1 **Shared leadership and employee outcomes in sport for development and peace (SDP): The**

2 **mediating role of meaningful work**

3 Seungmin Kang[a]*, Jihyeon Oh[b], and Na Young Ahn[c]

4 [a]* Health, Nutrition, and Exercise Sciences, North Dakota State University, Fargo, ND 58102,

5 USA.

6 • Email: seungmin.kang@ndsu.edu

7 • Tell: +1-(225)-650-9113

8 [b] Department of Sport and Leisure Studies, Yong In University, Yong In, 17092, South Korea.

9 [c], Business School, Bournemouth University, Poole, BH12 5BB, United Kingdom.

10

Shared Leadership and Employee Outcomes in Sport for Development and Peace (SDP):

The Mediating Role of Meaningful Work

Abstract

This study examines the influence of shared leadership on meaningful work—a critical psychological need for Sport for Development and Peace (SDP) practitioners—and its impact on employee outcomes. Analyzing data from a global survey of 209 SDP practitioners, we investigate shared leadership's direct and indirect effects on psychological well-being, turnover intention, and innovative work behavior. Results reveal that shared leadership significantly enhances perceptions of meaningful work and directly influences employee outcomes. Meaningful work mediates this relationship by underscoring its vital role in fulfilling employees' work-related needs. The results suggest that shared leadership can contribute to a shift in fostering meaningful work from primarily individual efforts of employees to more collective organizational practices in the SDP context. This study advances SDP knowledge by demonstrating shared leadership and the promotion of meaningful work as valuable non-financial strategies for enhancing employee experiences and retention in SDP organizations.

Introduction

Sport management scholars have increasingly recognized collective/shared leadership as a viable new perspective on leadership within the field (Ferkins et al., 2025; Kang & Svensson, 2019, 2022; O'Boyle et al., 2023). This shift moves beyond traditional, leader-centric models to view leadership as a dynamic, relational process generated through the interactions of multiple individuals, rather than solely by a single authority figure. Across diverse sport organizations, shared leadership has been shown to foster collective responsibility and strengthen organizational functioning. Emerging evidence suggests that shared leadership may also help address persistent challenges such as burnout and turnover, though further empirical research is needed to establish these effects more firmly (Ferkins et al., 2025; Fransen et al., 2020; Kang & Svensson, 2022; Taylor et al., 2024). By moving beyond leadership as the sole domain of a formal leader, shared leadership provides a complementary and adaptive approach for navigating complex environments in sport organizations. This perspective not only advances leadership theory development in sport management but also provides a foundation for improving leadership practice across a wide range of sport contexts.

Within this broader context, the Sport for Development and Peace (SDP) sector has grown over the last two decades with the increased number of organizations and enhanced legitimacy supported by local and international governing bodies (Schulenkorf, 2017). This growth has led to a rise in employment opportunities as evidenced by growing job postings on global SDP platforms (Svensson et al., 2021; Whitley et al., 2019a). Further, incorporating SDP into university curricula shows its increasing importance in academic research and its potential as a career option for young professionals (McSweeney et al., 2022). Despite these advances, SDP practitioners face unique workplace challenges including multifaceted workloads, low

income, limited career development opportunities, and high turnover rates, which underscore a need for improved workplace experiences (Halsall & Forneris, 2016; Kang & Svensson, 2019; Shin et al., 2020; Svensson et al., 2017).

Given the importance of maintaining employees for organizational sustainability, SDP organizations need to focus on promoting meaningful experiences for their staff members in the workplace. In response to these challenges, the concept of meaningful work has emerged as a critical factor in influencing individual and organizational outcomes in various organizational contexts (Robichau & Sandberg, 2022; Steger et al., 2012). Meaningful work—defined as work personally significant and aligned with individual values—has been recognized for its positive impact on employee experiences and organizational success (Bailey et al., 2019a; Fletcher et al., 2018; Kim & Park, 2022; Lysova et al., 2019; Shafaei & Nejati, 2023). Given the resource-scarce environment and high turnover rates in the SDP field (Welty Peachey et al., 2020a), examining meaningful work is important as it can serve as a non-financial strategy to promote positive work-life attitudes, enhance innovation, and reduce turnover rates, thereby supporting the sustainability and effectiveness of SDP organizations (Svensson et al., 2021).

Leadership has emerged as a critical element influencing how employees view their work as meaningful (Cai et al., 2018; Frémeaux & Pavageau, 2022; Lysova et al., 2019; Wang & Xu, 2019). However, existing research has predominantly focused on vertical leadership approaches. Shared leadership, widely recognized as an effective and promising leadership approach in SDP (Jones et al., 2018; Kang & Svensson, 2019; Svensson et al., 2022), offers a different perspective by emphasizing leadership as a collaborative concept rather than relying on characteristics of a hierarchical leader. Despite its potential, there remains a significant research gap concerning the role shared leadership can play in SDP organizations. Given that the shared leadership model

encourages employees to take collective leadership roles and experience leading one another

(Lyndon & Pandey, 2020), this leadership approach suggests a promising link with the

perception of meaningful work among SDP practitioners.

Meaningful work acts as a critical medium between leadership and a range of attitudinal,

psychological, and performance-related outcomes among employees (Fletcher et al., 2018;

Johnson & Jiang, 2017). As such, employees' perception of meaningfulness in work can be

enhanced by certain leadership styles. This enhancement, in turn, leads to positive employee

outcomes such as improved perception of well-being (Littman-Ovadia & Steger, 2010; Pollet &

Schnell, 2017), increased creativity/ innovative work behaviors (Cai et al., 2018), and lower

turnover intention (Fairlie, 2011). However, no prior research has directly examined how

meaningful work is shaped and translates into employee outcomes within the context of SDP.

Addressing this knowledge gap is critical as promoting meaningfulness of work can

provide valuable insights into mitigating challenging work experiences and cultivating positive

outcomes among SDP professionals even in the face of significant resource and capacity

challenges (Bailey et al., 2019a; Svensson et al, 2021; Welty Peachey et al., 2018b; Whitley et

al., 2019b). Consequently, the purpose of this study was to examine interconnections between

shared leadership, meaningful work, and a range of employee outcomes such as psychological

well-being, innovative work behavior, and turnover intention in the SDP context. As a non-

financial factor cultivating positive employee experiences (Selden & Sowa, 2015; Svensson et

al., 2021), particular attention was given to the mediating role of meaningful work between

shared leadership and these outcomes.

These outcome variables were selected for their direct relevance to the most pressing

challenges in SDP organizations: supporting mental and emotional health amid high workloads,

fostering creative solutions in resource-constrained settings, and improving staff retention (Clutterbuck & Doherty, 2019; Halsall & Forneris, 2016; Svensson et al., 2019). While other employee outcomes commonly examined in organizational research, such as satisfaction, commitment, and engagement, may also yield valuable insights, we prioritized the three constructs to maintain conceptual clarity and ensure model parsimony. This focused approach allows the study to address urgent sector-specific needs while providing a foundation for future research to expand upon. The following sections review relevant literature and articulate the study's hypotheses based on a developed research model.

Literature Review

The Influence of Shared Leadership on Meaningful Work in SDP

Leadership has emerged as an important component in managerial discussions in SDP research highlighting its impact on individual and organizational outcomes (Jones et al., 2018; Kang & Svensson 2022, 2023; Shin et al., 2020; Welty Peachey et al., 2018a). In this context, shared leadership has recently emerged as an alternative leadership model in SDP complementing the traditional leader-centric approach (Shin et al., 2020; Wegner et al., 2023). Shared leadership is characterized by a collective leadership style that highlights the distribution and rotation of leadership roles along with collaborative decision-making in teams or across organizational contexts (Han et al., 2018; Pearce & Conger, 2003). Shared leadership can be integrated into existing vertical leadership structures based on the support from positional leaders (Pearce et al., 2008). This 'power-with' approach in shared leadership aligns well with the need for meaningful stakeholder engagement in SDP (Jones et al., 2018; Kang & Svensson, 2023; Svensson et al., 2019; Wegner et al., 2023).

Despite growing scholarly interest, shared leadership's impact on individual and

organizational outcomes in SDP is still under-explored. Recent research has highlighted a significant gap in the shared leadership literature: the neglect of individual employees' perceptions of shared leadership in organizational settings (Choudhury & Maupin, 2025; Sweeney et al., 2019). While existing studies have predominantly focused on teams and team-level dynamics, this approach overlooks potential variations in how individuals perceive shared leadership behaviors within their organizations. This gap underscores the need for empirical examination of shared leadership from individual perspectives, particularly in SDP organizations, to understand how employees evaluate shared leadership behaviors and/or orientation in their specific organizational environment.

Meaningful work represents a deeper quest for significance in one's professional life (Steger et al., 2012). For the purpose of study, meaningful work is defined as "work that is subjectively meaningful, important, rewarding, or aligned with personal values" (Bailey et al., 2019a, p. 98). To date, both scholars and practitioners have been interested in exploring and capitalizing on meaningful work due to a wide range of human resource concerns (Kim & Park, 2022; Lysova et al., 2019). The pursuit of meaningful work is especially important among nonprofit practitioners including those in the SDP sector as these professionals often seek a strong alignment between their values and the organization's mission-driven objectives (Welty Peachey et al., 2018b). However, scholars have indicated that meaningfulness in work is often viewed as an employee's personal responsibility, rather than an outcome shaped by organizational practices (Michaelson et al., 2014). This perspective has created a significant gap in understanding as it overlooks the potential for organizations to actively cultivate a sense of meaningfulness among their employees (Antal et al., 2018; Bailey et al., 2019b). While SDP research has primarily focused on employees' initial motivations for joining the field, less

attention has been given to how organizational factors contribute to ongoing meaningful work experiences (e.g., Welty Peachey et al., 2018b). This gap highlights the importance of examining organizational strategies and leadership approaches in SDP where aligning personal and organizational values is crucial (Shafaei & Nejati, 2023; Svensson et al., 2021; Wang & Xu, 2019; Welty Peachey et al., 2018b).

Leadership has been identified as an important antecedent of meaningful work for employees in various non-sport organizational contexts (Arnold et al., 2007; Bailey et al., 2019a; Cai et al., 2018; Frémeaux & Pavageau, 2022; Pradhan & Pradhan, 2016). However, these studies have primarily focused on vertical leadership models including recent research by Shafaei and Nejati on inclusive leadership (Arnold et al., 2007; Shafaei & Nejati, 2023). This leaves a significant gap in understanding the potential relationship between shared leadership and meaningful work, particularly in the SDP context. Shared leadership's emphasis on collective engagement aligns closely with SDP professionals' motivation to create positive social change through collaborative efforts. The meaningful engagement promoted by shared leadership (Jones et al., 2018; Kang & Svensson, 2019; Lips-Wiersma et al., 2020; Svensson et al., 2019) may enhance employees' perceptions of the significance of their work in addressing social issues through sport. However, empirical research examining this relationship in the SDP work environment is lacking. To address this gap, the following hypothesis was developed:

Hypothesis 1 (H1): Shared leadership will be positively related to meaningful work.

