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The Role of Shared Leadership and Team Cohesion in Shaping the Effectiveness of Multidisciplinary Research Teams in Indonesia

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Abstract
Cross-disciplinary scientific collaboration and expertise continue to be encouraged to increase the productivity of higher-quality research and produce reputable scientific publications. This effort is important considering that collaboration and research output are still among the benchmarks of scientific progress in Indonesia; until now, they are considered not to have reached an optimal level. One of the efforts to improve the quality and productivity of research is through the formation of an effective research team. This study aims to analyze the determinants of team effectiveness formation, consisting of shared leadership and team cohesion. The study used a quantitative approach involving 240 research respondents from various research teams in universities and research institutions in Indonesia. The research model was developed through three main theories: Human Resource Management and Group Dynamics as grand theories; Organizational Behavior as a middle theory; and the IPO Framework as an applied theory. The results of the analysis using PLS-SEM show that team cohesion has a direct, positive, and significant influence on team effectiveness, while shared leadership has a positive and significant influence on team effectiveness both directly and indirectly through team cohesion. Team cohesion has proven to be a positive mediator and has a significant influence in bridging the effect of shared leadership on team effectiveness. This means that shared leadership can increase team effectiveness if all team members are cohesive.
Keywords: team effectiveness; shared leadership; team cohesion

INTRODUCTION

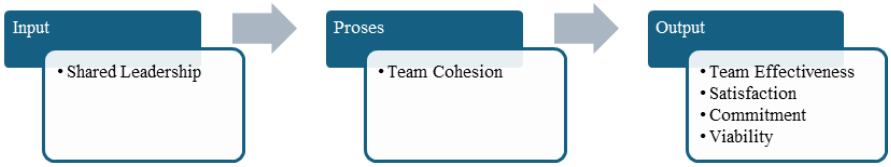
The formation of collaborative research teams allows for synergy among researchers in producing innovations and scientific development, in accordance with the demands of the academic world and the global need for adaptive and sustainable solutions (AlQhtani, 2025). Studies show that collaborative teams expand the exchange of ideas and support a more balanced division of roles, reflecting the organizational trend towards team-based work (Bansal S et al., 2019).

In line with previous research demonstrating a positive relationship between the formation of research teams and the quality of research outcomes (Bozeman & Youtie, 2017; N. J. Cooke & Hilton, 2017; Gropp, 2017; Hall & Huang, 2018; Schwarz, R., & Bennett, 2021; Seeber et al., 2020; Seok & Lee, 2021), it can be concluded that team-based research produces higher quality results than independent research. It also increases productivity, yields greater publication impact, and generates more novel scientific findings compared to independent research. Therefore, the formation of research teams as effective project teams should continue to be encouraged, and their performance optimized to produce higher-quality research with broader impact.

Previous studies indicate that team effectiveness is influenced by numerous factors, including organizational factors such as team structure, team composition, communication within the team, and rewards, as well as individual factors of team members like member ability, trust in the team, cooperation, and leadership (Arkesteijn, 2020; Ashley M. Khawama

et al., 2017; Council, 2015; Kozlowski et al., 2015). This study is limited to two factors suspected to affect team effectiveness: shared leadership and team cohesion.

Most research on the concept of team effectiveness follows the input-process-outcome (IPO) or input-mediator-outcome (I-M-O) framework developed by McGrath (1964) and refined by Hackman and Morris (1975). This model is used to explore and predict how a team achieves its effectiveness and why one team is more effective than another. In this framework, teams are multi-level systems at the individual, team (group), and organizational levels, oriented towards the process of collective interaction between members during task completion.



Based on previous research, it is concluded that several impacts arise from interactions between team members, both collective results experienced by all members (team cohesion,), and individualistic results that refer to individual attitudes, reactions and behaviors (shared leadership), which are in the form of:

That is the readiness of team members to continue collaborating in the next team project and remain enthusiastic about continuing team tasks (stability and retention), as well as being able to adapt to internal and external changes in the team by maintaining an effective level of performance (adabttability and resiliance).

It is the individual's sense of identification and attachment to the team and to the team's goals, which is characterized by a strong belief and acceptance of the team's goals, values and identity (identification), willingness to exert considerable effort on behalf of the team, strong desire to maintain team membership (loyalty), and willingness to participate fully in the team process (attachment). i.e. the level of satisfaction of a team member which refers to the affective reaction or feeling of satisfaction a member has to their experience of working in a team and their teammates and their willingness to continue working together over time.

