

Situationally Appropriate Leadership Styles and Team Performance: Is Trust Really Important

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This study aims to examine the impact of shared leadership and emergent leadership on team performance, with the moderating role of trust by employing Adaptive theory. To understand this, we conducted a cross-sectional study. Rooted within positivist philosophy, we employed quantitative method. Data was collected via questionnaire from 252 individuals from software and IT sector employees of Pakistan. Sample adequacy tests were applied before conducting multi-variate analysis. Using SPSS, we ran regression analysis and process macro for moderation analysis. The Harman test is applied to enquire about any existence of common method biases. Findings indicate that shared and emergent leadership are the key drivers of agile team performance. When leadership functions as a team process, it instills a sense of collective identity, increasing engagement and yield enhanced levels of team performance. Moreover, trust did not moderate the relationship between leadership styles and team performance. This study enhances our understanding of the differences between the interchangeably used leadership styles and their contribution to team performance in a digital setting .

Keywords: shared leadership, emergent leadership, trust, team performance, agile,

Continuous improvement in digital technologies and communication systems has enabled organizations to work with greater flexibility, save resources and go beyond the local context. However, at the same time, it has made it difficult for organizations to remain competitive. In this dynamic environment, organizational achievements are contingent upon teamwork. The comprehension of the way they work and how to improve their performance is becoming increasingly important. For accomplishing the team's goal, the team should work as a whole and in this process of making the team, the leader plays a crucial role (Carsonson *et al.*, 2007; Larson & DeChurch, 2020). Leaders encourage, persuade, and guide team members toward achieving team goals. Conventional leadership models stress a hierarchical approach with a single designated leader at the helm, however, the need of the hour is a 'situationally appropriate' leadership style to overcome the challenges associated with agile, diverse and dispersed teams (Larson & DeChurch, 2020). Shared and emergent leadership styles are gaining currency in the scholarly community as effective approaches that disseminate leadership roles across team members, instead a single leader given the formal authority to lead a group of individuals (Hadi & Chaudhary, 2021).

Carvalho *et al.*, (2022), argue for exploring specific leadership styles in relation to team performance in a digital context, while Peeters *et al.*, (2022) propose diverse leadership styles should be explored within the context of agile teams. This research aims to contribute in the existing body of knowledge by investigating into the theme of organizational culture of team-based structures that are adaptable and agile. In the current literature, Shared Leadership (SL) has become an organizational imperative (Shoukat & Muneeb, 2023). However, there is still some controversy and gaps in the academic field relating to the concept of SL and its performance benefits (Han *et al.*, 2021; Pourrajab & Ghani, 2016). Furthermore, studies on SL in Pakistani context are limited to the telecommunications (Hadi & Chaudhary, 2021) and information technology sectors (Imam & Zaheer, 2021), Hadi and Chaudhary (2021) called for the exploration of SL and team performance in other sectors. In response to the call, current research is housed in digital agile teams in software companies.

The process of emergent leadership (EL) has also become quite relevant for organizational performance (Spark & O'Connor, 2021). Studies on teams propose that EL, "that is, group members exert significant influence on other group members without holding formal authority" (Schneier & Goktepe, 1983). Previous research addressed the novelty of EL; however, it has been mostly studied from an 'individual's' perspective through a gender or 'race specified' lens (Han *et al.*, 2021) than team. This research extends our understanding of leadership styles (i-e shared and emergent) in relation to team performance in a digital context. We do not aim to list the differences between the two styles but their role in creating team effectiveness. Han *et al.*, (2021) proposed to study the role of moderating variables as a link between leadership style and team performance. Here we propose the moderating role of trust in this study.

Theoretical Background and Hypotheses Development

Adaptive Leadership Theory

Traditional team design theories and models, entitled leadership responsibilities to single individuals, have long been questioned by academics (Siangchokyoo & Klinger, 2021). Organizations today have become more complex and knowledge-intensive, and scholars stress that teams now require more informal leadership behaviors (Xu *et al.*, 2021). Most leadership theories are based on the preconceived notion of a hierarchal structure, but adaptive leadership theory challenges those traditional authoritative and formal behaviors that once highlighted the roles of a leader (DeRue, 2011) which makes it more appropriate lens for the current study.