The Influence of Shared Leadership on Employee Outcomes in SDP

Shared leadership has been recognized as an alternative leadership approach in various contexts to help teams and/or organizations navigate challenges beyond the capacities of vertical leadership structure (Ferkins et al., 2018; Jones et al., 2018; Kang & Svensson, 2019, 2022; Shin

et al., 2020; Svensson et al., 2019; Wegner et al., 2023; Yammarino et al., 2012). In particular,

existing literature has shown that shared leadership can lead to unique and positive employee

experiences in various work settings (Han et al., 2018; Hoch & Dulebohn, 2013; Wu & Chen,

2018; Zhu et al., 2018). For instance, engagement in shared leadership has been associated with

several benefits including enhanced psychological well-being, increased innovative work

behavior, and lower turnover intention among employees (Hoch, 2013; Hoch & Dulebohn, 2013;

Svensson et al., 2019; Quek et al., 2021). The following sub-sections discuss the relationship

between shared leadership and each outcome variable.

Shared Leadership and Psychological Well-being

Psychological well-being encompasses an individual's assessment of their psychological

state and functioning including aspects such as self-acceptance, positive relationships, autonomy,

environmental mastery, purpose in life, and personal growth (Ryff, 1989). While it shares some

overlap with subjective well-being, psychological well-being focuses on overall psychological

functioning and growth beyond mere happiness and life satisfaction (Diener et al., 2009; Kim et

al.,2020). Previous research has suggested a conceptual link between shared leadership and

employee well-being primarily through a theoretical framework (e.g., Hoch & Dulebohn, 2013).

Empirical evidence, however, remains limited. Mertens et al. (2020) demonstrated that shared

leadership enhances a sense of belonging and improves well-being among athletes in a sports

team setting through identity leadership. Although Mertens et al.'s (2020) study focused on

athletes rather than organizational employees, it highlights the potential of shared leadership to

create a supportive environment that improves psychological well-being in work contexts. The

distinct challenges faced by SDP professionals such as high stress levels and burnout due to

multifaced workloads and limited organizational support (Shin et al., 2020; Svensson et al.,

2021) make this relationship particularly relevant. Shared leadership may offer a valuable

approach to enhancing psychological well-being by building a supportive work environment that

mitigates these challenges. Examining the link between shared leadership and well-being in the

SDP context is crucial for several reasons. First, it explores how shared leadership functions in

resource-constrained environments where collaborative efforts are essential. Second, it provides

insights into improving employee experiences by understanding how shared leadership can

alleviate SDP-specific challenges. Third, it contributes to developing context-specific leadership

theories that address the distinct needs of SDP organizations. Given these considerations, we

propose the following hypothesis:

Hypothesis 2 (H2): Shared leadership will be positively related to psychological well-

being.

Shared Leadership and Turnover Intention

Employee turnover is a significant challenge in the SDP sector that threatens

organizational sustainability. Given the strong connection between turnover intention and actual

employee departure, researchers have focused on mitigating factors that lead to turnover

intention. This approach is especially critical in human service nonprofits including SDP

organizations, which heavily rely on full-time paid staff for program operation (Selden & Sowa,

2015; Svensson et al., 2017; Wegner et al., 2023). Retaining skilled and experienced staff is

essential for long-term sustainability and organizational capacity (Clutterbuck & Doherty, 2019;

Svensson et al., 2018). While various leadership styles have been examined for their impact on

turnover intention across different contexts, most studies have focused on vertical leadership

models (Azanza et al., 2015; Herman et al., 2013). Within the discussion of leadership, shared

leadership has been recognized for its positive influence on improving employee workplace

attitudes such as commitment and satisfaction (Han et al., 2018; Serban & Roberts, 2016; Zhu et al., 2018), which can be conceptually linked to reduced turnover intention. Despite this potential connection, there is a lack of empirical research directly examining the influence of shared leadership on turnover intention in the SDP field where voluntary turnover remains a critical challenge (Jones et al., 2022; Svensson et al., 2018; Welty Peachey & Burton, 2017).

In SDP, Kang and Svensson's (2019) conceptual work suggests that shared leadership practices can lead to reduced burnout, enhanced empowerment, and clearer task/role expectations among employees. These insights indicate that shared leadership may play a critical role in reducing employee's turnover intention. While empirical evidence on this relationship is limited, Quek et al. (2021) demonstrated that distributed leadership significantly reduces turnover intention among nursing staff in demanding healthcare environments. This finding underscores the importance of examining these dynamics within the SDP sector, which have similar challenges in staff retention. Given the critical nature of employee retention in SDP organizations and the potential of shared leadership to positively influence employee attitudes, there is a clear need for empirical research examining the direct relationship between shared leadership and turnover intention in the SDP context. By investigating this connection, this study aims to extend existing knowledge and provide insights into how shared leadership can help address turnover challenges in this field. Accordingly, the following hypothesis was proposed:

Hypothesis 3 (H3): Shared leadership will be positively related to low turnover intention.

Shared Leadership and Innovative Work Behavior

Innovation is vital for the survival and mission fulfillment of SDP organizations operating in complex and resource-limited environments (McSweeney et al., 2024; Svensson et al., 2019). To address these challenges, SDP organizations are developing innovative solutions

including new program approaches, improved evaluation methods, and non-traditional

organizational models (Raw et al., 2019; Svensson & Cohen, 2020). Among the various factors

influencing innovation, leadership has been identified as a key determinant in SDP organizations

(Svensson & Mahoney, 2020). Despite its important role, leadership has not been thoroughly

integrated as an input, process, and outcome factor in SDP theorization (Welty Peachey et al.,

2020b). This gap highlights the need for more research on how leadership, particularly shared

leadership, can facilitate innovative work behavior among SDP professionals. Shared

leadership's collaborative nature is emphasized in the broader management literature for its role

in enhancing creativity and innovative work behavior (Wu & Cormican, 2016; Zhu et al., 2018).

In nonprofits, including SDP organizations, shared leadership promotes the use of collective

intelligence to create new strategies. Empirical evidence suggests that empowerment, knowledge

sharing, and collective problem-solving experiences through shared leadership enhance

organizational creativity and innovation (Gu et al., 2018; Hoch, 2013; Vandavasi et al., 2020).

   Kang and Svensson's (2019) conceptual framework suggests that shared leadership can

build an environment conducive to collaborative innovation among SDP employees. This is

particularly important in the SDP sector where organizations should navigate uncertainty and

adapt existing strategies to better achieve desired outcomes (Svensson & Hambrick, 2019).

While Svensson et al. (2019) provided empirical support for this relationship among SDP

practitioners in the United States, further examination within the global SDP sector is needed

(Welty Peachey et al., 2018b). This study aims to fill this gap by investigating shared

leadership's impact on innovative work behavior within a global sample of SDP employees. By

focusing on the link between these two constructs in a resource-constrained environment in SDP,

this research seeks to enhance our theoretical understanding of shared leadership as an "input"

for employee experiential outcomes.

Hypothesis 4 (H4): Shared leadership will be positively related to innovative work behavior.

The Mediating Role of Meaningful Work

This study examines the mediating role of meaningful work in the relationship between shared leadership and employee outcomes (psychological well-being, turnover intention, and innovative work behavior) in SDP organizations. While previous research in non-sport settings has examined these constructs, it has done so primarily in isolation or through conceptual links (e.g., Carson et al., 2007; Bailey et al., 2019a; Kim & Park, 2022). Empirical studies investigating the interrelationships among these variables remain scarce, particularly in sport management. Recent studies have begun to explore meaningful work in the broader sport industry context. Oja et al., (2023) developed an employee growth model in sport/leisure, highlighting the unique aspects of meaningful work in sport organizations. Building on this foundation, Baer et al., (2024) provided valuable insights into sport employees' conceptualizations of meaningful work. These studies underscore the potential of the sport industry for examining the mechanisms of meaningful work, which stems from the distinctive motivations of sport employees and the needs of sport organizations (Andrew et al., 2021; Zvosec et al., 2023). While these studies provide a foundation for understanding meaningful work in the sport sector, they also emphasize the need for empirical quantitative research to demonstrate the interconnection between meaningful work and various employee and organizational outcomes across diverse sport contexts.

The SDP sector, with its unique blend of sport and social impact missions, presents a particularly rich environment for such an examination. Unlike traditional business settings, SDP

organizations operate with strong social missions, potentially amplifying the importance of

meaningful work for employees. The collaborative nature of shared leadership aligns closely

with the inclusive ethos of the SDP sector (Kang & Svensson, 2019; Svensson et al., 2021;

Wegner et al., 2023), suggesting its effectiveness in fostering a sense of meaningfulness among

employees. This, in turn, may influence various employee outcomes. Research in other

organizational contexts has demonstrated that employees who perceive their work as meaningful

experience greater psychological well-being (Littman-Ovadia & Steger, 2010; Pollet & Schnell,

2017), increased innovative behaviors (Ganjali & Rezaee, 2016), and higher retention rates

(Allan et al., 2019; Fairlie, 2011).

However, studies on the determinants of meaningful work have primarily focused on

individual employees' characteristics, job attributes, and vertical leadership approaches, largely

overlooking the potential impact of collective leadership styles such as shared leadership. SDP

literature emphasizes the importance of developing organizational structures and/or practices that

foster meaningful employee experiences and retention (Clutterbuck & Doherty, 2019;

Schulenkorf, 2017; Svensson et al., 2017). Examining meaningful work as a mediator in this

context offers valuable insights into the mechanism through which shared leadership influences

employee outcomes in this specialized field. This investigation addresses a gap in understanding

shared leadership and meaningful work in SDP and responds to calls for more tailored

approaches to management practices in the SDP domain (Welty Peachey et al., 2020b). By

situating our study within the SDP context, we aim to contribute to a more nuanced

understanding of meaningful work as a mediator between shared leadership and employee

outcomes, while also addressing the call for broader empirical investigation across diverse sport

contexts. Drawing upon insights from SDP research, the broader fields of nonprofit management,

and human resource development (HRD), this study seeks to examine how meaningful work

mediates the relationship between shared leadership and employee well-being, innovative work

behavior, and turnover intention in SDP organizations. Based on these considerations, we

propose the following hypotheses.

Hypothesis 5 (H5): Meaningful work will mediate the relationship between shared

leadership and well-being.

Hypothesis 6 (H6): Meaningful work will mediate the relationship between shared

leadership and low turnover intention.

Hypothesis 7 (H7): Meaningful work will mediate the relationship between shared

leadership and innovative work behavior.

