

The Analysis of Influence of Shared Leadership in Organizational Commitment and Team Performance: Case Study of Fulola Startup

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Abstract

Fulola is a technology-based startup in childhood education that provides interactive learning media about environment. The CEO applies shared leadership to build a hand-in-hand working environment. Besides the role of a leader, commitment from team members is also necessary to achieve maximum team performance. However, shared leadership applied was ineffective and commitment of members decreased which leads to poor team performance. This study aims to explore the influences of shared leadership on organizational commitment and team performance, as well as the influences of organizational commitment on team performance in Fulola. This study uses a qualitative case study approach. Data collection was carried out using semi-structured interviews and triangulation by Focus Group Discussion with 3 chief levels in Fulola. The results were analyzed using coding analysis. This study shows several factors in shared leadership that influence in enhancing organizational commitment and team performance, including Shared Purpose (vision understanding and monitoring), Shared Emotional Support (team support, good relation, and appreciation), and Voice (open communication and decision making right). Some issues in shared leadership influence organizational commitment and team performance including lengthy decision-making processes, and less accountability. Regarding organizational commitment, several factors contribute to enhancing team performance such as Affective Commitment (passion, comfort, desire to learn, and kinship), Continuous Commitment (material benefit and employment alternatives), and Normative Commitment (responsible to other parties and guilt). Issues related to organizational commitment influence team performance include unprofessionalism, intention to leave, and formality pressure. These findings are useful for improving organizational commitment and team performance for Fulola.

Keywords: organizational commitment, shared leadership, team performance, technology startup.

1. Introduction

An organization's success largely depends on its human capital. The individuals within an organization bring diverse and advantageous aspects that can aid in the advancement of innovations, strategies, and the attainment of shared objectives (Supratman, Entang, Turikan, 2021). Through the preservation of human resources' quality, a company can maximize its efficiency and long-term viability (Adyaribowo, Andjarwati, & Susanti, 2023).

The caliber of a startup company's human resources has a substantial impact on whether it succeeds or fails. One of the biggest causes of startup failures, accounting for 14% of failures, is mistakes in choosing the correct team members (CBInsight, 2021). This emphasizes how crucial it is for startups to pay close attention to the human element. Human resources are essential in entrepreneur-led technological firms. Entrepreneurs must be capable of making tactical and strategic decisions, have a strong feeling of responsibility, and actively participate in teams (Hernandez, Mesa, & Schacter, 2018). A

vibrant ecosystem and strong levels of inventiveness are also necessary for technology-based firms to succeed in demanding work contexts (antaranews.com, 2021).

Running a firm requires strong leadership, especially for startups in the technology sector. Cobanoglu (2020) asserts that one of the key elements in accomplishing organizational objectives is the leader. For team members to be encouraged and motivated to contribute fully, effective leaders are crucial. In addition, leaders build a domineering relationship with their followers (Salman & Auso, 2022).

A leadership approach that improves performance is shared leadership. It helps team members communicate, voice their opinions, and work together to accomplish shared objectives through delegated authority and decision-making (Zhou, Vredenburg, & Rogoff, 2013; Wulandari & Putriyanti, 2020). Mutual influence among team members is made possible by shared leadership (Nordbäck & Espinosa, 2019). The effectiveness of teams frequently depends on shared leadership. According to Barnett & Weidenfeller (2016), it enables team members to grow and contribute to worthwhile accomplishments. According to Dyer, Dyer, & Dyer (2013) & Hoegl & Gemuenden (2001) in Storm & Scheepers (2019), team performance refers to the collective performance of individuals within a team that aids organizations in successfully and efficiently achieving their goals.

Organizational commitment, in addition to leadership, is essential for success. The propensity of employees to actively participate and uphold membership in an organization is known as organizational commitment (Robbins & Judge, 2011; Hanaysha, 2016). Maximum performance and higher productivity are the results of high organizational commitment (Anisah & Artaya, 2019).

