies. It is argued that the study of team transformational leadership using the Team Multifactor Leadership Questionnaire (TMLQ) is a study of shared leadership (Pearce & Conger, 2003; Avolio, Jung, Murry & Sivasubramaniam, 1996). Hence, in this research team transformational leadership will be used synonymously with shared leadership.

## Research Model and Hypotheses

### Research Variables

This research incorporates one (1) predictor variable: shared/team transformational leadership and four (4) outcome variables: team performance; extra-effort; satisfaction; and effectiveness. The conceptual model as shown in Figure 1, explains the causal relationships in the predictor variable and outcome variables. There are five (5) variables identified in the model: team transformational leadership, performance, extra-effort, satisfaction and effectiveness. The model reflects the hypotheses and hypothesizes that the predictor variable can predict the outcome variables of performance, extra-effort, satisfaction and effectiveness. The validity of this conceptual model will be tested in the study.

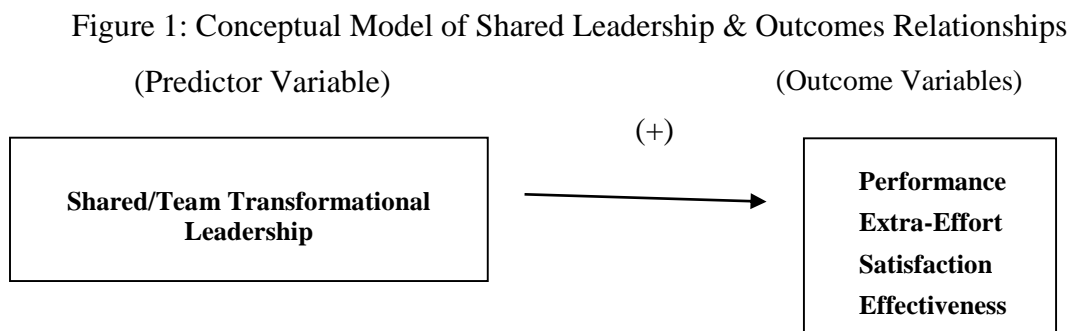


Figure 1 describes the predictor variable and outcome variables in the conceptual model of shared leadership.

### Performance

Researchers have identified both direct and indirect relationships between team transformational leadership and performance (Boies, Lvina & Martens, 2010; Carson, Tesluk & Marrone, 2007; Drescher et al., 2012; Ensley et al., 2006; Gupta, Huang & Niranjana, 2010; Gupta, Huang & Yayla, 2011; Hmieleski, Cole & Baron, 2012; Hoch, Pearce & Welzel, 2010; McIntyre & Foti, 2013). The researcher is particularly interested in determining whether a direct relationship exists between shared/team transformational leadership and outcome variable performance in the sport context in SIDS. Hence, the following hypothesis:

*H1. Team transformational leadership is positively related to and predicts team performance.*

### **Extra-effort**

Extra-effort is an outcome variable tested in the TMLQ and Avolio et al. (1996) found that there was a significantly positive relationship between team transformational leadership and extra-effort exerted in project teams. Also, no research has looked at the shared/team transformational and extra-effort relationships in the sport context in SIDS. Hence, the following hypothesis:

*H2. Team transformational leadership is positively related to and predicts extra-effort.*

### **Satisfaction**

Several researchers have written about the importance of satisfaction and the relationship it had with transformational leadership (Bartram & Casimir, 2007; Jung & Avolio, 1999). However, the researcher could not find any empirical studies that addressed this relationship between shared/team transformational leadership and satisfaction utilising the TMLQ as the measuring instrument in the sport context in SIDS. Hence, the following hypothesis:

*H3. Team transformational leadership is positively related to and predicts team satisfaction.*

### **Effectiveness**

Effectiveness is an outcome variable that is incorporated and tested in the TMLQ. Empirical studies reported that shared transformational leadership predicted effectiveness (Pearce & Sims, 2002; Thompson, 2008; Jung & Sosik, 2002). However, this has not been tested in a sport context in SIDS. Hence, the following hypotheses:

*H4. Team transformational leadership is positively related to and predicts team effectiveness.*

## **Methods**

### **Participants and Sample Design**

Cricket teams from developing states in the West Indies who had 1st class cricket competitions were selected for this study and as such, the sampling method can be described as purposive. Participants in the study were all those members of the various teams that play cricket in the first class Division's competitions in the selected countries. Of the five countries (Barbados, Antigua and Barbuda, Trinidad, Guyana and Jamaica) that were targeted for the survey, only three responded. The sample population (excluding Jamaica and Trinidad) was 93 teams. A total of 48 teams responded positively to the field survey, representing a total response rate of 51.61%. The sample included 378 individual players who represented the 48 teams. Barbados had a total of 35 participant teams representing 72.92% of the potential respondents in Barbados; Guyana had a total of 7 participant teams representing 23.33% of the potential respondents in Guyana; and Antigua a total of 6 participant teams representing 40.00% of the potential respondents in Antigua. Table 1 shows the frequencies and percentages of respondents in the study.