Methods

Participants and Procedures

We developed and distributed a quantitative survey via Qualtrics to a global sample of

SDP practitioners. We constructed a sampling frame by examining organizational listings from

prominent global SDP online platforms and networks such as sportanddev, Beyond Sport,

Common Goals, Action Sport for Development, Laureus Sport for Good Cities, Sport for

Development in Latin America, and Nike's Sport for Social Change Networks. This involved a

detailed review of organizational websites, specifically staff listing pages, to identify potential

participants. In total, 2,107 SDP employees were identified and invited to participate. Email

invitations outlining the purpose of research and providing a survey link were sent, followed by

two reminders over a five-week data collection period (March-April 2023). Of 234 responses

received, 25 were discarded due to incomplete data resulting in 209 complete surveys for

analysis (response rate of 9.9 %). This relatively low response rate may be attributed to common

issues in SDP and broader survey research including outdated contact information, language

barriers, and lack of incentives (Singer & Ye, 2013; Svensson et al., 2020). Although the

response rate was relatively low, the sample size (>200) was sufficient for structural equation

modeling (SEM) in line with prior sport management research (Lee et al., 2016).

The demographic composition of respondents showed a nearly equal distribution between

women (n = 106, 50.7%) and men (n = 103, 49.3%), reflecting a balanced gender representation

that closely mirrors the broader SDP sector (Piggott, 2025). Most respondents were aged

between 30-39 (n = 75, 35.90%), employed full-time (n = 146, 69.8%), and served as non-

executive leaders (n = 127, 60.8%) or executive roles (n = 82, 39.2%). North America was a

predominant organizational location for participants (n = 91, 43.5%), which is similar to the

proportion observed in previous SDP research (e.g., 48.6% in Whitley et al., 2019a). However,

this overrepresentation of North America is higher than the proportion typically found in the

broader global SDP workforce where organizations are more geographically diverse with Africa,

Europe, Asia, and South America (Svensson & Woods, 2017). We collected data on the

continent where participants were currently serving, but decided not to gather information on

race, ethnicity, or nationality to minimize potential confusion, exclusion, or misrepresentation of

identities, particularly given the global and culturally diverse nature of our sample. Ethical

survey research notes that some demographic questions can inadvertently lead respondents to

misrepresent their identities if categories do not reflect their lived experiences (Singer & Ye,

2013; Sharghi et al., 2024). Regarding career duration within the SDP sector, the largest group

reported under 5 years of experience (n = 89, 42.6%). Further demographic information of the

participants is provided in Table 1.

[Insert Table 1 Here]

Measures

　　The survey instruments were adapted from scales validated in previous research and tailored to the specific context of this study through an extensive literature review. After a detailed evaluation for clarity, redundancy, and relevance, the authors discussed necessary adjustments to the original items (Rogalsky et al., 2016). To further refine these adjustments, three sport management scholars with relevant subject expertise were invited to serve as expert panels for review. They evaluated whether the survey items were effectively adapted for the research context and suitable for the research purpose (Hardesty & Bearden, 2004). The final survey questionnaire was refined by incorporating wording adjustments and eliminating redundant items. All survey items, except for demographic questions, were measured using a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

　　Shared leadership was assessed using eight items adapted from the Shared Professional Leadership Inventory for Teams (SPLIT; Grille & Kauffeld, 2015). Originally developed for team settings, SPLIT has been successfully adapted in prior research to assess shared leadership behaviors in broader organizational contexts including sport management (Geib & Boenigk, 2022; Han et al., 2018; Svensson et al., 2019; 2021; Van Dalfsen et al., 2023; Wu et al., 2024). For this study, the scale was carefully adapted to measure individual employees' perceptions of shared leadership behaviors within their organizations, aligning with the focus of this study. A sample item includes: "We support each other in handling conflicts within the organization." The original SPLIT comprises four dimensions: task-oriented, relation-oriented, change-oriented, and micropolitics-oriented aspects of shared leadership. However, Grille and Kauffeld (2015) noted significant overlap in variance between the relation and change-oriented dimensions. Additionally, the micropolitics-oriented dimension emphasizes external network utilization in

corporate settings, which is less relevant to the SDP context (Han et al., 2018). Consequently, this study focused on the task and relation-oriented dimensions of shared leadership.

Meaningful work was measured using a shortened version of the Work and Meaning Inventory (WAMI) (Steger et al., 2012) as utilized in prior research (Lavy & Bocker, 2018; Steger et al., 2013). A sample item includes "The work I do serves a greater purpose." Psychological well-being was assessed using a three-item scale adapted from the shorted item scale by Billing et al. (2023), which was based on Diener et al.'s (2009) measure. Innovative work behavior was measured using five items adapted from Dorenbosch et al. (2005) assessing idea generation and implementation. Despite initially developing a multi-dimensional measure, strong correlations among items ($r = .67$) led to a single additive scale, an approach supported by subsequent research (De Jong & Den Hartog, 2010). Turnover intention was measured with three items adapted from Wayne et al (1997), which captures employees' intentions to leave their current organizations. An example item was "If there is a better job, I am intending to change jobs."

Data Preparation

Prior to testing the research hypotheses, we examined the values of multivariate skewness and kurtosis and identified non-normality in the data. Thus, we adopted a maximum likelihood with robust standard errors (MLR) estimation, known for its robustness to non-normality. We then executed a confirmatory factor analysis (CFA) using M*plus* 7.0 to examine the validity and reliability of measures. The criteria outlined by Hair and colleagues (2010) were followed for model specification, identification, estimation, fit, and re-specification. Moreover, various goodness-of-fit-indices were employed in line with the guidelines of Hair et al. (2010) including the normed chi-square (χ^2/df), comparative fit index (CFI), Tucker-Lewis Index (TLI), root mean

square error of approximation (RMSEA), standardized root mean residual (SRMR). Bollen

(1989) suggested a normed chi-square value below 3.0 for a reasonable fit, while CFI and TLI

values exceeding .90 indicate an acceptable fit. For RMSEA, values between .06 and .08 are

considered acceptable (Hu & Bentler, 1999), and SRMR values closer to 0 show a good fit, with

the range of .05 to .10 considered an acceptable fit (Satorra & Bentler, 1994). To assess the

reliability of the scales, we looked at Cronbach's alpha (α), construct reliability (CR), and

average variance extracted (AVE). Following Nunnally and Bernstein's (1994) recommendation,

a cut-off value of .80 is used for Cronbach's alpha, while .07 is the threshold of CR (Fornell &

Lacker, 1981). An AVE benchmark of .50 or higher is also used. To address potential

confounding effects, we included key demographic variables (e.g., age, gender, employment

status, organizational role, career years, geographic location) as control variables in follow-up

analyses. These variables were selected based on prior literature identifying demographic

characteristics as potentially relevant to employee outcomes (Chambel et al., 2017; Kim et al.,

2020; Luksyte et al., 2018; Peltokorpi et al., 2015). Lastly, a multigroup SEM analysis was

employed to assess whether the measurement and structural models were equivalent across

executive and non-executive roles. Measurement and structural invariance were evaluated using

the cutoff criteria proposed by Chen (2007) and Cheung and Rensvold (2002).

Results

Measurement Model

A series of data analyses were conducted before the hypothesized model for direct and

indirect paths through structural equation modeling (SEM). First, the validity and reliability of

the measurements of latent variables were examined. Results of the CFA indicated an acceptable

fit between the data and measurement model ($\chi^2/df = 613.08/265 = 2.31$, CFI $= 0.90$, TLI $= 0.90$,

1   RMSEA = 0.08, SRMR = 0.06). All factor loadings in the measurement model exceeded the

2   cutoff of .05 and were statistically significant (see Table 2). Second, to assess convergent

3   validity and reliability, AVE values and CR were estimated. AVE values ranged from .66 (well-

4   being) to 0.74 (shared leadership) exceeding the cutoffs of .50, thereby establishing convergent

5   validity. Third, correlations among the measures were calculated (Table 3). The correlation

6   coefficients ranged from -.20 to .63 indicating no relationships exceeded the threshold of .80

7   (Kline, 2016). Thus, we confirmed the absence of extreme multicollinearity or singularity issues,

8   thereby, establishing discriminant validity. Moreover, all composite reliability coefficients of the

9   latent variables were greater than the traditional cutoff thresholds of 0.80 indicating acceptable

10   reliability. Consequently, the measurement model demonstrated both convergent and

11   discriminant validity allowing for the examination of the structural model (Fornell & Larker,

12   1981; Hair et al., 2010; Kline, 2016).

13   [Insert Table 2 Here]

14   [Insert Table 3 Here]

15   **Hypothesis Testing**

16   SEM was utilized to examine the statistical significance of the path coefficients among

17   variables for hypothesis testing. The result of the model showed an acceptable fit ($\chi^2/df =$

18   574.18/242= 2.37, CFI = 0.91, TLI = 0.90, RMSEA = 0.08, SRMR = 0.05). The hypothesized

19   model consists of four direct paths, all of which were supported by the data. Specifically, shared

20   leadership positively influenced meaningful work ($\beta = .67$, $p < .001$), well-being ($\beta = .19$, p

21    $< .01$), innovative work behavior ($\beta = .25$, $p < .05$), and negatively influenced turnover intention

22   ($\beta = -.25$, $p < .01$). Thus, H1 through H4 were supported. We also examined the indirect

23   relationships among variables in this study by proposing three indirect effects: (a) shared

leadership → meaningful work → psychological well-being, (b) shared leadership → meaningful

work → turnover intention, and (c) shared leadership → meaningful work → innovative work-

behavior. Notably, our findings revealed that meaningful work played a mediating role in linking

shared leadership with well-being (β = .36, p < .01), turnover intention (β = -.18, p < .05) and

innovative work behavior (β = .26, p < .01). These results indicate that meaningful work partially

mediates the relationship between shared leadership and three employee outcomes supporting H5

through H7. The path coefficients of the model are summarized in Figure 1.

[Insert Figure 1 Here]

Measurement and Structural Invariance

To further examine the robustness of the model, we conducted supplementary analyses

including multigroup SEM and demographic control variables. The supplemental multigroup

SEM comparing executive and non-executive groups revealed that invariance held at the

configural, metric, and scalar levels across organizational roles. Results of the multigroup SEM

invariance testing are summarized in Table 4. The configural model demonstrated an acceptable

fit to the data (χ^2[484] = 928.51, p < .001), indicating comparable factor structures across

executive and non-executive groups. Metric and scalar models showed only marginal decreases

in model fit, supporting measurement invariance across roles. Although the chi-square difference

tests between the configural, metric, and scalar models were statistically significant, the changes

in incremental fit indices remained within acceptable thresholds (ΔCFI < -.01, ΔRMSEA < .01;

Chen, 2007; Cheung & Rensvold, 2002), further supporting invariance at these levels. However,

structural invariance was not supported (χ^2[7] = 37.61, p < .001). Although the differences in CFI

and RMSEA fell within acceptable limits, the model with constrained paths showed the increase

in SRMR (.142; Kline, 2016), suggesting that at least one structural path significantly differed across roles.