Heifetz's (1994) adaptive leadership (AL) theory proposes that leadership emerges when interacting agents achieve adaptive outcomes (Young, 2016). The theory proposes AL as a relational phenomenon formed through interpersonal interactions in which individuals not only claim leadership roles and responsibilities but are also willing to acknowledge and grant leadership roles to others (Siangchokyoo & Klinger, 2021; DeRue & Ashford, 2010). The theory strengthens the foundation of emergent leadership by proposing that emergent leadership structures emerge dynamically over time as a result of continuous interactions between leaders and followers (D'Innocenzo *et al.*, 2021), such that teams that do allow leaders to emerge thus are able to better coordinate team processes and are more likely to outperform those that do not (Hanna *et al.*, 2021).

Shared Leadership and Team Performance

Organizations are increasingly relying on virtual teams to accomplish work across diverse geographic regions and different time zones (Hoch & Dulebohn, 2017). With this type of work arrangements organizations have realized that formal leadership structures are not helpful and horizontal lead processes such as SL (Zhu *et al.*, 2018) have gained currency. Although in the field of research SL is almost 20 years old, there is still room for further research to understand its application in diverse settings and fields (Kukenberger and D'Innocenzo, 2020). SL has been defined as “....an emergent and dynamic team phenomenon whereby leadership roles and influence are distributed among team members aiming to lead each other to achieve team goals” (Zhu *et al.*, 2018; Imam a& Zaheer, 2021).

SL is a team-level phenomenon (Hoch & Dulebohn, 2017), where leadership is shared among multiple team members (Lyndon *et al.*, 2020). This does not necessitate that all team members exercise influence at the same time, rather influence varies among team members based on the talents required for various tasks to be performed (Cook *et al.*, 2020). Cohesion and trust, team members have in each other enhances team's ability to adapt and shift leadership role while coping with unanticipated situations resulting significant impact on team's performance. Imam and Zaheer (2021), highlighted SL as successful in settings where interdependence among members is strong, creativity is fundamental and task complexity is high. Teams that established greater SL during in earlier stages of their formation have an edge over other (He & Hu, 2021). Teams with SL have greater autonomy in decision making and carrying out activities. The possession of specialist knowledge by diverse team members and trust in each other's knowledge results in effective knowledge coordination to overcome the challenges imposed by virtual environments (Liang *et al.*, 2021).

SL takes time to develop, and as teams create successful SL techniques, they witness significant improvements in team performance (D'Innocenzo *et al.*, 2021). While SL has a significant impact on team outcomes, there is still paucity of research about the underlying factors driving team outcomes and processes (Bhayana *et al.*, 2021; Lyndon *et al.*, 2020; Zhu *et al.*, 2018). Furthermore, the putative mediation processes linking SL to team performance remain unexplored (Han *et al.*, 2021). Further no new information about SL has been identified to provide a nuanced approach to examining the impact of SL in a digital team context, and the available material appears to have reached a saturation point. Based on the evidence provided above, we hypothesize that

H1: Shared leadership is positively related to team performance.

Emergent Leadership and Team Performance

EL emerges within teams (Przybilla *et al.*, 2020). An informal style of leadership, where team members possess a significant influence on fellow members without exercising any formal authority (Biehler *et al.*, 2022). EL is a relational process that evolves with time through interactions among team members (Gerpott *et al.*, 2019). Today's ever evolving and competitive business environment necessitates this informal leadership style for being able to coordinate team processes (Hanna *et al.*, 2021) leading to team success (Eseryel *et al.*, 2021, Udin et al, 2022). Moreover, ELs exhibit supporting and collaborating behaviors to achieve higher performance while lowering team conflict (Purvanova *et al.*, 2021). Although there is no consensus on the definition of the EL. However, for this research we take sides with (Hanna et al, 2021: 7) and define EL “....as the degree to which an individual with no formal

status or authority is perceived by one or more team members as exhibiting leader like influence”.