Fulola is a startup that specializes in educational technology, specifically focusing on providing interactive learning resources for children aged 4-6 years old. Established in 2021, Fulola was founded by a group of four Entrepreneurship students from the School of Business and Management at ITB (Class of 2023). Being a recently established technology startup, the role of leadership holds immense importance. Recognizing the significance, the CEO of Fulola has chosen to embrace a shared leadership approach, aiming to ensure equal participation and decision-making authority among all team members. The CEO also expects that everyone would have the same feeling of accountability and collaborate to solve issues that arise in Fulola. This leadership approach initially worked effectively since team members showed great initiative in taking on each responsibility and in coming up with innovative solutions to difficulties. But as time went on, the CEO's implementation of shared leadership at Fulola began to feel counterproductive, as evidenced by a lengthy decision-making procedure brought on by problems establishing consensus. This was due to often occurring misunderstandings that led to inefficient coordination. Furthermore, it was discovered that the CEO's approach of shared leadership used incorrect procedures, which prevented Fulola team members from developing and performing as planned.

Members of Fulola are also observed to be becoming less committed. This is indicated by a decline in motivation to complete tasks, difficulty setting meeting times because other obligations take precedence, attendance at meetings that start late, frequently delaying the implementation of work, non-compliance with established deadlines, and a decline in close interpersonal relationships. This suggested that the Fulola team members were

struggling to work effectively as a unit. The fact that the group's performance fell short of expectations. This can be seen from the OKRs that each division, starting with the CEO, COO, CMO, and ending with the CFO, failed to meet. The average achievement percentage for the first period (semester 1) was 76.23%, while for the second period (semester 2), it was 66.93%. Therefore, the purpose of this study is to examine how organizational commitment and team performance in Fulola may be influenced by a shared leadership process as well as how organizational commitment may influence team performance in Fulola.

This study focuses on identifying and analyzing the influence of shared leadership on organizational commitment and team performance in Fulola as technology-based startups, as well as identifying and analyzing the influence of organizational commitment on team performance. The qualitative study, which lasted from early February 2023 until July 2023, using a case study methodology. Focus group discussions (FGD) and in-depth interviews were conducted with every member of the Fulola team. The four responsibilities held by members of the Fulola team are chief executive officer (CEO), chief operating officer (COO), chief marketing officer (CMO), and chief financial officer (CFO).

2. Literature Review

Shared Leadership. Shared leadership is one of the contemporary leadership styles that is currently gaining steadily increasing attention (Wu & Chen, 2018). Shared leadership differs from leadership generally in that it emphasizes aspects of leaders and followers in a particular position of authority rather than a leadership within an organization that encourages everyone involved to work together to achieve goals for organization well-being (Kezar et al, 2021). According to Carson, Tesluk, & Marrone (2007), shared leadership consists of three elements. First, if everyone works together and guides one another toward communal goals under the concept of Shared Purpose. Second, Social support occurs when team members are willing to work together and assist one another. Third, when team members are given the chance to share their opinions on a topic, this is known as voice.

Organizational Commitment. A significant commitment is crucial in a company. This is so because commitment shows that employees in an organization have a strong desire to keep their membership, which motivates them to put up extra effort by offering more services and insights to finish the job completely (Robbins & Judge, 2011). Three different kinds of organizational commitment consisting of affective commitment, continuous commitment, and normative commitment were described by Meyer, Allen, & Smith (1993). These three types depict the relationship between employees and the organization as well as the factors that motivate them to keep their membership. Affective commitment is a type of commitment that demonstrates the employees' strong desire and eagerness to advance within the company. Continuous Commitment is the propensity to carry on after weighing the pros and cons or focusing more on what one can gain. Employees who feel they have a responsibility to survive have a Normative Commitment, external pressure leads to this commitment.