[Insert Table 4 Here]

Follow-up analysis revealed several statistically meaningful group differences. As shown in Figure 2, shared leadership was more strongly associated with meaningful work ($\Delta\beta = .11$), well-being ($\Delta\beta = .05$), and reduced turnover ($\Delta\beta = .04$) among non-executive leaders, while only one path from meaningful work to innovation ($\Delta\beta = .07$) was notably stronger among executive leaders. These findings suggest that while shared leadership may have a stronger impact on psychological outcomes such as meaningful work and well-being among non-executives, meaningful work may translate more effectively into innovation in executive roles.

[Insert Figure 2 Here]

Additionally, six demographic control variables (age, gender, employment status, role, career years, and location) were incorporated into the structural model. The inclusion of these controls did not alter the main effects or overall model fit, which supports the robustness of the results.

Discussion

Discussion of Findings

Prior research in sport management has examined factors shaping employees' and/or athletes' perceived well-being, creativity/innovation, and turnover intention (Cunningham, 2011; Kim et al., 2020; Svensson et al., 2019; Taylor et al., 2024). Building on this body of work, the current study extends these insights by integrating shared leadership and meaningful work as mechanisms that connect leadership processes with employees' psychological and behavioral outcomes in SDP organizations. This study examined how shared leadership influences meaningful work perception and, in turn, affects SDP employees' sense of psychological well-

being, innovative work behavior, and turnover intention. By integrating these empirical findings

in light of existing research, we discuss the core relationships revealed in our model and

highlight their broader implications for understanding leadership influences and employee

outcomes in the SDP context.

The most significant contribution of this study lies in revealing the critical mediating role

of meaningful work between shared leadership and employee outcomes in the SDP context. This

research is among the first to empirically investigate this mediation, which offers novel insights.

The findings demonstrate that meaningful work functions as a central pathway linking shared

leadership and employee experiences. Theoretically, it provides preliminary support for

extending shared leadership frameworks by incorporating meaningful work as a motivational

mechanism. Our results show that the influence of shared leadership on psychological well-being

and innovative work behavior was more pronounced when mediated by meaningful work. For

psychological well-being, the indirect effect through meaningful work ($\beta = .36$, p < .01) was

nearly twice as strong as the direct effect ($\beta = .19$, p < .01). Similarly, for innovative work

behavior, the mediated effect of shared leadership ($\beta = .26$, p < .01) was slightly higher than the

direct effect ($\beta = .25$, p < .05). These results highlight that meaningful work amplifies the

positive impact of shared leadership on SDP practitioners. The enhanced effects can be attributed

to shared leadership's ability to strengthen employees' sense of purpose and significance in their

work. By promoting collective goal achievement, coordinated activities, and mutual support

(Carson et al., 2007; Pearce & Conger, 2003), shared leadership creates a supportive atmosphere

where meaningfulness is collectively experienced. This extends our understanding of how

leadership practices in SDP can contribute to employee well-being beyond direct effects,

highlighting the importance of creating an environment aligned with employees' values

(Klasmeier & Lehmann-Willenbrock, 2024).

Regarding innovative work behavior, the slightly stronger indirect effect through meaningful work indicates that employees who perceive their work as meaningful are more likely to engage in innovative behaviors. This suggests that shared leadership practices enhancing work meaningfulness may create an environment where employees feel empowered to contribute creative ideas and solutions, crucial in the resource-constrained SDP context (Han et al., 2018). These results advance our understanding of how shared leadership, together with meaningful work, can optimize employee outcomes in the SDP sector.

Although group differences were not the primary focus of this study, the supplemental multigroup SEM analysis showed that the strength of some structural paths varied by organizational role, while the main theoretical relationships were robust across both groups. Specifically, shared leadership demonstrated a stronger influence on psychological outcomes such as meaningful work, well-being, and turnover intention among the non-executive group. In contrast, the effect of meaningful work on innovative work behavior was stronger among the executive group. These results highlight the importance of considering hierarchical context when interpreting the effects of shared leadership in SDP organizations. While shared leadership is broadly beneficial, its mechanisms and impact may differ depending on one's position within the organizational structure. This nuance deepens theoretical understanding by illustrating that the effectiveness of shared leadership and meaningful work is shaped by the interplay between horizontal and vertical organizational dynamics. Taken together, these empirical results form the basis for the theoretical implications discussed below.

Theoretical Implications

Building on these results and distinct from the interpretation of empirical findings above, this study makes a theoretical contribution by refining the shared leadership framework and establishing a foundational understanding of how meaningful work informs theoretical advancement within the SDP field (Schulenkorf, 2017; Welty Peachey et al., 2020b). While previous research has noted that SDP practitioners often enter this field due to the social missions (Svensson et al., 2021), our study extends this understanding by examining how organizational practices, specifically shared leadership, can enhance and sustain meaningfulness in challenging work environments (Halsall & Forneris, 2016; Kang & Svensson, 2019; Svensson et al., 2017). By investigating these connections within the unique context of SDP, we offer valuable insights into how shared leadership, meaningful work, and employee outcomes interact in resource-constrained, mission-driven environments. Overall, this research provides empirical evidence for relationships that have primarily been conceptually linked or examined separately in prior literature across disciplines. This integrated approach fills a significant gap in the literature and advances a more nuanced understanding of leadership effectiveness in both SDP and the broader sport management field. Moreover, our results remained consistent even after controlling for demographic and organizational variables including executive and non-executive roles. This supports the generalizability of the results across diverse employee subgroups within the SDP sector and further reinforces the theoretical robustness of shared leadership as a broadly applicable construct influencing employee outcomes in diverse sport workplaces.

In addition to the broad implications, a notable aspect of this study is the empirical demonstration of shared leadership's direct impact on multiple outcomes in the SDP context. In particular, this research advances leadership theory by establishing shared leadership as a significant predictor of meaningful work, expanding the conceptual framework beyond

traditional vertical approaches that have predominantly focused on appointed leaders' influences (Arnold et al., 2007; Frémeaux & Pavageau, 2022; Kim & Park, 2022; Pradhan & Pradhan, 2016). Our results provide evidence that shared leadership can catalyze the meaning-making process in the SDP context, contributing to the literature by demonstrating how it enhances work meaningfulness even after practitioners enter the field due to their initial passion and sense of purpose. This extends our understanding beyond why individuals join SDP organizations to how organizational practices can deepen their sense of meaningful work once employed.

At the same time, this study provides one of the first comprehensive examinations of shared leadership's direct impact on turnover intention and psychological well-being in both the SDP field and the broader sport management context. Our results demonstrate that shared leadership has a substantial and direct negative influence on turnover intention among SDP employees, empirically confirming Kang & Svensson's (2019) proposition. The stronger direct effect compared to the indirect effect through meaningful work suggests that shared leadership has an immediate impact on employee retention in SDP organizations. This is particularly significant given the persistent capacity constraints and resource limitations that have plagued SDP organizations for over 15 years (Clutterbuck & Doherty, 2019; McSweeney et al., 2024).

By highlighting shared leadership as a viable, low-cost approach for addressing these long-standing challenges, our work theoretically reinforces the potential of leadership to enhance organizational sustainability in the SDP context. Further, extending Quek et al.'s (2021) work from healthcare to the sport organizational context, this study demonstrates that in SDP organizations, shared leadership practices that emphasize clear task communication and supportive interpersonal relationships contribute to an environment that reduces employee turnover intention. Specifically, the collaborative approach to task management and the

cultivation of a supportive organizational culture appear to significantly enhance employee retention.

Moreover, our results empirically validate the previously assumed or conceptualized link between shared leadership and psychological well-being (e.g., Hoch & Dulebohn, 2013), advancing understanding of shared leadership's benefits in mentally and functionally demanding work environments such as the SDP sector (Halsall & Forneris, 2016; Kang & Svensson, 2019; Svensson et al., 2017). The significant direct path, although less strong than the indirect effect through meaningful work, indicates that shared leadership practices independently contribute to employee well-being. Our study extends Mertens et al.'s (2020) findings from athletes to sport employees demonstrating that shared leadership can directly support well-being in highly demanding sport work environments. Additionally, this study extends previous research on shared leadership and innovative work behavior by examining this relationship in a global SDP context, which broadens the scope beyond prior US-focused research (e.g., Svensson et al., 2019). Our results reveal that shared leadership, particularly its task and relationship-oriented practices, fosters employee innovation across diverse cultural settings in the SDP sector, highlighting its universal applicability. By empirically validating this relationship, this study bridges an important gap between conceptual understanding and practical application of shared leadership in both SDP and broader sport management research.

Taken together, these results illustrate the dual mechanism through which shared leadership influences turnover intention—both directly and indirectly through meaningful work—thereby demonstrating its multifaceted theoretical relevance. While shared leadership practices directly influence retention, their ability to promote meaningfulness provides an additional complementary effect. By identifying these dual pathways, this study advances

theoretical understanding of how leadership simultaneously shapes employees' motivational states and attitudinal outcomes. This study also addresses a significant empirical gap in the sport management literature by responding to calls for more research on leadership and human resource management practices in sport organizations including those in SDP (Chelladurai & Kim, 2023; Welty Peachey et al., 2020b). By proposing an integrative framework linking shared leadership, meaningful work, and employee outcomes, this work contributes to theoretical models that explain how leadership mechanisms influence employee experience and organizational sustainability. Finally, although this research was situated within the SDP context, the model integrating shared leadership and meaningful work is theoretically transferable to other sport and non-sport settings including nonprofit and civil society organizations (CSOs). The underlying mechanisms proposed in this model are not confined to SDP, which suggests that the framework may also be applicable to other mission-driven and resource-constrained workplaces.

Practical Implications

This study provides valuable insights for SDP organizations seeking to enhance positive employee experiences and overall organizational sustainability through shared leadership and the promotion of meaningful work. Our results indicate that SDP practitioners experiencing high levels of shared leadership report a strong sense of meaningful work, fulfilling a fundamental psychological need in the workplace. This, in turn, positively influences employee well-being, innovative work behavior, and intention to remain with the organization. Given these results, SDP organizations should prioritize shared leadership practices as a core strategy to promote perceptions of meaningful work and support organizational sustainability. A key step is shifting the organizational perspective so that responsibility for creating and maintaining a sense of

meaningfulness is not left solely on individual motivation. Instead, SDP organizations should actively cultivate meaningful work experiences (Bailey et al., 2017; You et al., 2021) by promoting collaborative practices and redefining leadership as a shared endeavor. Facilitating organization-wide discussions to co-define the nature and implementation of shared leadership can help clarify what is shared and how it works across the organization (Han et al., 2023; Haslam et al., 2024). Given the conceptualization and operationalization of shared leadership are still evolving in various fields (Kang & Svensson, 2022; Lord et al., 2017), collaborative involvement in creating a context-specific blueprint of shared leadership can enhance a sense of purpose and responsibility among organizational members, thereby promoting a sense of meaningfulness across the organization.