Emergent leaders are highly skilled individuals who integrate informal structures within communication channels and adapt to emerging circumstances (Obrenovic *et al.*, 2020). In present era of high technological consumption, emergent leaders play a crucial role in facilitating teams towards success despite challenges (Larson & DeChurch, 2020; Purvanova *et al.*, 2021) suggesting a positive relationship of EL and digital team performance (Morrison-Smith & Ruiz, 2020). Emergent leaders provide an emotional response to events that drives team performance (Eseryel *et al.*, 2021, Utomo *et al.*, 2022.). Emergent leaders also provide structure to the digital team's activities ensuring the alignment of team efforts with the directed goals (Hickman & Akdere, 2018). Moreover, emergent leaders add to the team performance by structuring social interaction among the team (Biehler *et al.*, 2022). Literature acknowledges high-performance teams in a digital context have EL (Hoch & Dulebohn, 2017). Thus, in conjunction with the findings, we conclude the following hypothesis:

H2: Emergent leadership is positively related to team performance.

For the current research following Costa *et al.*, (2001), we also took three dimensions of team performance as

- i. quantity and quality of team outputs
- ii. team members' attitudes, expressing for instance the satisfaction, commitment, and stress of the team members
- iii. behavioral team outcomes.

The Moderating Role of Trust

“Trust is a psychological state that manifests itself in the behaviours towards others, is based on the expectations made upon behaviours of these others, and on the perceived motives and intentions in situations entailing risk for the relationship with those others.” (Costa *et al.*, 2001:228) Trust is a multifaceted construct that encompasses willingness to put oneself in a precarious position, since the other individual can be relied upon (Paul *et al.*, 2016), irrespective of monitoring ability the other party carries. The trustor accepts the possibility of losing something valued in interpersonal relationships (Jaakson *et al.*, 2019). Trust in teams is crucial for team goals. Nonetheless, empirical studies acknowledge the association between trust and digital team performance, as trust appears to have direct and indirect effect (Jaakson *et al.*, 2019). Consequently, trust is treated as a moderator that influences team performance within the digital context (Paul *et al.*, 2016).

According to previous research, employees develop trust, based on their assessment of their supervisors or leaders' trustworthiness embedded in their interactions with employees (Jiang & Luo, 2018). Trust plays a key role in managing difficulties associated with the deployment of formal and informal controls in digital teams through effectively addressing the pitfalls of interdependent tasks (Flavian *et al.*, 2019). Literature unveils that teams with SL exhibit high levels of team trust and willingness to trust their teammates (Robert & You, 2018). Similarly, stimulation of SL and moderating influence of trust increases employees' willingness towards knowledge sharing (Coun *et al.*, 2019), thereby impacting team performance. Employee's trust in their leader is a psychological resource that helps them in achieving team goals in challenging environment (Wu & Chen, 2018) like digital settings (Flavian *et al.*, 2019), characterized with lack physical interactions of team

members (Ford *et al.*, 2017) posing threat to team's efficiency and performance. In agile setting, this fragmentation of communication encourages the role of shared and emergent leadership styles, to allow efficient knowledge and information sharing in presence of employee trust. In a recapitulation of the above-stated findings, we content the following hypotheses:

H3: Shared leadership will increase the team's performance when trust is present.

H4: Emergent leadership will increase team's performance when trust is present.

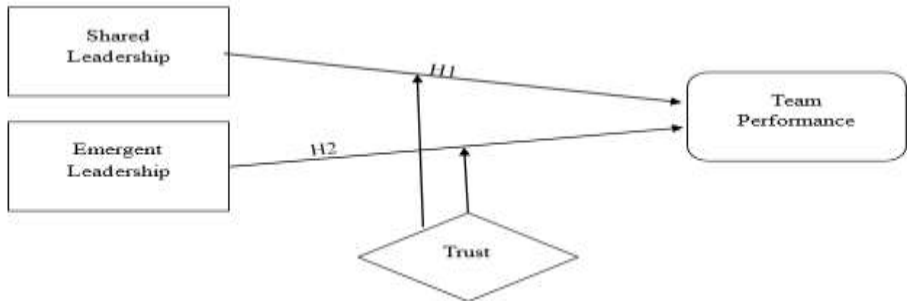


Figure 1: Research Framework

Method

This study uses cross-sectional design with a positivist approach (Robson, 2002) to understand the relationship of SL and EL with team-performance in the presence of trust. The following instruments were used.

