

The Influence of Shared Leadership on Employee Proactive Innovation Behavior

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Abstract. Leadership behavior helps to stimulate employee innovation potential, promote employee proactive innovation behavior. This research is based on social cognitive theory and social exchange theory, through theoretical analysis to explore the effect of shared leadership on employee proactive innovation behavior, and the mediating role of employee self-efficacy. In addition, for the enterprise how to improve employee proactive innovation behavior that gives certain suggestions and countermeasures.

Keywords: Shared Leadership; Proactive Innovation Behavior; Self-efficacy.

1. Introduction

In the public innovation era, enterprises only constant innovation to be invincible. Employee innovation as a carrier of enterprise innovation activities, and eventually all the innovation activities and processes are embodied in the innovative behavior of employees, the feasibility of the innovation of the innovation effect is reflected in the quality level of innovation. With the national emphasis on innovation and development, the number of innovation in all walks of life gradually increased, but the quality still needs to be strengthened. According to the latest Chinese patent report shows that as of the end of 2014, China effective 4 million 642 thousand and 506 patents, including domestic 4 million 32 thousand and 362, an increase of 10.9%, accounting for the proportion of the total reached 86.9%; foreign 610 thousand and 144, an increase of 9.1% the total 13.1%., compares the domestic and foreign patent type, found that the majority of foreign patents for high scientific and technological content of the invention patents, accounting for To 79.9% of the total, while such domestic patents accounted for only 17.6%, the rest for the design patent. The above data show that Chinese is still lack of innovation, innovation is the most conformity innovation, innovation or innovation to cope with. The reason, in addition to the enterprise innovation activities related to less investment, innovation the ability is weak, for reasons other than the incentive mechanism is not perfect, lack of staff with sufficient power, active spontaneous innovation behavior is one of the main reasons behind the quality of effective domestic patents. Therefore, research on employee proactive innovation behavior influence factors is the key to improve the competitiveness of enterprises plays.

Leadership behavior helps to stimulate employee innovation potential, promote employee proactive innovation behavior, therefore it has always been a hot spot of academic research [1]. With the further development of economic globalization and the advent of the era of knowledge economy, organizations rely more on the cooperation between the team to complete the work. As a kind of shared leadership team leadership[2, 3], academics and more and more enterprises begin to pay attention to the level of collective leadership model and its application in the management practice, such as Haier's "management without leadership" mode, millet company matrix management mode and HUAWEI team management mode innovation. For enterprise development importance is self-evident, and has shared leadership help the team knowledge sharing and innovation to enhance the learning atmosphere characteristics, promote team performance maximization [4]. In addition, the domestic and foreign scholars have been on the shared collar The relationship between leadership and team innovation performance have been discussed [5], but the lack of empirical studies on leadership and Employee Innovative Behavior between active sharing. Therefore, the purpose of this study is the relationship between shared leadership and employee proactive innovation behavior through active discussion, and from the cognitive perspective on how to effectively stimulate staff proactive

innovation behavior, and increase enterprise team performance, improve the enterprise competitive advantage.

Based on social cognitive theory and social exchange theory, this study analyzes the influence of shared leadership on employee proactive innovation behavior, and the mediating role of employee self-efficacy based on cognitive perspective.

2. Theoretical Foundation and Research Hypotheses

2.1 Shared Leadership and Proactive Innovation Behavior

In 1987, Hackman scholars put forward the objectives and implementation of the work of team members need to rely on to solve the problem of interdependence [6], followed by more and more researchers found that the level of leadership provided by the team members is more suitable for today development of the times[7]. Shared leadership refers to the integration of team members through the expertise, knowledge sharing, joint decision-making, shared responsibility, and ultimately to realize a leadership style team goals [8]. Chinese scholars Liu Boyi (2009) Shared leadership will be defined as “a dynamic, interactive process of group influence in this process will be based on the characteristics to fulfill the task entrusted to the leadership team members with appropriate expertise, and leadership transition in accordance with changes in the dynamic context role to achieve the objectives of the team and the organization.” In addition, he believes that shared leadership has four dimensions, namely, performance expectations, team learning, collaboration and sharing of responsibilities. This leadership style is a kind of collective leadership, by a number of individuals involved, and not only by the formal leadership decision-making. Shared leadership team members have the right to participate in collaborative decision-making can influence other team members, and enhance the vitality of the team, responsible for the results of these actions is considered the main characteristics of shared leadership [9].

Western mainstream theory is that, in practice, there is seldom employee innovative passive innovation, innovation behavior, mostly spontaneous, proactive behavior. However, this theory cannot explain the presence of Chinese innovation in a lot of response, expediency and obedience innovation. Therefore, the Chinese scholar Zhao Bin based on Chinese social and organizational contexts, played by theoretical and empirical testing, employee innovation behavior is divided into employee proactive innovation behavior and employee passive innovation. Shally (2009) and other scholars believe that the proactive innovation behavior refers to staff the initiative and actively improve the working environment, and voluntarily, from the heart to take responsibility [10]. Zhao Bin (2014) and other scholars have pointed out, proactive innovation behavior is employees from the heart, fully prepared for future innovation and courage to face and solve innovation voluntary innovative behavior occurring in a series of problem.