Another effective strategy would be implementing a structured format of shared leadership such as the 5R shared leadership program, which provides a comprehensive framework for developing and sustaining shared leadership practices. This framework, comprising Readying, Reflecting, Representing, Realizing, and Reporting stages (Fransen et al., 2020; Mertens et al., 2020), offers a systematic intervention to reinforce the meaningfulness of shared leadership practices throughout the organization. Additionally, establishing sub-leadership committees within the existing organizational structure and granting them decision-making authority in specific areas can enhance employees' sense of belonging and effectiveness (Fransen et al., 2020; Haslam et al., 2019). This approach can potentially promote a sense of meaningfulness that subsequently improves perceived well-being and reduces turnover intention.

As this study demonstrates that innovative work behavior is influenced both directly by shared leadership and indirectly through meaningful work, organizations should focus on building a psychologically safe environment. Employees must feel comfortable expressing ideas

without fear of negative consequences for their career, status, and image (Quek et al., 2021).

Shared leadership can cultivate a collective ethos of mutual support, respect, and appreciation for

diverse contributions, which is crucial for enhancing work meaningfulness and catalyzing

innovative behaviors (Shafaei & Neijati, 2023; Wang & Peng, 2022). To further reinforce this,

organizations can adopt a job-crafting perspective by providing situational leadership roles and

allocating resources to implement employees' validated ideas. This approach creates continuous

learning and development opportunities initiated by employees, which can enhance their

perceptions of meaningful work and foster innovation (You et al., 2021). By integrating these

practices, SDP organizations can simultaneously support employees' meaning-making process

and promote innovative behaviors, creating a more dynamic and engaged workforce.

     We also recommend that SDP organizations collaborate with human resource

development (HRD) professionals and researchers to develop tailored training programs that

cultivate the fundamentals of shared leadership and enhance meaningful work experiences (Kang

& Svensson, 2023; Whitley et al., 2023; Zhu et al., 2018). These programs can equip employees

with shared leadership skills to collaboratively support and refine colleagues' creative ideas

while respectfully challenging others' diverse perspectives. Importantly, as our supplemental

analysis indicates, the impact of shared leadership and meaningful work may slightly differ by

organizational role. Therefore, organizations should tailor strategies to address the unique needs

of both executives and non-executive staff, thereby maximizing positive outcomes across the

workforce. To implement the differentiated approach, organizations should regularly gather

feedback from both groups through brief surveys or discussions to identify their specific needs

regarding shared leadership and meaningful work. These insights can guide targeted

development efforts such as offering non-executives more leadership roles to boost engagement

and providing executives with opportunities to reflect on and connect their authority to

innovation and organizational mission. Integrating these tailored practices into routine HR and

leadership processes will help ensure that shared leadership and meaningful work become

everyday experiences for all employees.

By adopting differentiated approaches that reflect the distinct experiences and

responsibilities of various organizational roles, SDP organizations can more effectively facilitate

an inclusive, innovative, and meaningful work environment. Embedding these strategies enables

SDP organizations to transform shared leadership from a mere intervention into an integral part

of their organizational culture. Such transformation can cultivate a pervasive sense of

meaningfulness among employees and deepen their engagement in their roles within the SDP

context. This approach directly enhances positive employee experiences, which contributes to

improved retention and organizational sustainability. Ultimately, these practices strengthen the

long-term success of SDP organizations by creating a work environment that is both

collaborative and meaningful.

Limitations and Future Directions

While this study provides valuable insights, several limitations should be noted. Although

our sample was nearly balanced by gender and included key demographic information,

participants from North America were overrepresented. This aligns with prior global SDP

research (Whitley et al., 2019a) but may limit the generalizability of our results to a more

geographically and demographically diverse SDP workforce (Svensson & Woods, 2017). To

minimize confusion among the global participants and in line with the research purpose, we did

not collect data on race, ethnicity, or nationality. While this approach was guided by

methodological suggestions for a culturally diverse sample (Singer & Ye, 2013; Sharghi et al.,

2024), we acknowledge that it inevitably limits our ability to assess sample representativeness on these dimensions. Future research should strive for greater geographic and demographic diversity by collecting more detailed demographic data while ensuring participant privacy and minimizing the potential risk of misleading responses among the global sample. In addition, future research should consider incorporating open-ended questions on identity characteristics such as race/ethnicity and nationality to better capture diversity of voices represented in SDP organizations. Even when such data are not used in statistical analyses, collecting self-identified identity information can provide valuable contextual understanding of whose perspectives are included and whose may be underrepresented in leadership research.

Although significant relationships were found among shared leadership, meaningful work, and employee outcomes, leadership effectiveness can be context-dependent (Chen & Zhang, 2023; Zhu et al., 2018). Future studies should examine how different leadership approaches interact with unique SDP organizational factors including life cycle, location, culture, and types of sport. The use of self-report measures may limit construct validity due to potential common method bias (Hair et al., 2010). Despite employing mitigation strategies, future researchers should consider additional measurement designs to enhance validity. We also acknowledge a limitation in our measurement of shared leadership. While we used a scale developed by Grille and Kauffeld (2015) to address the limitations of earlier measures, we recognize that the items may not fully capture the unique aspects of shared leadership in the SDP context. We encourage future researchers to develop and validate SDP-specific shared leadership scale and to also complement quantitative surveys with other methods to capture nuances missed in standardized measures.

This study focused on turnover intention rather than actual turnover rates. Given the distinction between these two metrics, future research should investigate the actual turnover decisions while considering the influence of meaningful work to offer deeper insights into employee retention and contribute to theory building in SDP. The group differences identified from the supplemental analysis provided initial evidence that the strengths of relationships among key variables may differ by organizational role. However, such results were exploratory and limited to executive and non-executive groups. Future research should systematically investigate how shared leadership and meaningful work function across different roles and organizational contexts with particular attention to the mechanisms and conditions that shape their impact on employee outcomes.

Examining additional outcome variables, including but not limited to job satisfaction, organizational commitment, and work/employee engagement, could yield richer insights into understanding employee experiences in SDP. While these constructs were not included in our model to maintain conceptual clarity and avoid multicollinearity, they offer promising avenues for examining how shared leadership and meaningful work shape employee experiences across various sport contexts. Investigating these additional outcomes in diverse organizational settings will contribute to a more comprehensive and context-specific understanding of leadership mechanisms in sport. Lastly, it would be valuable to explore the role of shared leadership in other sport contexts such as intercollegiate sport organizations where burnout and high turnover are also prevalent challenges (Huml et al., 2025; Taylor et al., 2024). Addressing these limitations and expanding the scope of inquiry will enhance our understanding of shared leadership and its effect on both SDP and broader sport employee outcomes while supporting the development of more tailored, context-specific measures.

Conclusion

While nonprofit employees including those in SDP are often drawn to their work primarily due to its meaningfulness (Welty Peachey et al., 2018b), the influence of leadership models on the sense of meaningfulness remains underexplored in the SDP context (Robichau & Sandberg, 2022; Svensson et al., 2021). The study addressed this gap by examining shared leadership's impact on employee experiences with meaningful work as a mediator. Results demonstrate that shared leadership, directly and indirectly, affects employee outcomes by enhancing perceptions of meaningful work. This dual pathway highlights shared leadership's role in shaping how SDP practitioners perceive their work's significance. Theoretically, this study suggests a shift from individual to organizational responsibility in cultivating a sense of meaningfulness through collective leadership practices (Michaelson et al., 2014). These insights offer valuable guidance for SDP organizations seeking to enhance positive employee experiences and retention using non-financial strategies.

References

Allan, B. A., Batz-Barbarich, C., Sterling, H. M., & Tay, L. (2019). Outcomes of meaningful work: A meta-analysis. *Journal of Management Studies, 56*(3), 500-528.

Antal, A. B., Debucquet, G., & Frémeaux, S. (2018). Meaningful work and artistic interventions in organizations: Conceptual development and empirical exploration. *Journal of Business Research, 85,* 375–385.

Andrew, D. P., Grady, J., & Kim, S. (2021). Is there anything unique about sport management? An introduction to the JGSM Special Issue on "The uniqueness of the sport context". *Journal of Global Sport Management*, *6*(1), 1-6.

Arnold, K., Turner, N., Barling, J., Kelloway, E. K., & McKee, M. C. (2007). Transformational leadership and psychological well-being: The mediating role of meaningful work. *Journal of Occupational Health Psychology, 12*(3)*,* 193–203.

Azanza, G., Moriano, J. A., Molero, F., & Lévy Mangin, J. P. (2015). The effects of authentic leadership on turnover intention. *Leadership & Organization Development Journal, 36*(8)*,* 955–971.

Baer, N. R., Zvosec, C. C., & Oja, B. D. (2024). Exploring sport employees' conceptualizations of meaningful work. *Journal of Sport Management*, *39*(1), *41-53.*

Bailey, C., Madden, A., Alfes, K., Shantz, A., & Soane, E. (2017). The mismanaged soul: Existential labor and the erosion of meaningful work. *Human Resource Management Review*, *27*(3), 416-430.

Bailey, C., Yeoman, R., Madden, A., Thompson, M., & Kerridge, G. (2019a). A review of the empirical literature on meaningful work: Progress and research agenda. *Human Resource Development Review, 18*(1)*,* 83–113.

Bailey, C., Lips-Wiersma, M., Madden, A., Yeoman, R., Thompson, M., & Chalofsky, N. (2019b). The five paradoxes of meaningful work: Introduction to the special issue 'Meaningful work: Prospects for the 21st century.' *Journal of Management Studies, 56*(3), 481–499.

Billing, T. K., Baral, R., & Beutell, N. J. (2023). Resilience during disruption: A cross-national examination of the work–family interface. *International Journal of Stress Management, 30*(2), 148.

Bollen, K.A. (1989). *Structural equations with latent variables*. John Wiley & Sons, Inc.

Cai, W., Lysova, E. I., Khapova, S. N., & Bossink, B. A. (2018). Servant leadership and innovative work behavior in Chinese high-tech firms: A moderated mediation model of meaningful work and job autonomy. *Frontiers in Psychology, 9,* 1–13.

Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. *Academy of Management Journal, 50*(5), 1217–1234.

Chambel, M. J., Carvalho, V. S., Cesário, F., & Lopes, S. (2017). The work-to-life conflict mediation between job characteristics and well-being at work: Part-time vs full-time employees. *Career Development International*, *22*(2), 142–164.

Chelladurai, P., & Kim, A. C. H. (2023). *Human resource management in sport and recreation*. Human Kinetics.

Chen, F. F. (2007). Sensitivity of goodness of fit indexes to lack of measurement invariance. *Structural Equation Modeling: A Multidisciplinary Journal*, *14*(3), 464–504.