Instruments

A 7-item scale of *shared leadership*, adopted from Muethel *et al.*, 2012, reliability Cronbach's α 0.90. Sample items included "All team members-initiated actions to bring out improved procedures for the team".

An 8-item scale of *emergent leadership*, adapted from Cogliser *et al.*, (2012), reliability Cronbach's α as 0.91 (Cogliser *et al.*, 2012). Sample item included "This person provides direction for the team".

A 3-item scale of *team performance*, adapted from Schaubroeck *et al.*, (2007), reliability Cronbach's α 0.90. Sample item included "The team is very competent".

A 4-item scale of *trust*, adapted from Imam and Zaheer (2021), reliability Cronbach's α 0.87 (Imam and Zaheer, 2021). Sample item consisted of "My team members had a high degree of trust between each other".

All 22 items are rated using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Moreover, the instrument was pretested with translation validity (face and content) before proceeding with the actual data collection in order to avoid any confusion or offensive questions.

Sampling and data collection and accuracy of data

For this cross-sectional study, nonprobability and convenience sampling is used. The unit of analysis is individual, employee from software and IT sector of Pakistan. Memon *et al.*, (2020), suggests the sample size between 160 and 300 yield valid observations. For this research, a total of 300 questionnaires were circulated. 260 were returned and 252 stood

valid after scrutinized resulting in response rate of 84%. Protected google questionnaires were sent through emails, LinkedIn, Facebook, and WhatsApp business accounts with yield time of one month. To check the appropriateness of the sample KMO and Bartlett's test is applied (table 1). Results show a value of 0.858 adequacies and Bartlett's significance of 0.000. The value confirms the data fitness to conduct further analysis.

Table 1
KMO and Bartlett's Test

	Chi-Square	df	sig
Kaiser-Meyer-Olkin Measure Sampling Adequacy	.858		
Bartlett's Test of Sphericity	2449.410	231	.000

Respondent's Demographics

The demographic composition includes 197 (78.2%) males and 55 (21.8%) females. 216 respondents aged 20-30 years (85.7%), 34 between 31-40 years (13.5%), and 2 between 41-55 years (0.8%). Statistically 131 (52%) respondents with less than 1 year, 102 (40.5%) respondents with 2-5 years, and 12 (4.8%) respondents with 6-9 years, and 7 respondents (2.8 %) with 10 or above years of work experience. The same details are tabulated in table 2 below.

Table 2
Demographic information (n=252)

Variable	Category	Frequency	Percentage
Gender	Male	197	78.2
	Female	55	21.8
Age	20 to 30 years	216	85.7
	31 to 40 years	34	13.5
	41 to 55 years	2	0.8
Work Experience	Less than 1 year	131	52.0
	2 to 5 years	102	40.5
	6 to 9 years	12	4.8
	10 or above 10	7	2.8

Common method bias

The survey is self-reported and accumulated data is driven from only one source, therefore a possibility of risk concerning common method bias exists (Memon *et al.*, 2021). To negate this bias, procedural and statistical methods are considered. Participants provided with clear instructions and ensuring their anonymity and confidentiality during data collection. Moreover, use of complicated or ambiguous words is avoided and validated, ensuring all responses are equal (Reio, 2010). A scree plot, plotted below (figure 2) shows a normal downward trend and number of factors right before the elbow of the curve.