Team Performance. According to Buchanan & Huczynski (2017), team performance can be defined as the degree to which team members are able to accomplish predetermined

goals. These goals may include completing internal tasks as well as achieving goals involving needs of management, customers, and shareholders that are then assessed based on quality, quantity, and time. The Objective and Key Result (OKR) is one instrument that can be utilized. Thinyan, Ghawji, & Aramco (2022) said that OKR is a tool or framework that is used by individuals and groups together in contributing to the organization in a measurable method in order to reach future goals on essential objectives for improvement (Niven & Lamorte, 2017). The study also noted that OKRs enable cross-functional collaboration among all employees, and that everyone is aware of one another's OKRs to promote openness and convergent objectives.

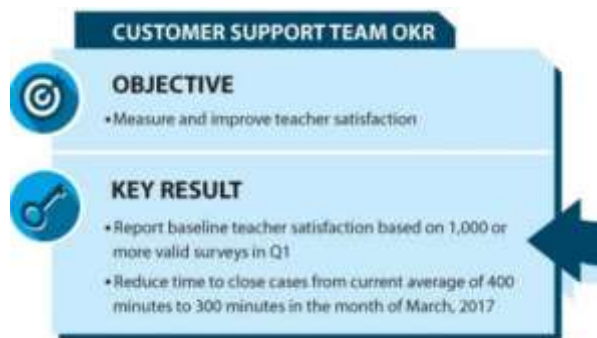


Figure 1. Example of OKR

The OKR itself is made up of two primary parts, such as the Objective and Key Result. Objectives are qualitative statements that describe what we want to accomplish as a team through shared imagination, according to Niven & Lamorte (2016). The Key Result, on the other hand, is a phrase that is used to quantify the accomplishment of the previous objective so that it can be readily observed. It often consists of two to five Key Results.

Shared Leadership and Team Performance. It has been demonstrated that shared leadership enhances performance. The shared leadership approach is highly complex, according to Barnett & Weidenfeller's research (2016), but because of its continuity, it can aid great teams with things like performance, effectiveness, innovation, learning, and other things. Additionally, Barnett & Weidenfeller noted that shared leadership is special leadership since it differs from vertical leadership generally and is thought to be more capable of enhancing performance. Additionally, research demonstrates that shared leadership is possible to break up this complexity, which results in high team performance in technology-based firms, notably research, which in fact functions in complex ecosystems (Strom & Scheepers, 2019). Based on Melinda et al. (2022) claim that shared authority allows for members to contribute in accordance with procedures, enabling them to make decisions more quickly while still paying attention to positive relationships among team members. This can also lead to the maximum team performance.

Shared Leadership and Organizational Commitment. Shared leadership is a style of leadership that enables each member to participate in decision-making while considering multiple points of view (Kezar et al., 2021). This suggests that collective physiological capital (Wu & Chen, 2018) mediates the relationship between shared leadership and employee organizational commitment (Cobanoglu, 2020). The ability of shared leadership to increase organizational commitment, however, can be mediated by two other

factors, namely psychological empowerment and organizational justices, according to (Park & Seo, 2019). The researcher also added that organizational justice is a state in which everyone has an equal opportunity to participate in decision-making and that psychological empowerment can promote a sense of belonging to the organization.

Organizational Commitment and Team Performance. If an organization pays more attention to the commitment of each member in it, in order to create conditions that are calm and comfortable, there can be an increase in terms of employee performance productivity (Anisah & Artaya, 2019). This is in line with Meutia & Husada's (2019) argument that commitment is a component of a strong sense of loyalty and love for an organization, consisting of different types of ties like emotional (affective), rational (normative), and future-focused (continuance) ties to create optimal performance. Furthermore, according to research, commitment should be a requirement during the hiring process because it will positively affect (improve) employee performance productivity (Muis, Jufrizen, & Fahmi 2018).