Chen, W., & Zhang, J. H. (2023). Does shared leadership always work? A state-of-the-art review and future prospects. *Journal of Work-Applied Management, 15*(1), 51-66.

Cheung, G. W., & Rensvold, R. B. (2002). Evaluating goodness-of-fit indexes for testing measurement invariance. *Structural Equation Modeling: A Multidisciplinary Journal, 9*(2), 233–255.

Choudhury, A., & Maupin, C. K. (2025). To share or not to share: Centering individual perspectives in shared leadership. *Group & Organization Management,* https://doi.org/: 10.1177/10596011241312253, 1-28.

Clutterbuck, R., & Doherty, A. (2019). Organizational capacity for domestic sport for development. *Journal of Sport for Development, 7*(12), 16–32.

Cunningham, G. B. (2011). Creative work environments in sport organizations: The influence of sexual orientation diversity and commitment to diversity. *Journal of Homosexuality, 58*(8), 1041-1057.

De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity & Innovation Management, 19*(1), 23–36.

Diener, E., Wirtz, D., Biswas-Diener, R., Tov, W., Kim-Prieto, C., Choi, D., & Oishi, S. (2009). New measures of well-being. In E. Diener (Ed.), *The collected works of Ed Diener*. Springer.

Dorenbosch, L., Engen, M. L. V., & Verhagen, M. (2005). On-the-job innovation: The impact of job design and human resource management through production ownership. *Creativity & Innovation Management, 14*(2), 129–141.

Fairlie, P. (2011). Meaningful work, employee engagement, and other key employee outcomes: Implications for human resource development. *Advances in Developing Human Resources, 13*(4)*,* 508–525.

Ferkins, L., Shilbury, D., & O'Boyle, I. (2018). Leadership in governance: Exploring collective

    board leadership in sport governance systems. *Sport Management Review, 21*(3), 221-

    231.

Ferkins, L., Shilbury, D., & O'Boyle, I. (2025). Collective leadership in nonprofit sport

    boards. *Sport Management Review*, *28*(2), 257–281.

Fletcher, L., Bailey, C., & Gilman, M. (2018). Fluctuating levels of personal role engagement

    within the working day: A multilevel study. *Human Resource Management Journal,*

    28(1)*,* 128–147.

Fransen, K., Haslam, S. A., Steffens, N. K., Peters, K., Mallett, C. J., Mertens, N., & Boen, F.

    (2020). All for us and us for all: Introducing the 5R Shared Leadership Program.

    Psychology of Sport and Exercise, 51, 101762.

Frémeaux, S., & Pavageau, B. (2022). Meaningful leadership: How can leaders contribute to

    meaningful work? *Journal of Management Inquiry, 31*(1), 54–66.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable

    variables and measurement error. *Journal of Marketing Research, 18*(1), 39–50.

Ganjali, A., & Rezaee, S. (2016). Linking perceived employee voice and creativity. *Iranian*

    Journal of Management Studies, 9(1)*,* 175–191.

Geib, N., & Boenigk, S. (2022). Improving nonprofit succession management for leadership

    continuity: A shared leadership approach. *Nonprofit Management and Leadership*, *33*(1),

    59-88.

Grille, A., & Kauffeld, S. (2015). Development and preliminary validation of the shared

    professional leadership inventory for teams (SPLIT). *Psychology, 6*(1)*,* 75–92.

Gu, J., Chen, Z., Huang, Q., Liu, H., & Huang, S. (2018). A multilevel analysis of the

      relationship between shared leadership and creativity in inter-organizational teams.

      Journal of Creative Behavior, 52(2)*,* 109–126.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th

      ed.). Prentice-Hall.

Halsall, T., & Forneris, T. (2016). Challenges and strategies for success of a sport-for-

      development programme for First Nations, Métis and Inuit youth. *Journal of Sport for*

      Development, 4(7), 39–57.

Han, S. J., Lee, Y., Beyerlein, M., & Kolb, J. (2018). Shared leadership in teams: The role of

      coordination, goal commitment, and knowledge sharing on perceived team performance.

      Team Performance Management: An International Journal, 24(3/4)*,* 150–168.

Han, S. J., Yim, J. H., Oh, J., Kwon, K., & Lee, J. (2023). Why do employees welcome or refuse

      shared leadership?: A qualitative exploration through force-field analysis. *Human*

      Resource Development Quarterly, 34(4), 413-435.

Hardesty, D. M., & Bearden, W. O. (2004). The use of expert judges in scale development:

      Implications for improving face validity of measures of unobservable constructs. *Journal*

      of Business Research, 57(2), 98–107.

Haslam, S. A., Alvesson, M., & Reicher, S. D. (2024). Zombie leadership: Dead ideas that still

      walk among us. *The Leadership Quarterly, 35*(3), 101770.

Herman, H. M., Huang, X., & Lam, W. (2013). Why does transformational leadership matter for

      employee turnover? A multi-foci social exchange perspective. *Leadership Quarterly,*

      24(5), 763–776.

Hoch, J. E. (2013). Shared leadership and innovation: The role of vertical leadership and employee integrity. *Journal of Business & Psychology, 28*, 159–174.

Hoch, J. E., & Dulebohn, J. H. (2013). Shared leadership in enterprise resource planning and human resource management system implementation. *Human Resource Management Review, 23*(1), 114–125.

Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal, 6*(1)*, *1–55.

Johnson, M. J., & Jiang, L. (2017). Reaping the benefits of meaningful work: The mediating versus moderating role of work engagement. *Stress & Health, 33*(3), 288–297.

Jones, G. J., Taylor, E., Wegner, C., Lopez, C., Kennedy, H., & Pizzo, A. (2022). Examining the efficacy of a government-led sport for development and peace event. *Journal of Sport Management*, *36*(1), 56-67.

Jones, G. J., Wegner, C. E., Bunds, K. S., Edwards, M. B., & Bocarro, J. N. (2018). Examining the environmental characteristics of shared leadership in a sport-for-development organization. *Journal of Sport Management, 32*(2)*, *82–95.

Kang, S., & Svensson, P. G. (2019). Shared leadership in sport for development and peace: A conceptual framework of antecedents and outcomes. *Sport Management Review, 22*(4)*, *464–476.

Kang, S., & Svensson, P. G. (2022). The benefits and challenges of shared leadership in sport for development and peace collaboratives. *Sport Management Review*, *26*(3), 383–404.

Kang, S., & Svensson, P. G. (2023). The antecedents of shared leadership in sport for development and peace collaboratives. *Journal of Sport Management, 37*(6)*, *417–428.

Kim, E. J., & Park, S. (2022). Female managers' meaningful work and commitment: Organizational contexts and generational differences. *Baltic Journal of Management, 17*(5), 637–653.

Kim, M., Kim, Y. D., & Lee, H. W. (2020). It is time to consider athletes' well-being and performance satisfaction: The roles of authentic leadership and psychological capital. *Sport Management Review, 23*(5), 964–977.

Klasmeier, K. N., & Lehmann-Willenbrock, N. (2024). Temporal dynamics of shared leadership, team workload, and collective team member well-being: a daily diary study. *European Journal of Work and Organizational Psychology, 33*(3),1-13.

Kline, R. B. (2016). *Principles and practice of structural equation modeling* (4th ed.). Guilford Press.

Lavy, S., & Bocker, S. (2018). A path to happiness? A sense of meaning affects relationships, which affect job satisfaction: Evidence from two studies of teachers. *Journal of Happiness Studies, 19*(5), 1439–1463

Lee, Y., Kim, M., & Koo, J. (2016). The impact of social interaction and team member exchange on sport event volunteer management. *Sport Management Review*, *19*(5), 550-562.

Lips-Wiersma, M., Haar, J., & Wright, S. (2020). The effect of fairness, responsible leadership, and worthy work on multiple dimensions of meaningful work. *Journal of Business Ethics, 161,* 35–52.

Littman-Ovadia, H., & Steger, M. (2010). Character strengths and well-being among volunteers and employees: Toward an integrative model. *Journal of Positive Psychology, 5*(6), 419–430.

Lord, R. G., Day, D. V., Zaccaro, S. J., Avolio, B., & Eagly, A. (2017). Leadership in applied psychology: Three waves of theory and research. *Journal of Applied Psychology, 102* (3), 434–451.

Luksyte, A., Unsworth, K. L., & Avery, D. R. (2018). Innovative work behavior and sex-based stereotypes: Examining sex differences in perceptions and evaluations of innovative work behavior. *Journal of Organizational Behavior*, *39*(3), 292–305.

Lyndon, S., & Pandey, A. (2020). Shared leadership in entrepreneurial teams: A qualitative study. *Journal of Indian Business Research, 12*(3), 427–441.

Lysova, E. I., Allan, B. A., Dik, B. J., Duffy, R. D., & Steger, M. F. (2019). Fostering meaningful work in organizations: A multi-level review and integration. *Journal of Vocational Behavior, 110*, 374–389.

McSweeney, M., Lu, L., & Jones, G. (2024). The use of bricolage in a resource-constrained sport for development and peace organization. *Journal of Sport Management*, *1*, 1-14.

McSweeney, M., Millington, R., Hayhurst, L. M., & Darnell, S. (2022). Becoming an occupation? A research agenda into the professionalization of the sport for development and peace sector. *Journal of Sport Management, 36* (5), 500–512.

Mertens, N., Boen, F., Steffens, N. K., Cotterill, S. T., Haslam, S. A., & Fransen, K. (2020). Leading together towards a stronger 'us': An experimental test of the effectiveness of the 5R shared leadership program (5RS) in basketball teams. *Journal of Science & Medicine in Sport, 23*(8)*,* 770–775.

Michaelson, C., Pratt, M. G., Grant, A. M., & Dunn, C. P. (2014). Meaningful work: Connecting business ethics and organization studies. *Journal of Business Ethics, 121*, 77–90.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory*. McGraw-Hill.

O'Boyle, I., Shilbury, D., & Ferkins, L. (2023). Leadership in and out of the sport boardroom: new empirical insights. *European Sport Management Quarterly*, *23*(1), 188–206.

Oja, B. D., Zvosec, C. C., & Kim, M. (2022). Reimagining sport/leisure workplace design and management: conceptualizing sport/leisure employee growth. *Managing Sport and Leisure*, 1-17.

Pearce, C. L., & Conger, J. A. (2003). *Shared leadership: Reframing the hows and whys of leadership.* Sage Publications, Inc.

Pearce, C. L., Conger, J. A., & Locke, E. A. (2008). Shared leadership theory. *The Leadership Quarterly, 19*(5), 622–628.

Peltokorpi, V., Allen, D. G., & Froese, F. (2015). Organizational embeddedness, turnover intentions, and voluntary turnover: The moderating effects of employee demographic characteristics and value orientations. *Journal of Organizational Behavior*, *36*(2), 292–312.