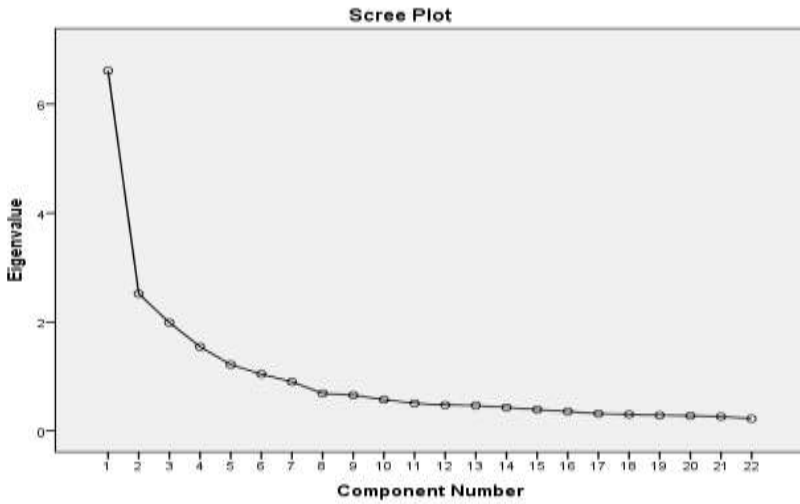


Figure 2: Scree Plot

One factor extracted shows maximum variance showing possibility of common method variance (CMV). Harman one-factor test is considered for this (Podsakoff *et al.*, 2003). Exploratory factor analysis is applied to all the research items. The results suggested that approximately 13% of a single factor is explained in terms of the probability of maximum variance table 3. According to existing body of knowledge, any single factor showing cumulative loading less than 40% turns down the presence of any biases and confirms the data fit for further analysis (Babin *et al.*, 2016).

Table 3
Common Method Variance

Component	Initial Eigenvalues % of			Rotation Sums of Squared Loadings		
	Total	Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.614	30.065	30.065	2.933	13.331	13.331
2	2.516	11.438	41.503	2.579	11.723	25.053
3	1.987	9.033	50.536	2.561	11.641	36.694
4	1.545	7.023	57.558	2.559	11.631	48.325
5	1.215	5.523	63.082	2.313	10.516	58.841
6	1.041	4.734	67.815	1.974	8.974	67.815
7	.899	4.087	71.902			
8	.686	3.118	75.020			
9	.654	2.974	77.994			
10	.571	2.596	80.590			
11	.506	2.298	82.888			
12	.473	2.150	85.038			
13	.464	2.108	87.147			

14	.428	1.948	89.094
15	.389	1.768	90.863
16	.354	1.608	92.471
17	.314	1.427	93.898
18	.300	1.362	95.260
19	.285	1.294	96.555
20	.276	1.255	97.809
21	.260	1.180	98.989
22	.222	1.011	100.000

Extraction Method: Principal Component Analysis.

Results

The descriptive statistics are represented in table 4. This data analysis approach assists in describing and comparing numerically listed research variables (Genot *et al.*, 2018). The mean and standard deviations of each variable are as follows: Shared leadership (3.72, 0.59), Emergent leadership (4.00, 0.55), Team performance (4.12, 0.58), and Trust (3.88, 0.62) respectively. The mean score and standard deviation reflected the degree to which respondents' perceptions of these items are consistent (Rawashdeh *et al.*, 2021).

Reliability analysis

Reliabilities of each variable are quoted in the parenthesis diagonally in Table 4 Shared leadership (0.786), Emergent leadership (0.825), Team performance (0.868), and Trust (0.831). Cronbach α provides a measure of the internal consistency of a scale. To ensure validity Tavakol and Dennick (2011) suggested that internal consistency be determined before a test is used for analysis or evaluation. Furthermore, reliability estimates indicate the amount of measurement error in a test (Schmidt & Hunter, 1999). This interpretation of reliability is the test's correlation with itself. As the reliability of all the variables is above the conventional standard, which is 0.70, they all are accepted (McNeish *et al.*, 2018).

Structural model

Table 4 illuminates the linear correlation among the research variables with the existence of significance level and value of the correlation coefficient. Shared leadership has a significant moderate positive correlation with emergent leadership, team performance, and trust with values $p < 0.01$, $r = 0.364$, 0.374 , 0.446 . A linear correlation identified between emergent leadership and team performance which is weakly positively correlated with a level of $p < 0.01$ and coefficient values of 0.378 and 0.299 . On the contrary, a moderate positive correlation is observed in the relationship between team performance and trust. This relationship is statically significant with $p < 0.01$ and a correlation value of 0.606 . To conclude, the positive correlation coefficient indicated that an increase in the first variable was followed by an increase in the second variable, thus showcasing that the variables have a direct relationship.