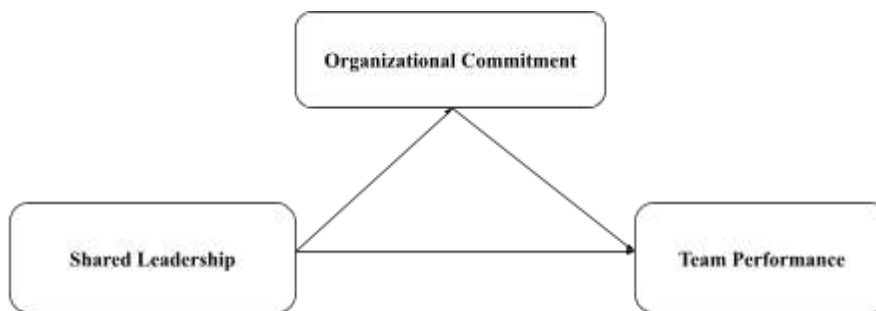


Figure 2.2 Conceptual Framework

Proposition 1: The shared leadership influence organizational commitment and team performance in Fulola. Proposition 2: The organizational commitment influence team performance in Fulola.

3. Research Method

This study will employ a qualitative methodology with the goal of examining the topics under investigation. A qualitative approach, as defined by Sugiyono (2009), is one that is employed when researchers want to learn more about the procedure in which participants with various backgrounds, beliefs, interests, values, and perceptions are directly interacted with through the use of images or words (not numbers). This study is well suited to a qualitative approach because it enables researchers to explore the viewpoints and experiences of each person or group while also gaining a deep understanding of the Fulola startup's context. It is hoped that by using a qualitative methodology, research on the influence of shared leadership on organizational commitment and team performance as well as the influence of organizational commitment on team performance can be used to inform future development, particularly in Fulola. A case study will be used as the qualitative strategy. The case study methodology is appropriate for this study because it enables researchers to examine issues in a specific case (Pahleviannur et al., 2022). These incidents can originate from a variety of sources that one or more people have encountered, such as procedures, incidents, activities, and programs. Beside that, a case study method is going to be used for this study. This is due to the fact that instrumental

case studies (Hadi, Asrori, & Rusman, 2021) are a type of case study that are used to obtain comprehensive results, and the cases raised serve as supporters to offer insight into issues to achieve the study's goals (Pahleviannur et al., 2022).

Data Collection. Non-probability sampling is the method of sampling used in this study. Purposive sampling, also referred to as selective sampling or judgment sampling, is the method employed. Purposive sampling is a method of choosing samples consciously through the selection of participants by the researchers themselves who are able to offer experience and other information, according to (Etika, Musa, & Alkassim, 2015; Sharma, 2017). Purposive sampling will be used in this study to gain access to information on teamwork, organizational commitment, and shared leadership. Additionally, according to (Yüksel, Yldrm, 2015), researchers can use this method of sampling in qualitative research because it enables them to select participants based on their desire to have a meaningful experience.

The in-depth interview technique, also known as a semi-structured interview, will be used in this study. A semi-structured interview, as defined by (Merriam, 2009), can be thought of as a kind of interview that already has a number of lists of questions, but does not preclude the possibility of asking items outside the list if necessary to explore the topic more thoroughly. In order to examine perceptions and practices surrounding shared leadership, organizational commitment, and team performance, this study will pose a number of questions. Given that the issues in this research are internal to the company and that the case study methodology is focused on a single location and specific context, the respondents in this research are team members from Fulola. Due to the fact that one of the team members is also a researcher, 3 out of the 4 informants (team members) in Fulola will be the subject of research.