Shared leadership within the team as a level of leadership, compared to traditional vertical leadership, more efficiently complete team performance [9]. In addition, by comparing the traditional leadership scholars shared leadership and transformational leadership, it is found the influence of shared leadership on employee innovative behavior is more obvious. Proactive innovation behavior as an innovative, shared leadership for sparking innovation active employee behavior plays an important role. First, requiring employees to share leadership on the basis of high-efficiency, high-quality completion of the work on to improve performance through continuous innovation; secondly, emphasize shared leadership team members to share knowledge, and consciously learn new knowledge and skills; again, shared leadership team to create an atmosphere conducive to enhancing team spirit, enhance mutual trust and understanding between employees, improve employee creativity; fourth, focus on shared leadership and responsibility sharing, dynamic leadership transition members Information, organizations of all employees in decision-making, shared responsibility, in which people can share knowledge, give full play to the initiative, and thus contribute to strengthening the innovative behavior of employees, so that employees enhance innovation capacity, and more

spontaneously take the initiative to do a series of innovative behavior. Based on this, the present study proposes the following hypothesis:

H1: Shared Leadership positively correlated with employee proactive innovation behavior.

2.2 Mediating Role of Self-efficacy.

Self-efficacy refers to the individual before performing tasks on their own in order to be able to complete that task has what level of self-confidence, judgment or subjective feelings. If the individual's sense of self-efficacy, the higher, the higher its goal setting, and to pay more effort and sustainability, and ultimately complete the task efficiently and to improve work performance. Self-efficacy is not only influenced by personal factors, but also by the impact of leadership style. Studies have shown that self-efficacy in leadership behavior and employee behavior roles are played an intermediary role between the role behaviors. In addition, good organizational innovation climate and innovation management practices can enhance employee self-efficacy, and promote innovative behavior of employees, which is of great significance to improve the performance of enterprise innovation.

Based on social cognitive theory, faith is an individual feeling, thinking and behavior of the foundation, individual actions affected thinking, self-awareness guides the actions of individuals. Shared leadership team, led requiring employees through continuous innovation to improve performance; and proactively empower employees with expertise to share with the staff leadership rights, while shared leadership responsibility; create inter operable working atmosphere in the team, and encourage employees to share knowledge. More acts to effectively stimulate their sense of responsibility, a sense of belonging and initiative, in favor of their ability to evaluate employee motivation and team to complete tasks, to improve self-efficacy employees. High self-efficacy employees help form consistent with the direction of enterprise development innovation, more active, efficient and innovative job done, and then take the initiative to promote proactive innovation behavior of employees. Therefore, shared leadership will help improve the self-efficacy of employees, thereby strengthening the proactive innovation behavior of employees. Based on this, the present study proposes the following hypothesis:

H2: Employee self-efficacy between shared leadership and employee proactive innovation behavior plays an intermediary role.

Based on the above analysis, we constructed the conceptual model of shared leadership, self-efficacy and employee proactive innovation behavior, as shown in Fig.1.

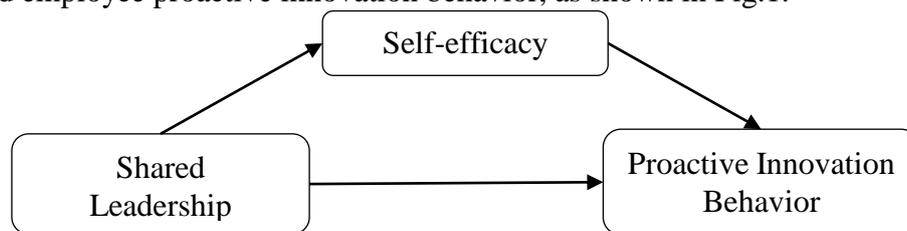


Fig. 1 Shared leadership on employee proactive innovation behavior model

3. Management Implications

For businesses, enhance employee proactive innovation behavior conducive to the organization to improve innovation performance, long-term development of the organization and lay a solid foundation. Through cognitive perspective, this study discusses the relationship between shared leadership and employee proactive innovation behavior, and believes that the following points should be done to improve employees' proactive innovation behavior:

First, leaders should focus on the implementation of shared leadership. Shared leadership and team members share the right to make decisions, take responsibility and other features, help to promote innovation and active employees, so that employees can respond flexibly outside the complex organizational context. Therefore, the team leader in the management process should be conscious application sharing leadership theory, specifically to do the following: first, requiring employees upon

completion of the task not only to the quality and quantity, but also to make innovation, thus improving the work performance; second, organizing team members brainstorm, find their own lack of knowledge sharing, and encourage employees to take the initiative to learn new skills; third, the staff reasonable division of labor, so that team members increase trust and understanding to cooperate in the reduction conflict between team members; fourth, good for employee empowerment, so that employees can have full play to their value in the team.

Second, pay attention to employee self-efficacy, to create a good team atmosphere, to build a bridge to improve employees' proactive innovation behavior. In the management process, the leader should always pay attention to employee self-efficacy, timely communication with employees in task difficulty in reducing staff because innovation failure caused frustration. In addition, the leader should strive to create a good team atmosphere, improve the team cooperation consciousness, let employees feel from the support of the team, and enhance the employee's sense of self-efficacy, promote their proactive innovation behavior.

4. Conclusion

To explore the influence of shared leadership on employee proactive innovation behavior when this research study from the perspective of the Cognitive Perspective influence its intermediary role, but only uses a cognitive perspective on self-efficacy variables, future research may explore the impact of its intermediary role additional factors, such as emotional perspective of organizational commitment.

Acknowledgments

This research was financially supported by the Innovative project of Guangxi University of Science and Technology.

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