### **Measurement Instrument**

The measurement instrument being used in this research is the Team Multi-Factor Leadership Questionnaire (TMLQ) which is a tool that measures shared leadership in a team (Avolio and Bass, 1996). Avolio and Bass (1996) developed the TMLQ to measure shared leadership in teams and was constructed upon the full range leadership theory. This instrument

utilizes a 5 point Likert Scale to represent the following responses: strongly agree, agree, not sure, disagree and strongly disagree. It included 45 questions that cover aspects of shared leadership.

Table 1 - Response Rate and Frequency Distribution

Country	Total Teams	Frequency	Response Rate%
Barbados	48	35	72.92
Guyana	30	7	23.33
Antigua & Barbuda	15	6	40.00

Table 1 describes the response rates and frequency distributions for the sample.

Effectiveness was measured using the item “the overall effectiveness of the team can be classified. . .” on a 5-point Likert scale ranging from 1 = not effective to 4 = extremely effective. A sample item for extra-effort was “motivate each other to do more than they thought they could do” and was measured on a 5-point Likert scale, ranging from 0 = not at all to 4 = frequently or always. Satisfaction was measured using the item “in all, how satisfied are you with the leadership abilities of the team you are rating?” on a 5-point Likert scale ranging from 1 = very dissatisfied to 4 = very satisfied.

### **Test of Reliability**

The reliability for the overall team transformational scale was .95. See Table 3.3. As the scales analyzed included five or less items, alpha ( $\alpha$ ) values higher than .65 are acceptable (Cortina 1993).

### **Procedure**

The TMLQ was distributed to participants and returned from participants to the researcher during the various competitions. Official competition results were then obtained from the national cricket associations of Barbados, Guyana and Antigua, after the cricket competitions had ended. Each questionnaire included an official cover letter containing statements assuring the respondents of anonymity and strict confidentiality, and giving detailed guidelines on how to complete the questionnaire. All ethical principles in research were adhered to and potential respondents were informed that the process was voluntary, and that they could freely choose not to participate in the survey.

### **Variables in Research**

Team Performance was measured by Percentage of Wins. Wins in the context of this research were operationalized as number of competitions won by each team, over number of competitions played by each team. Extra-Effort was operationalized as team members motivating each other to do more than expected and team members encouraging each other to do more than they expected they could do. Satisfaction in this context means that team members are satisfied with the level of shared leadership in the team. The effectiveness variable refers to the team members’ perceptions of effectiveness in the context of their teams. The researcher identified the need to include 2 control variables in the study, due to the fact that the sample was taken from

more than one country. Each questionnaire had a demographic profile that included two control variables: 1) average age of team; and 2) country of origin of players in the team.

**Data Analysis and Model Testing**

The data were processed utilizing the statistical software for social sciences (SPSS) and the various models were tested using hierarchical multiple regression. Four hierarchical multiple regression analyses were computed to test the effects of team transformational leadership on performance, extra effort, effectiveness, and satisfaction. In the first step of the regression equation given that there were three countries from which the team samples were chosen, the variable (country) was dummy-coded, and two ‘country variables’ (Barbados and Guyana) were entered as control variables. The third country variable Antigua was the reference category. Average team age was also entered as a control variable in the first step. In the second step, the leadership variable team transformational leadership was entered. The collinearity diagnostics as examined by bivariate correlations and variance inflation factors (VIFs) are reported in Tables 4.3, 4.4, 4.5 and 4.6. Results of the collinearity diagnostics indicated that there was no multicollinearity between variables in the regression models, as bivariate correlations between variables in the regression models were not above .8 and VIFs were below 10 (Dancey and Reidy, 2002).

**Results**

**Descriptive Statistics**

The results of test of means, standard deviations and intercorrelations among the measures (using Pearson’s r) are shown in Table 2.

**Table 2 - Means, Standard Deviation and Correlations**

Var.	Mea n	sd	1	2	3	4	5	6	7	8
		21.9								
NOW	28.99	5								
TTL	2.58	.42	.405**							
EE	2.90	.44	.497**	.608**	.366*	-.395**				
EFF	3.15	.57	.534**	.600**	.420**	-.198	.725**			
SAT	3.62	.71	.451**	.506**	.343*	-.255	.615**	.775**		
GUY	.73	.45	.310*	-.033	.248	.068	.136	.103	.076	
BAR	.14	.36	-.365**	-.037	.029	-.091	-.071	-.107	-.101	-.678**

\* p<.05 \*\* p<.01

NOW = Number of Wins in Competitions  
TTF = Team Transformational Leadership

EE = Extra-Effort  
EFF = Effectiveness  
SAT = Satisfaction

BAR = Barbados  
GUY = Guyana

## Hypothesis Testing

### Hypothesis 1

The results of the hierarchical multiple regression testing for the effect of shared/team transformational leadership on performance revealed the overall model was statistically significant ( $F = 5.39, p < .001$ ), and explained 44% variance in performance. The adjusted  $R^2$  was .36. See Table 3. No predictive relationship was found for shared/team transformational leadership. Therefore, hypothesis 1 that team transformational leadership is related to and predicts team performance was not supported.