Table 4
Correlation Analysis

	Mean	Sd	SL	EL	TP	t
SL	3.72	0.59	(0.786)			
EL	4.00	0.55	.364**	(0.825)		
TP	4.12	0.58	.374**	.378**	(0.868)	
T	3.88	0.62	.446**	.299**	.606**	(0.831)

Note(s): **Correlation is significant at the 0.01 level, *Correlation is significant at 0.05 level, n=252, () = Cronbach alpha, SL = Shared leadership, EL = Emergent leadership, TP = Team performance, T = Trust

Multiple linear regression scores in table 5 depict emergent leadership ($\beta = 0.273$, $p < 0.05$) and shared leadership ($\beta = 0.279$, $p < 0.05$) are significantly related to the team performance. The beta values of 0.273 and 0.279 indicate that a change of one standard deviation in these independent variables (EL and SL) results in 0.273 and 0.279 standard deviations increase in the dependent variable (team performance) respectively. Thus, research hypotheses H1 and H2 are supported, indicating the existence of a significant relationship among variables. The value of R^2 indicates that 20.7% of the variance in team performance is explained by the presence of emergent and shared leadership styles.

Table 5
Results of hypotheses testing (direct effect)

Construct	Beta	R ²	STDEV	t value	p value	Decision
H1: EL → TP	0.273	0.207	0.059	4.505	0.000	Supported
H2: SL → TP	0.279		0.279	4.601	0.000	Supported

Note(s): SL = Shared leadership, EL = Emergent leadership, TP = Team performance, T = Trust

Effect size (f^2) is defined as “the change in the R^2 when a specified exogenous construct is omitted from the model which could be used to evaluate whether the omitted construct had a substantive impact on the endogenous variable” (Hair *et al.*, 2014, p. 177). Cohen (1988) defines f^2 values of 0.02, 0.15, and 0.35 as small, medium, and large effect sizes, respectively. The results of f^2 indicate that trust has a large effect ($f^2 = 0.207$) on the relationship between emergent leadership and team performance. On the contrary, trust has a medium effect ($f^2 = 0.178$) on the relationship between shared leadership and team performance. To identify the moderating effect of trust within the research framework, process analysis applied. Contrary to our expectations, exhibited in **Table 6**, informed that trust does not place any moderating impact on the relationship of emergent and shared leadership with team performance ($p = 0.191, 0.205$). Thus, research hypotheses H3 and H4 are not supported, indicating that the existence of trust does not strengthen the relationship between the independent and dependent variables.

Table 6
Results for Moderation

Construct	R ²	f ²	Effect size	p value	Decision
H3: EL→T → TP	0.414	0.207	large	0.191	Not Supported
H4: SL→T → TP	0.385	0.178	medium	0.205	Not Supported

Note(s): SL = Shared leadership, EL = Emergent leadership, TP = Team performance, T = Trust

The direct and indirect effects of the relationship as discussed above are depicted in the figure below

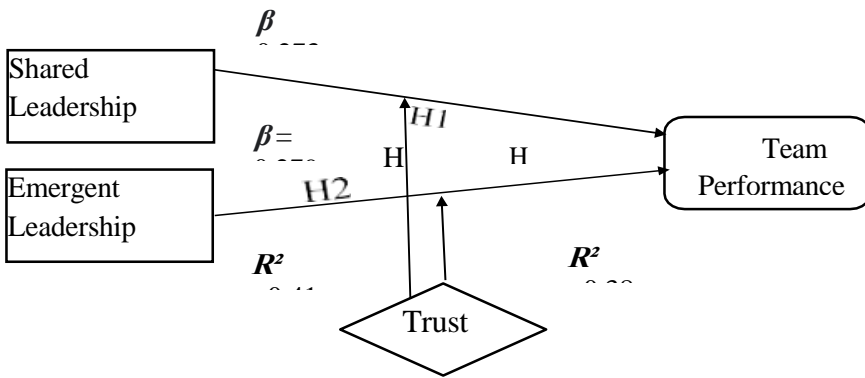


Figure 3. Data Analysis Results

Discussion and Conclusions

21st century is the “post heroic” age of leadership (Gerpott *et al.*, 2019) where traditional leadership conceptualizations as “heroes”, are now being replaced by those who recognize that leadership practices as inherently embedded in systems of interdependencies (Siangchokyoo & Klinger, 2021). Previous research has concentrated on leadership styles that are only suitable for the formal and top-down approach in organizations that are only based on a hierarchy of authority (Hanna *et al.*, 2020). However, the recent decade has followed the organizational culture of team-based structures that are adaptable and agile. The overarching purpose of this research is to put new leadership styles (i.e., shared and emergent leadership) to the test to provide novel insight into their impact on team performance in Pakistan’s software/IT sector.