Piggott, L. V. (2025). "It's Like This One Man's Baby": Gender and Decision-Making Power in Sport for Development and Peace Organizations. *Journal of Sport Management*, *39*, 102–113.

Pollet, E., & Schnell, T. (2017). Brilliant: But what for? Meaning and subjective well-being in the lives of intellectually gifted and academically high achieving adults. *Journal of Happiness Studies, 18,* 1459–1484.

Pradhan, S., & Pradhan, R. K. (2016). Transformational leadership and job outcomes: The mediating role of meaningful work. *Global Business Review, 17*(3), 173–185.

Quek, S. J., Thomson, L., Houghton, R., Bramley, L., Davis, S., & Cooper, J. (2021). Distributed leadership as a predictor of employee engagement, job satisfaction, and turnover intention in UK nursing staff. *Journal of Nursing Management, 29*(6), 1544–1553.

Raw, K., Sherry, E., & Rowe, K. (2019). Sport-for-development organizational hybridity: From differentiated to dysfunctional. *Journal of Sport Management, 33*(5), 467–480.

Robichau, R. W., & Sandberg, B. (2022). Creating meaningfulness in public service work: A qualitative comparative analysis of public and nonprofit managers' experience of work. *American Review of Public Administration, 52*(2), 122–138.

Rogalsky, K., Doherty, A., & Paradis, K. F. (2016). Understanding the sport event volunteer experience: An investigation of role ambiguity and its correlates. *Journal of Sport Management, 30*(4), 453–469.

Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology, 57*(6), 1069–1081.

Satorra, A., & Bentler, P. M. (1994). Corrections to test statistics and standard errors in covariance structure analysis. In A. V. Eye & C. C. Clogg (Eds.), *Latent variables analysis: Applications for developmental research* (pp. 399–419). Sage.

Schulenkorf, N. (2017). Managing sport-for-development: Reflections and outlook. *Sport Management Review, 20*(3), 243–251.

Selden, S. C., & Sowa, J. E. (2015). Voluntary turnover in nonprofit human service organizations: The impact of high performance work practices. *Human Service Organizations: Management, Leadership & Governance, 39*(3), 182–207.

Serban, A., & Roberts, A. J. (2016). Exploring antecedents and outcomes of shared leadership in a creative context: A mixed-methods approach. *Leadership Quarterly, 27*(2), 181–199.

Shafaei, A., & Nejati, M. (2023). Creating meaningful work for employees: The role of inclusive leadership. *Human Resource Development Quarterly, 35*(2), 189-211.

Sharghi, S., Khalatbari, S., Laird, A., Lapidus, J., Enders, F. T., Meinzen-Derr, J., ... & Ciolino, J. D. (2024). Race, ethnicity, and considerations for data collection and analysis in research studies. *Journal of Clinical and Translational Science*, *8*(1), e182, 1–10.

Shin, N., Cohen, A., & Welty Peachey, J. (2020). Advancing the sport for development field: Perspectives of practitioners on effective organizational management. *Journal of Sport for Development, 8*(14), 36–52.

Singer, E., & Ye, C. (2013). The use and effects of incentives in surveys. *The ANNALS of the American Academy of Political and Social Science*, *645*(1), 112-141.

Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of Career Assessment, 20*(3), 322–337.

Steger, M. F., Littman-Ovadia, H., Miller, M., Menger, L., & Rothmann, S. (2013). Engaging in work even when it is meaningless: Positive affective disposition and meaningful work interact in relation to work engagement. *Journal of Career Assessment, 21*(2), 348-361.

Svensson, P. G., & Hambrick, M. E. (2019). Exploring how external stakeholders shape social innovation in sport for development and peace. *Sport Management Review, 22*(4), 540–552.

Svensson, P. G., Andersson, F. O., & Faulk, L. (2018). A quantitative assessment of organizational capacity and organizational life stages in sport for development and peace. *Journal of Sport Management, 32*(3), 295–313.

Svensson, P. G., Andersson, F. O., Mahoney, T. Q., & Ha, J. P. (2020). Antecedents and outcomes of social innovation: A global study of sport for development and peace organizations. *Sport Management Review*, *23*(4), 657-670.

Svensson, P. G., Hancock, M. G., & Hums, M. A. (2017). Elements of capacity in youth development nonprofits: An exploratory study of urban sport for development and peace organizations. *VOLUNTAS: International Journal of Voluntary & Nonprofit Organizations, 28,* 2053–2080.

Svensson, P. G., Jones, G. J., & Kang, S. (2021). The influence of servant leadership on shared leadership development in sport for development. *Journal of Sport for Development*, *10*(1), 17-24.

Svensson, P. G., Kang, S., & Ha, J. P. (2019). Examining the influence of shared leadership and organizational capacity on performance and innovative work behavior in sport for development and peace. *Journal of Sport Management, 33*(6), 546–559.

Svensson, P. G., & Mahoney, T. Q. (2020). Intraorganizational conditions for social innovation in sport for development and peace. *Managing Sport and Leisure, 25*(3), 220-238.

Svensson, P. G., Whitley, M. A., & McSweeney. (2022). Institutional entrepreneurship in sport for development and peace. In M. McSweeney, P. G. Svensson, L. Hayhurst, & P. Safai (Eds.), *Social Innovation, Entrepreneurship, and Sport for Development and Peace* (pp. 45–58). Routledge.

Svensson, P. G., Jeong, S., Shuck, B., & Otto, M. G. (2021). Antecedents and outcomes of employee engagement in sport for development. *Sport Management Review, 24*(4), 673–696.

Sweeney, A., Clarke, N., & Higgs, M. (2019). Shared leadership in commercial organizations: A systematic review of definitions, theoretical frameworks and organizational outcomes. *International Journal of Management Reviews*, *21*(1), 115-136.

Taylor, E. A., Lee, L., Huml, M. R., & Lopez, C. (2024). Impacts of career commitment, gender, and job position on turnover intentions among athletic department employees: a moderated mediation model. *European Sport Management Quarterly*, *24*(2), 515–535.

Van Dalfsen, G., Van Hoecke, J., Westerbeek, H., & De Bosscher, V. (2023). The development of a scale to measure shared leadership in youth sport. *Journal of Global Sport Management*, *8*(1), 73-94.

Vandavasi, R. K. K., McConville, D. C., Uen, J. F., & Yepuru, P. (2020). Knowledge sharing, shared leadership and innovative behaviour: a cross-level analysis. *International Journal of Manpower, 41*(8), 1221-1233.

Wang, H., & Peng, Q. (2022). Is shared leadership really as perfect as we thought? Positive and negative outcomes of shared leadership on employee creativity. *The Journal of Creative Behavior, 56*(3), 328-343.

Wang, Z., & Xu, H. (2019). When and for whom ethical leadership is more effective in eliciting work meaningfulness and positive attitudes: The moderating roles of core self-evaluation and perceived organizational support. *Journal of Business Ethics, 156,* 919–940.

Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal, 40*(1), 82–111.

Wegner, C. E., Millar, P., Bopp, T., & Kerwin, S. (2023). Understanding experiences with capacity building in the sport for development context. *Sport Management Review, 26*(3), 426-447.

Welty Peachey, J., & Burton, L. (2017). Servant leadership in sport for development and peace: A way forward. *Quest*, *69*(1), 125-139.

Welty Peachey, J., Cohen, A., & Shin, N. (2020a). Constraints and strategies to scaling up in sport for development and peace organizations: Evidence from the field. *Nonprofit and Voluntary Sector Quarterly, 49*(3), 611-630.

Welty Peachey, J., Schulenkorf, N., & Hill, P. (2020b). Sport-for-development: A comprehensive analysis of theoretical and conceptual advancements. *Sport Management Review, 23*(5), 783–796.

Welty Peachey, J., Burton, L., Wells, J., & Chung, M. R. (2018a). Exploring servant leadership and needs satisfaction in the sport for development and peace context. *Journal of Sport Management, 32*(2), 96–108.

Welty Peachey, J., Musser, A., Shin, N. R., & Cohen, A. (2018b). Interrogating the motivations of sport for development and peace practitioners. *International Review for the Sociology of Sport, 53*(7), 767–787.

Whitley, M.A., Farrell, K., Wolff, E.A., & Hillyer, S.J. (2019a) Sport for development and peace: Surveying actors in the field. *Journal of Sport for Development, 7*(12), 1–15.

Whitley, M. A., Massey, W. V., Camiré, M., Blom, L. C., Chawansky, M., Forde, S., ... & Darnell, S. C. (2019b). A systematic review of sport for development interventions across six global cities. *Sport Management Review, 22*(2), 181–193.

Whitley, M. A., Welty Peachey, J., Leitermann, J., Shin, N., & Cohen, A. (2023). University–organization collaboration in sport for development: Understanding practitioners' perspectives and experiences in research and evaluation partnerships. *Journal of Sport Management, 37*(6), 389-402.

Wu, Q., Chen, G., & Cormican, K. (2024). The wisdom of the collective: an integrated multi-level framework of shared leadership in engineering management project teams. *Engineering Management Journal*, 1-19. https://doi.org/10.1080/10429247.2024.2370185.

Wu, C. M., & Chen, T. J. (2018). Collective psychological capital: Linking shared leadership, organizational commitment, and creativity. *International Journal of Hospitality Management, 74,* 75–84.

Wu, Q., & Cormican, K. (2016). Shared leadership and team creativity: A social network analysis in engineering design teams. *Journal of Technology Management & Innovation, 11*(2), 2–12.

Yammarino, F. J., Salas, E., Serban, A., Shirreffs, K., & Shuffler, M. L. (2012). Collectivistic leadership approaches: Putting the "we" in leadership science and practice. *Industrial & Organizational Psychology, 5*(4), 382–402.

You, J., Kim, S., Kim, K., Cho, A., & Chang, W. (2021). Conceptualizing meaningful work and its implications for HRD. *European Journal of Training and Development*, *45*(1), 36-52.

Zhu, J., Liao, Z., Yam, K. C., & Johnson, R. E. (2018). Shared leadership: A state-of-the-art review and future research agenda. *Journal of Organizational Behavior, 39*(7), 834–852.