Table 3 - Summary of Hierarchical Regression Results for Performance

Variable	$\beta$	t	VIF
<b>Step 1</b>			
Average team age	-.00	-.02	1.13
Barbados	-.29	-1.49	1.87
Guyana	.11	.59	1.91
$R^2$	.14		
F	2.40		
<b>Step 2</b>			
Average team age			
Barbados			
Guyana			
Team transformational leadership	.08	.54	1.84
$\Delta R^2$	.30		
$\Delta F$	7.37**		
$R^2$	.44		
Adj. $R^2$	.36		
R for total equation	.66		
F for total equation	5.39**		

Note. \* $p < .05$  \*\* $p < .01$

Dependent Variable = Performance

### Hypothesis 2

Table 4 shows the results of the second hierarchical multiple regression testing for the effect of shared/team transformational leadership on extra-effort. The overall model was statistically significant ( $F = 7.98, p < .001$ ), and explained 53.9% variance in extra effort. Adjusted  $R^2 = .47$ . Shared/team transformational leadership was found to have contributed significantly and positively to the prediction of extra-effort ( $\beta = .33, p < .05$ ). Hence, hypothesis 2 was supported.

### Hypothesis 3

Table 5 shows the results of the third hierarchical multiple regression testing for the effect of shared/team transformational leadership on satisfaction with leadership. The overall model was statistically significant ( $F = 3.90, p < .01$ ), and explained 36.3% variance in satisfaction with



leadership. Additionally, the adjusted  $R^2 = .27$ . There was no significant or predictive relationship for shared/team transformational leadership, therefore, Hypothesis 3 was not supported.

Table 4 - Summary of Hierarchical Regression Results for Extra-Effort

Variable	$\beta$	t	VIF
<b>Step 1</b>			
Average team age	-.01	-.05	1.13
Barbados	.04	.85	1.87
Guyana	.16	.77	1.92
R <sup>2</sup>	.02		
Adj. R <sup>2</sup>	-.04		
F	.289		
<b>Step 2</b>			
Team transformational leadership	.33	2.31*	1.84
$\Delta R^2$	.519		
$\Delta F$	15.39		
R <sup>2</sup>	.54		
Adj. R <sup>2</sup>	.47		
R for total equation	.73		
F for total equation	7.98**		

Note. \*p < .05 \*\*p < .01  
 Dependent Variable = Extra-Effort

Table 5 - Summary of Hierarchical Regression Results for Satisfaction

Variable	$\beta$	t	VIF
<b>Step 1</b>			
Average team age	.06	.35	1.13
Barbados	-.10	-.48	1.87
Guyana	.03	.13	1.92
R <sup>2</sup>	.01		
Adj. R <sup>2</sup>	-.05		
F	.196		
<b>Step 2</b>			
Team transformational leadership	.08	1.36	1.84
$\Delta R^2$	.35		
$\Delta F$	7.52**		
R <sup>2</sup>	.36		
Adj. R <sup>2</sup>	.27		
R for total equation	.60		
F for total equation	3.90**		

Note. \*p < .05  
 \*\*p < .01      Dependent Variable = Satisfaction

**Hypothesis 4**

Table 6 shows the results of the fourth hierarchical multiple regression testing for the effect of shared/team transformational leadership on effectiveness. The overall regression equation for the model was statistically significant ( $F = 5.55, p < .001$ ), and explained 45% variance in effectiveness; Adjusted  $R^2 = .37$ . Shared/team transformational leadership was found to have contributed significantly and positively to the prediction of effectiveness ( $\beta = .39, p < .05$ ), Hence, hypothesis 4 was supported.