Data Analysis. Coding analysis is a method for qualitative research analysis. Coding analysis, to put it simply, is an investigation into data patterns (Auerbach & Silverstein, 2003). This is done because not every individual has the aptitude for intuition needed to directly discern data patterns from transcripts. The purpose of codes used in research, according to Miles, Huberman, & Saldana (2014), is to provide symbolic meaning that will make it simpler for the concerned researcher to interpret and analyze enormous quantities of information. In addition to analyzing information that takes the form of ideas (text), this coding analysis also examines data in the form of images, which are then condensed and linked to explain phenomenon, activities, and concepts (Gibbs, 2007). Open coding, axial coding, and selective coding are some of the steps that comprise up the coding process (Hadi, Asrori, & Rusman, 2021). According to (Creswell, 2013), open coding is the first stage of coding; at this stage, the researcher classifies the data generally; axial coding is a continuation of open coding; at this stage, the researcher establishes the major categories in accordance with the research context; and selective coding is the last stage; at this stage, the researcher will create propositions or hypotheses (develop theories) that demonstrate continuity between categories.

Validity and Reliability. According to Sugiyono (2009), validity is the consistency between the data collected and the data provided in the study. The process of offering information, explanations, and information with which is true (correct) or honest in accordance with the findings in the field without the involvement of researchers is known as providing validity, or in qualitative research, as "authenticity" (Raco, 2010). Data

triangulation was used in this study to achieve validity. Researchers use the process of triangulation to achieve information convergence by combining different types of data (Creswell & Miller, 2000). A common method of data triangulation is the use of various approaches to analysis, multiple theories, and researchers (Raco, 2010), as well as different data collection methods (Sugiyono, 2009). Researchers attempted to gather data for this study using FGDs and in-depth interviews. According to Merriam (1995), reliability is defined as the consistency of the data obtained through qualitative research or in other words, the more frequently the same results appear in the data, the more trustworthy and stable the data is.

4. Findings and Discussions

4.1 Influence of Shared Leadership toward Organizational Commitment and Team Performance in Fulola

4.1.1 Shared Purpose Support Organizational Commitment and Team Performance

Table 1. Coding Process of Shared Purpose

Axial Coding	Selective Coding
Vision Understanding	Shared Purpose
Monitoring	

The Fulola team is leading a team effort to define and comprehend the company's vision. Shared leadership allows individuals to share visions with one another, but Fulola's vision wasn't properly defined. Breaking the vision down into a quantifiable approach will aid in achieving outstanding performance and increasing commitment. Clear goals boost commitment and make employees more ready to participate in the long run (Dyer, Dyer, & Dyer, 2013). Fulola's monitoring approach was likewise used for a common goal. However, the existing weekly monitoring procedure has not been carried out adequately, leaving team members feeling unsupervised and forgetting tasks. This might result in less transparency and lack commitment. Frequent and periodic evaluation is essential for increasing organizational commitment and team performance.

4.1.2 Shared Emotional Support Support Organizational Commitment and Team Performance

Table 2. Coding Process of Shared Emotional Support

Axial Coding	Selective Coding
Team Support	Shared Emotional Support
Good Relation	
Appreciation	

Fulola's shared leadership is critical for its team members since it highlights the

importance of working together. Mutual support is necessary for team members to work and contribute to one another since it promotes a proactive attitude and interpersonal connections. This shared leadership develops positive relationships among team members, creating a feeling of familial attachment and connections that extend beyond the professional arena of business. Those pleasant cooperation and emotional bonds result in proactive contributors (Zhu, Liao, Yam, & Johnson, 2018) along with affective commitment.

Setyawati, Agustina, and Woleandari (2023) highlight the necessity of building an enjoyable place to work, particularly one that fosters harmonious relationships among team members. This provides comfort for each member, encouraging them to contribute in the long run as emotional commitment emerges.

Fulola's shared leadership receives support in the form of awards or gratitude. Fair compensation may boost motivation and motivate members to contribute as much as possible. Group-based compensation encourages shared leadership by increasing desire to collaborate rather than compete. Fulola members' commitment is also maintained through the application. Monthly appreciation for individuals who have demonstrated exceptional performance fosters a culture of participation by instilling an atmosphere of recognition and worth inside the company. In general, Fulola's shared leadership promotes a friendly atmosphere for team members, encouraging a sense of belonging and drive to contribute to the business, which leads to optimum performance.