Findings confirm that SL has a favorable effect on team performance. When leadership functions as a team process it instills a sense of collective identity, increasing engagement and yield enhanced levels of team performance (Kocolowski, 2010; Zhu *et al.*, 2018). Furthermore, employees are comfortable taking initiatives, stepping up to lead others and accept sharing leadership positions and ideas with team members. This is the first step toward liberation from the legitimate authoritarian and hierarchical systems that have dominated working dynamics for centuries. Similarly, a positive relationship exists

between EL and team performance. This demonstrates the importance of leadership emergence process and less formal leader role for organizational performance (Hanna *et al.*, 2021; Spark & O'Connor, 2021). Correspondingly, this dominant informal leadership style emerging through social interactions results in increasing team performance (Biehler *et al.*, 2022). This structuring of interaction as mentioned by Biehler *et al.* (2022), considers the grounds for traits of emergent leaders, their competencies, perceptions and behaviors of team members.

Furthermore, the results of H3 and H4 were rejected, implying that trust did not moderate the relationship between SL, EL and team performance. While a higher level of trust between team members does exude a higher level of team performance, there are two likely explanations for this rejection. Firstly, in a highly sensitive sector such as the software/IT sector, the activities are highly information-intensive and are characterized by greater task interdependence; however, due to the nature of work, a higher degree of trust may lead to groupthink, particularly in the case of shared leadership (Imam & Zaheer, 2021). This concern of halting innovation may have contributed to team members displaying reduced trusting behaviors toward their teammates (Arif, Zubair & Manzoor, 2012). Secondly, in most circumstances, a country like Pakistan, whose influences are strongly matched with its culture (Gohar & Abrar, 2016; Gohar *et al.*, 2022), follows a top-down hierarchical strategy. While culture was not included in this study, it cannot be denied that it plays a significant effect in how most firms operate in Pakistan (Gohar, Basit & Abrar, 2018; Gohar *et al.*, 2022). Poses a limitation and future research direction. Such a culture still strongly supports the leader and subordinate concept, and it is because of this social distance aspect that an important component such as trust was negatively associated with the two relatively new leadership styles in Pakistan's IT/software sector.

Theoretical contributions

We contribute to the previous work on SL and EL in the context of digital agile teams. Both SL and EL are studied as two distinct leadership styles which are used as synonyms in previous research. We proposed SL as a relational phenomenon catering to the mutual influence between team members while working towards achieving their goals (Carson *et al.*, 2007). EL is where an individual informally acts as team lead, without any formal leadership responsibility (Hoch & Dulebohn, 2017; Riaz & Sultan, 2017). In line with existing research, we conclude that both leadership styles have a significant impact on team performance. The study also strengthens the notion that while EL and SL share conceptual space but are distinct, whereby EL being an individual level leadership phenomenon, does not in any form encapsulate the leadership structure of a group (Zhu *et al.*, 2018). Previously, little if any research has combined the two leadership styles in the same sector (i-e IT/Software sector). Studying two different leadership styles for the same sector not only adds to the literature but helped us to come up with nuanced explanations of why the moderating role of trust was not accepted, which is missing in the previous studies.

Limitations and Future Directions

Even though the research entails in-depth understanding of each leadership style and its impact on team performance, however as with all research, we also have several limitations. For starters, the population from which the data was taken may not be representative of the entire IT/Software sector in Pakistan. Future research may strive to validate the current model by conducting additional research by undertaking comparative analysis of leadership styles and team performance across different sectors and countries (Arif, Zubair & Manzoor, 2012). We investigated the impact of leadership styles on team performance in digital agile-teams, where both leadership styles and team performance,

including the moderating effect of trust were measured by self-reported statements. This approach might lead to bias in the results as participants might overestimate or minimize their actual performance in teams. Along with that we collected data from individuals working in teams which might have an impact on achieving the significance of leadership styles' impact on team performance. Future studies may consider collecting data from all individuals in a team and measuring their actual team performance to get a more accurate evaluation of the construct and make the study more robust. Further other leadership styles like servant and transformational leadership can also be studied in the context of agile team performance.

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