Table 6 - Summary of Hierarchical Regression Results for Effectiveness

Variable	$\beta$	t	VIF
<b>Step 1</b>			
Average team age	-.10	-.64	1.13
Barbados	-.056	-.28	1.87
Guyana	.031	.15	1.92
$R^2$	.02		
Adj. $R^2$	-.04		
F	.333		
<b>Step 2</b>			
Team transformational leadership	.39	2.52**	1.84
$\Delta R^2$	.43		
$\Delta F$	10.55**		
$R^2$	.45		
Adj. $R^2$	.37		
R for total equation	.67		
F for total equation	5.55**		

Note. \* $p < .05$

\*\* $p < .01$

Dependent Variable = Effectiveness

**Discussion**

**Performance**

Of particular interest, was the finding that shared/team transformational leadership as hypothesized was not related to performance and hence, was not found to be a predictor of performance in teams in this study. This finding was contrary to existing shared leadership studies that have reported shared/team transformational leadership was a strong positive predictor of performance (Boies et al., 2010; Carson et al., 2007; Drescher et al., 2012; Ensley et al., 2006; Gupta et al., 2010; Gupta et al., 2011; Hmieleski et al., 2012; Hoch et al., 2010; McIntyre and Foti, 2013; Wang et al, 2014). Cultural effects may have shaped the results of the team transformational leadership performance link. Jung and Avolio (1999) argued that the effects of transformational leadership may not always generalize across Asian and Caucasian followers and this may be the case for the SIDS in the West Indies. This raises the issue of the cultural orientation of the cricket teams in the West Indies whose members are largely of African ancestry. There may have been a variable or variables that acted as mediators in the relationship between team transformational leadership and performance. In this study, the researcher tested the direct relationships between the predictor variables and outcome variables in the sport context in SIDS and this provides an opportunity for future research.

### **Extra-Effort**

The researcher hypothesized that team transformational leadership predicts extra-effort, and this was fully supported in the research. This result is consistent with the existing literature that team transformational leadership is the best predictor of extra-effort (Corbin & Alleyne, 2014; Pearce & Conger, 2003; Pearce, Yoo, & Alavi, 2004; Avolio et al., 1996; Ensley et al., 2006). In a high performance and highly competitive sport like cricket players must exert significant levels of effort in order to ensure that their performance contributes to their team's victory. Hence, significant value is added by extra effort, when team members motivate each other to do more than expected, and also encourage each other to do more than they expected they could do. These results may be explained by TMX theory which refers to an exchange relationship between team members, as part of a team and the reciprocity in the exchange (Banks et al., 2014; Seers, 1989; Zhao, 2015). In the context of shared leadership, the sport of cricket is a game which functions at the group level of analysis and as such, member's social identity will be important in terms of how strongly the team bonds and how freely they accept sharing leadership responsibilities.

### **Effectiveness**

The positive results for effectiveness suggest that in cricket in SIDS in the West Indies, a strategy for improving effectiveness may be to consider developing transformational leaders who share leadership responsibilities. This shared leadership predicting effectiveness relationship is similar to the findings of Pearce and Sims (2002) and Corbin and Alleyne (2014) even though their research surveys were not in a sport context. The results further suggest that shared leadership, in which each member of the team shares leadership responsibility and authority is likely to lead to more effective sport teams. Similar to shared leadership and extra-effort, TMX theory may help us explain how effectiveness relates to perceptions of reciprocity of team members in terms of their effectiveness, as they perform shared leadership roles.

### **Satisfaction**

Contrary to what was hypothesized, team transformational leadership was not a significant positive predictor of satisfaction in this study and this was also an interesting if not surprising finding, which is contrary to the findings of Bartram and Casimir (2007) who found a predictive relationship, but in a non-sport context. This research tested the relationship between the predictor variable and satisfaction with leadership in their team, as opposed to personal satisfaction linked to rewards or incentives or satisfaction with a single leader. Further research is suggested.

## **International and Managerial Implications**

The results generally support the arguments that team transformational leadership as a form of shared leadership plays an important role in organisational outcomes such as effectiveness and extra-effort in the sport context of cricket in small island developing states of the West Indies. Bass (1997) argued that transformational leadership transcended national culture, but this research raised several issues that may have implications for international sport involving small island developing states; some results were different from the extant literature. Also, decision-makers of cricket teams from the countries in the study, may consider placing more emphasis on creating organizational cultures that promote shared leadership.

### **Future Research**

This shared leadership research supported the argument that leadership can be shared in a team and created the pathways for additional longitudinal research to test the applicability to other teams outside the cricket teams in the sample and specifically the three islands investigated. Future research needs to separate the effects that personal attributes have on individual attitudes and behaviour, from the effects that cultural orientation has on attitudes and behaviour (Jung and Avolio, 1999). Also, there is need for research in SIDS that analyses the augmentation effect between shared/team transformational and shared/team transactional leadership.

### **Limitations**

Limitations in conducting the study related to the challenges of data collection to obtain much larger samples and also cultures that are not amenable to primary research, such as conducting interviews and completing online and hard copy questionnaires.

### **Conclusions**

These results on performance and satisfaction were inconsistent with extant literature pertaining to shared/team transformational leadership. However, there were significant predictive results for the team transformational leadership and extra-effort and effectiveness relationships. These findings warrant further research and analysis, possibly utilizing a larger sample in a longitudinal study. These results in general, suggested that transformational leadership can be shared in a team, to produce positive and significant results in SIDS of the West Indies.

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