4.1.3 Voice Support Organizational Commitment and Team Performance

Table 3. Coding Process of Voice

Axial Coding	Selective Coding
Open Communication	Voice
Decision Making Right	

Communication openness is critical in shared leadership because it allows for open communication between team members, generating a feeling of belonging and commitment. Communication is important in shared leadership, according to Aime, Humphrey, Derue, and Paul (2014), since it allows for engagement and the interchange of perspectives. Good communication aids Fulola's team performance by enabling comprehension of needs and expectations, as well as creating a comfortable atmosphere for team members to connect with coworkers and superiors.

Fulola also promotes adaptability, enabling everyone on the team to express their views on decision-making processes. According to Bradberry and Greaves (2012) and Schwarz (2013), employee engagement in decision-making develops an emotion of belonging and increases employee commitment. Collective decision-making also develops a sense of mutual responsibility, which improves performance in the long run.

4.1.4 Issue of Shared Leadership on Organizational Commitment and Team Performance

Table 4. Coding Process of Issue of Shared Leadership

Axial Coding	Selective Coding
Lengthy Decision-Making Process	Issue of Shared Leadership
Less Accountability	

Several challenges occur in the implementation for shared leadership in Fulola, including the lengthy process of decision-making, which is frequently a source of concern owing to regular disagreements as well as the CEO's incapacity to make effective decisions. This inefficiency can result in a lack of direction, generating difficulty in defining strategic direction, notably in production and sales. As the ideals of obligation and responsibility fade, this uncertainty can lead to poor commitment among team members. Furthermore, inefficient decision-making might have a detrimental influence on the team's performance at Fulola. Long processes for making decisions can waste a lot of time and impair problem-solving and responsiveness. Slow responses to production and marketing plan choices might also make it hard for Fulola teammates to adjust swiftly. The agility concept, which highlights OKR, requires the ability to change quarterly in order to focus on critical items, and any interruptions in executing with OKR could worsen performance.

Accountability becomes an issue with shared leadership since it empowers everyone on the team to cooperate and share responsibilities. This absence of accountability can have a detrimental impact on the devotion of Fulola members since it generates ambiguity in defining who is in control, sometimes resulting in no definite and clear people in charge of particular parts. Fulola, for example, has not developed clear responsibility in defining sales strategy, resulting in poor sales techniques and poor overall sales success. The poor accountability of shared leadership in Fulola might be attributed to a lack of regular and comprehensive team member monitoring. Because of the lack of clarity in the individual who is in charge of this strategy, which occasionally overlaps owing to team member limits, this lack of control might result in multiple OKR objectives not being fulfilled.

This can have a detrimental influence on the team's results that are less than ideal. Furthermore, a lack of responsibility might make it impossible to measure one team member's contribution commitments to another. Because of misunderstanding over particular and strategic tasks, Fulola team members struggle to determine the accurate definition of key outcomes for their respective performance. This results in an unequal workload allocation of OKR, which is contrary to the OKR concept, which states that each team member's contribution should be appropriately measured (Niven & Lamorte, 2016). Failure to evaluate workload might cause team members to feel weary and upset at work because they believe they have too many duties.

4.2 Influence of Organizational Commitment toward Team Performance in Fulola

4.2.1 Affective Commitment Support Team Performance

Table 5. Coding Process of Issue of Affective Commitment

Axial Coding	Selective Coding
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Passion	Affective Commitment
Comfort or Happiness	
Desire to Learn	
Kinship or Friendshipness	

Affective commitment is an important aspect in team success because it fosters an emotional relationship that promotes collaboration and involvement. Fulola members are passionate about early childhood education, which inspires them to work hard and participate in the organization's goals. This motivation encourages them to acquire new skills and information in their specific divisions, which increases their entire performance.