Zvosec, C. C., Oja, B. D., & Baer, N. (2023). 'Team zebra': An exploration of social identity, motivation, and sport officiating persistence. *Journal of Global Sport Management*, *8*(4), 763-782.
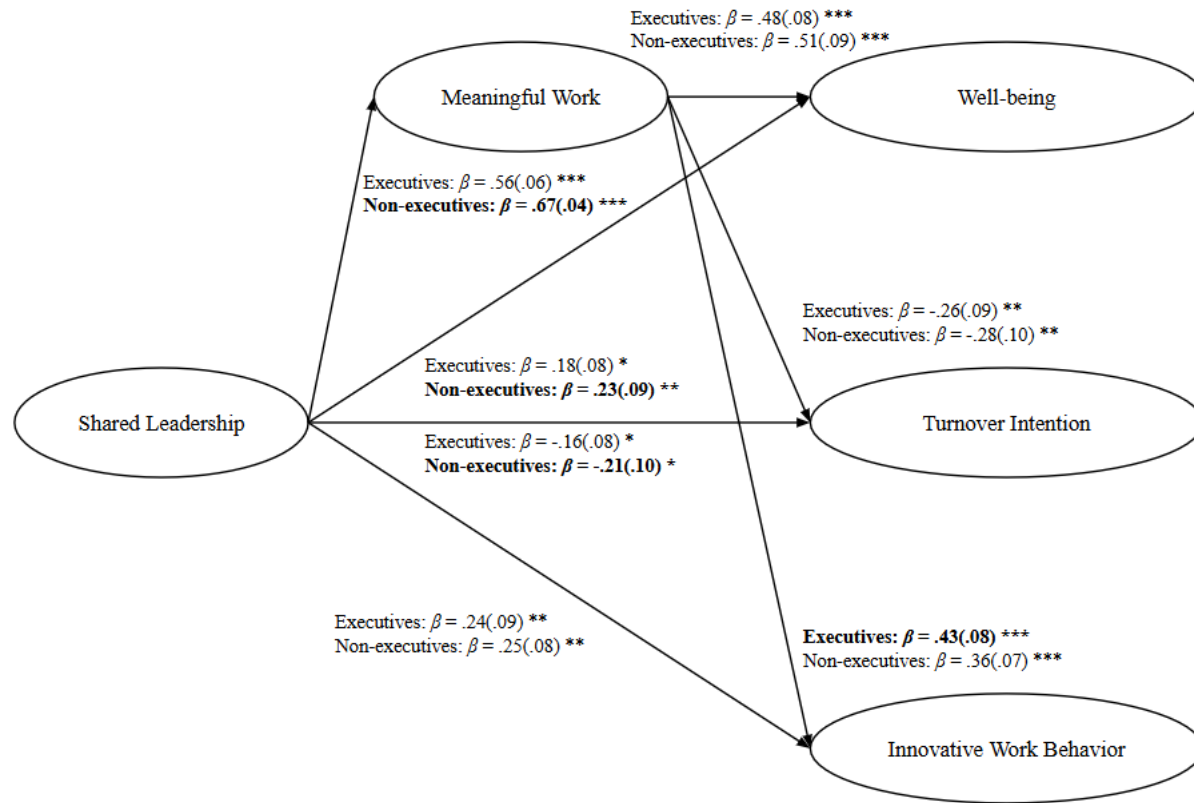
Figure 1.

Research Model and Results
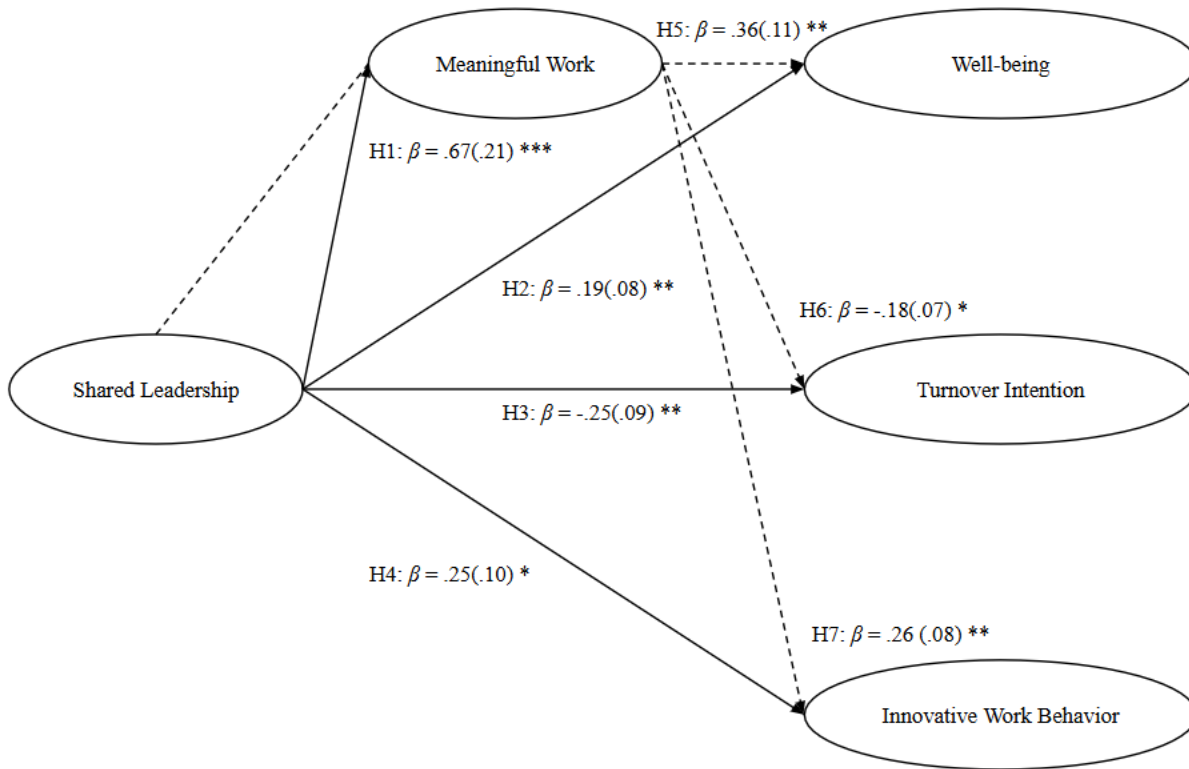
Note: Standardized path coefficients are reported, with standard errors in parentheses. Solid lines represent direct effects, whereas dotted lines indicate partial mediation (indirect) effects. All pathways were statistically significant: *** $p < .001$, ** $p < .01$, * $p < .05$.

Figure 2.

Group-Specific Structural Model by Organizational Role: Executives and Non-Executives

Executives: $\beta = .48(.08)$ ***
Non-executives: $\beta = .51(.09)$ ***

Meaningful Work

Well-being

Executives: $\beta = .56(.06)$ ***
Non-executives: $\beta = .67(.04)$ ***

Executives: $\beta = -.26(.09)$ **
Non-executives: $\beta = -.28(.10)$ **

Executives: $\beta = .18(.08)$ *
Non-executives: $\beta = .23(.09)$ *

Shared Leadership

Turnover Intention

Executives: $\beta = -.16(.08)$ *
Non-executives: $\beta = -.21(.10)$ *

Executives: $\beta = .24(.09)$ **
Non-executives: $\beta = .25(.08)$ **

Executives: $\beta = .43(.08)$ *
Non-executives: $\beta = .36(.07)$ ***

Innovative Work Behavior

Note: Standardized path coefficients are reported, with standard errors in parentheses. Bold font indicates the group with the stronger effort, whereas pathways without bold are approximately equal across roles. All pathways were statistically significant: *** $p < .001$, ** $p < .01$, * $p < .05$.

Table 1

Demographic Information

Variable	Group	Frequency	Percentage
Gender	Men	103	49.3%
	Women	106	50.7%
Age	< 30s	51	24.2%
	30-39	75	35.9%
	40-49	46	22%
	50-59	27	12.9%
	Over 60s	10	4.8%
Roles	Executive Leaders	82	39.2%
	Non-executive Leaders	127	60.8%
Employment Status	Full-time	146	69.8%
	Part-time	63	30.8%
Career (Years)	1 year – 5 years	89	42.6%
	6 years – 10 years	51	24.4%
	11 years – 15 years	39	18.7%
	16 years – 20 years	14	6.7%
	21 years or more	16	7.7%
Location	Asia	31	14.8%
	Europe	29	13.4%
	North America	91	43.5%
	South America	4	1.9%
	Africa	40	19.1%
	Oceania	15	7.2%
Total		209	100%

Table 2.

Summary Results of Measurement Model Validation

Measurement Items	λ	CR	AVE
Shared Leadership		.94	.74
In my organization, we clearly communicate our expectations.	.80		
In my organization, we provide each other with work relevant information.	.73		
In my organization, we ensure that everyone knows their tasks.	.80		
In my organization, we monitor goal achievement.	.74		
In my organization, we take sufficient time to address each other's concerns.	.84		
In my organization, we recognize good performance.	.80		
We promote cohesion within the organization.	.85		
We support each other in handling conflicts within the organization.	.81		
Meaningful Work		.95	.70
I have found a meaningful career.	.84		
I have discovered work that has a satisfying purpose.	.84		
I view my work as contributing to my personal growth.	.76		
I know my work makes a positive difference in the world.	.88		
The work I do serves a greater purpose.	.88		
Well-being		.92	.66
My social relationships are supportive and rewarding.	.71		
I am engaged and interested in my daily activities.	.83		
I actively contribute to the happiness and well-being of others.	.76		
Turnover Intention		.95	.72
Sometimes, I am thinking about working for another organization.	.83		
If there is a better job, I am intending to change jobs.	.87		
I intend to leave this organization.	.84		
Innovative Work Behavior		.95	.68
I generate ideas to improve services the organization provides.	.74		

I generate new solutions to old problems.	.77
I actively think about improvements in the work of direct colleagues.	.88
I mobilize support from colleagues for my ideas and solutions.	.89
In collaboration with colleagues, I get to transform new ideas in a way that they become applicable in practice.	.85

Note: λ = factor loading; CR = composite reliability; AVE = average variance extracted.

Table 3

Mean, Standard Deviation, and Correlation Matrix for All Measure

Variable	M	SD	Skewness	Kurtosis	α	1	2	3	4	5
Shared Leadership	5.82	1.03	-1.62	3.68	.93	1				
Meaningful Work	6.40	.79	-2.64	11.21	.93	.63***	1			
Well-being	6.12	.76	-1.93	9.72	.86	.48***	.58***	1		
Turnover Intention	3.47	1.70	.09	-1.14	.87	-.40***	-.41***	-.20***	1	
Innovative Work Behavior	6.13	.80	-1.34	2.85	.90	.49***	.53***	.48***	-.28***	1

Note: *** $p < .001$.

Table 4

Measurement and Structural Invariance Summary

Invariance Level	χ^2	df	CFI	RMSEA	ΔCFI	ΔRMSEA	Model Comparison
Configural	928.51	484	.885	.094	—	—	
Metric	982.96	503	.875	.096	-.010	.002	Configural vs. Metric
Scalar	1023.99	522	.870	.096	-.005	.000	Metric vs. Scalar
Structural	1061.61	529	.862	.098	-.008	.002	Scalar vs. Structural

Note: *df* = degrees of freedom; CFI = confirmatory factor analysis; RMSEA = root mean square error of approximation; Invariance is supported when differences in CFI < -.01 and differences in RMSEA < .01 (Chen, 2007; Cheung & Rensvold, 2002).