Members of the Fulola team are keen to learn new skills, particularly in technical areas such as sales deck design and fund administration. This learning not just improves their talents but also gives them experience in producing high-quality results. Fulola members' learning is an important aspect in delivering high performance.

Along with passion and a willingness to learn, team members enjoy a sense of security at their workplace. They love participating and cooperating with their teammates, which corresponds to the notion of emotional commitment. This sensation of delight and comfort is promoted by a feeling of family-like togetherness between team members, which stems from prior intimate interactions and friendships.

Team members' high sense of engagement is a major measure of emotional commitment. Strong relationships built through kinship and mutual support foster a friendly atmosphere with no manipulation or selfishness, which is particularly advantageous for team performance. Overall, Fulola and its team members benefit from a strong feeling of emotional commitment and enthusiasm.

4.2.2 Continuous Commitment Support Team Performance

Table 6. Coding Process of Issue of Continuous Commitment

Axial Coding	Selective Coding
Material Benefit	Continuous Commitment
Opportunity and Networking	

As an external component connected to expenses and losses in sustaining a company, continuous commitment is critical for team effectiveness. Material rewards, such as compensation, are important in inspiring individuals to perform more, according to Nugraha & Tjahjawati (2017). Fulola, on the other hand, has not provided considerable material advantages for its team members, highlighting the need for the future to give compensation to boost performance.

Continuous commitment emphasizes the importance of alternative work considerations

as well. Fulola members have raised worries about not being excessively reliant on the firm financially, prompting them to look for other employment opportunities in the future. This is in line with Umoh, Amah, and Wokocha's (2014) discoveries that fewer options in the workplace enhance the chance of people sticking with a company. To address this worry, it is critical to give team members numerous rewards, both tangible and intangible, in order to improve their performance.

4.2.3 Normative Commitment Support Team Performance

Table 7. Coding Process of Issue of Normative Commitment

Axial Coding	Selective Coding
Responsible to other Parties	Normative Commitment
Guilt	

The Fulola company was founded in response to lecture commitments, which encouraged the team to be accountable to a variety of stakeholders, such as lecturers, mentors, and external parties including funding agencies. This commitment fosters a strong sense of loyalty and motivates employees to enhance their performance. Failure to meet commitments, on the other hand, can result in emotions of guilt, also known as interpersonal guilt, that develops from acts or inactions that have a detrimental influence on other "other-focused" parties.

According to Hamid and Earlyanti (2023), it is critical to fulfill these tasks in order to prevent feelings of guilt and to preserve the feeling of responsibility between team members. The guilt might stem from other founders' opinions, which might motivate them to work hard. As a result, the Fulola team must work hard to meet their commitments while also maintaining a strong moral commitment in order to accomplish their objectives.

4.2.4 Issue of Organizational Commitment on Team Performance

Table 8. Coding Process of Issue of Issue of Commitment

Axial Coding	Selective Coding
Unprofessionalism	Issue of Organizational Commitment
Intention to Leave	
Formality Pressure	

Organizational dedication to OKR Fulola is connected to a variety of concerns, including unprofessionalism, which stems from the team's tight connection. This strong connection fosters an emotional tie to the team, lowering overall performance. Furthermore, the absence of tangible rewards from OKR Fulola may cause team members to leave since they have other firms or occupations. This can lead to poor continuous commitment, which has a negative impact on turnover intention and may lead to a concentration on

obtaining new employment rather than enhancing work quality. The presence of multiple duties from mentors, professors, and family members can also put pressure on team members, resulting in work formality. This stress can lead to hurried decision-making, a lack of coordination, and a disturbance in attention. Outside pressure can also occur if team members are pushed to perform duties that are not their primary aim or are undesirable.

The application of OKRs that leverage key outcomes in a set of numbers may additionally put team members under strain. They may merely strive for quantity without regard for quality or enjoyment in fulfilling their responsibilities. This could end up in OKRs which are met yet fail to accomplish the desired goal. In the formulation of OKRs, team members must focus on accomplishing aspirational objectives, since key outcomes in a set of numbers will follow the objectives itself. The execution of OKR Fulola encounters difficulties in detecting external influences, resulting in inability to meet the aim. Members are unmotivated to put the OKR to their performance, which leads to a lack of initiative in identifying risks and mitigation. This makes it difficult for the team to increase overall performance.

5. Conclusion

Influence of Shared Leadership toward Organizational Commitment and Team Performance in Fulola. According to the findings of this study, Fulola's implementation of shared leadership has been beneficial in fostering organizational commitment and team performance. Previous research has found that shared leadership promotes shared purpose, emotional support, and voice. Shared leadership in Fulola has facilitated team involvement, cooperation, and emotional support. However, concerns such as a lack of strategic vision, inefficiencies in decision making, and a lack of responsibility happen in reality. Fulola should have a well-defined vision to enhance organizational commitment and team performance, allowing each team member to discuss and build a vision together. To keep a well-formed vision, frequent and consistent monitoring methods are required. Emotional support is additionally essential, since Fulola highlights mutual support and contented relationships, which leads to excellent team performance. Rewards, open communication, as well as good decision making all contribute to increased dedication and team success. Values including openness to expression and criticism improve team members' collaboration and understanding. Engaging in decision making increases members' commitment by giving them a feeling of belonging and mutual responsibility. However, shared leadership may lead to challenges such as lengthy decision making, making it hard for team members to respond to changing situations and resulting in ineffectiveness at work.

Influence of Organizational Commitment toward Team Performance in Fulola. At Fulola, affective commitment, continuous commitment, and normative commitment are all critical to team effectiveness. Affective commitment is characterized by members' passion for their early childhood education business as well as their eagerness to learn and discover new things. This enthusiasm for learning contributes to improved team and individual performance. However, Fulola's present sales circumstances have not resulted in significant benefits, making team members feel fewer dependents on the company. The availability of other professions and other enterprises also contributes to team members feeling more motivated and dedicated. If team members believe that Fulola is not going

to provide monetary rewards and will not help them discover better work opportunities, their commitment could decrease. Normative commitment is further important for Fulola since it establishes responsibilities with numerous partners and makes team members ethically compelled to contribute to the firm. However, problems with organizational commitment in Fulola include strong kinship leads to unprofessionalism as a result of intense self-identification, and pressure from multiple parties to do activities as formalities, ignoring quality, and failing to take the initiative to recognize external variables risks.

The Fulola startup team must clarify its vision and purpose, establish objectives for both the short and long term, and convey expectations and tactics. The CEO must strengthen the team's oversight and evaluation process, establish specific goals, and be strong in decision-making. This will allow the team to be flexible and open to changing situations. Fulola's CEO has to be more proactive in regulating the process of decision-making, clarifying roles and duties, enforcing rigorous consequences, and ensuring openness. Shared leadership may be used to sustain current principles such as working together, offering psychological encouragement, and staying open to input. Because of Fulola's lack of professionalism at work, maintaining professional, business, and personal connections is essential. Clear financial predictions with achievable goals may assist team members in understanding the rewards of their commitment and determining the best plan. The team's approach in operating the firm should shift, with major goals discussed with one another and room for learning provided. This will help the team's performance even more. The OKR Fulola must be used quarterly to ensure agility in the flexibility principle. Qualitative objectives should be provided, defining quality beyond customer happiness, the quality of the product, and team members' talents. OKRs should be critiqued before implementation, with roles and duties defined and weighed and external variables that might stymie development identified. The present study emphasizes on the Fulola startup group of people, but the researcher suggests broadening the scope of the study to include additional factors including team diversity, motivation, competences, and workplace ennui. Aside from that, the method adopted in this study is qualitative. Researchers can conduct quantitative testing finding with a wider population and sample size for future study.

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