Based on the results of previous research, it can be synthesized that the concept of team effectiveness in this study is the capacity of a team, consisting of members with diverse expertise and scientific backgrounds, who complement each other, interact and are interdependent on tasks, and work together to achieve the goals and objectives of the team that have been set together, with the following dimensions: 1) Team member's satisfaction with indicators; a) satisfaction with the project works, b) satisfaction with team members, c) satisfaction being a part of the team; 2) Team member's commitment, with indicators; a) identification, b) loyalty, c) attachment; and 3) Team viability, with indicators; a) Team Stability and Retention, b) Adaptability and Resilience.\

Shared leadership shifts the concept of single leadership where all members can jointly take the position of leader or take turns in the position of leader. Leadership is not led by one hand (Dinh et al., 2014). The level of sharing in leadership can be expressed through the change of position or role as a leader at different times. The same opinion is concluded by Klasmeier

& Rowold (2020) and Müller et al., (2023) who affirm that in shared leadership, all team members carry out leadership functions and not just formal leaders or people who have an identity and are appointed as the sole leader in the team.

In shared leadership, all team members participate in setting team goals, influencing each other and collectively sharing leadership roles, responsibilities, and functions (Cormican et al., 2021; Imam & Zaheer, 2021a; Klasmeier & Rowold, 2020). Team members jointly organize and plan their tasks, provide each other with feedback, engage in problem solving, and support the realization of a conducive work climate in the team and motivate members to achieve better work quality so as to achieve team effectiveness.

Sweeney et.al. (2019), Han et al. (2021), Melinda et al. (2022) and Grille et al. (2015) classify two dimensions of shared leadership behavior, namely the TOSL (Task Oriented Shared Leadership) dimension and the ROSL (Relation Oriented Shared Leadership) dimension, namely:

1. Task-oriented shared leadership. Task-oriented shared leadership means that team members share care and work together to achieve good performance standards. Leadership behaviors that are played together by all team members are in the form of coordinating team tasks, distributing roles, leadership tasks and responsibilities, including establishing and explaining teamwork rules and procedures.
2. Relation-oriented shared leadership. Relationship-oriented shared leadership is used to improve harmonious relationships between individuals in the team, emphasizing the bond of affection and support in the workplace, thus forming close social relationships and team cohesion.

Based on several concepts and definitions of shared leadership from previous research, it can be synthesized that shared leadership is a leadership style with the distribution of functions, roles and responsibilities to all team members where there is mutual influence and direction between members that is interactive and dynamic in order to achieve team goals, with the following dimensions: 1) Task-oriented shared leadership, with indicators; a) coordination of tasks, b) distribution of leadership roles, c) involvement in establishing planning, rules and procedures of teamwork; and 2) relation-oriented shared leadership, with indicators; a) play a role in improving harmonious relationships between individuals in the team, b) provide support and motivation to fellow team members.

In the framework of team effectiveness, team cohesion is in the position of team processes that represent mutual interest between members, belief in the team's ability to work together and commitment to the team's collective tasks (DeOrtentiis & Summers, 2013; Kozlowski, 2018). Strong team cohesiveness can improve interaction among team members which encourages participation, performance as well as motivation of members to achieve team goals. These positive attitudes and behaviors of team members impact the overall team's performance and the team's continuity in achieving work targets, leading to team effectiveness (Rebecca Grossman & Zachary Rosch, 2015).

Some researchers divide cohesion in teams into two dimensions, namely task cohesion and social cohesion. These two types of cohesion have a positive relationship with team performance: 1) Task Cohesiveness, Task cohesion reflects the shared commitment of all members to the achievement of team goals based on interest in team tasks. The orientation of

all team members regarding the implementation of tasks in achieving the team's goals and objectives will form cohesiveness in the team (Mathieu et al., 2019; Rebecca Grosman, 2015). Cohesion in this team arises because of each member's belief in the team's ability to work together. 2) Social/Interpersonal Cohesiveness; Social cohesion shows likes or interests between members based on social relations within the team. In this process there is a social and emotional bond and closeness that causes each member to bond and feel part of the team. Gross Martin (1952) in Kozlowski (2018), Cooke N. et.al (2015) define interpersonal cohesiveness as the interest of group members in the group itself. Social cohesion refers to the mutual liking or interest in group members (friendship among group members, mutual care and support, and pleasure felt by members in getting along with other members).

Based on previous research, it can be synthesized that team cohesion in this study is a dynamic process that shows the interest of team members to always stay united and work together in achieving team goals, which consist of; a) Dimension of task cohesion, with indicators: 1) Members' feelings about their involvement with team tasks, 2) Members' perception of team tasks and goals, and b) Social cohesion dimension, with indicators: 1) Members' feelings about their personal social interactions with the team; 2) Members' perception of the similarity and closeness of the team as a social unit, 3) Willingness to bear the burden of the team.

The formulation of the questions from this study is as follows:

1. What is the impact of shared leadership behavior on team effectiveness?
2. What is the impact of team cohesion on team effectiveness results?
3. What is the impact of shared leadership on team cohesion?
4. Is the influence of shared leadership on team effectiveness mediated by team cohesion?

Previous research has shown the influence of leadership on team effectiveness, especially on the concept of shared leadership in a research team where leadership functions and roles are distributed among all team members (N. Cooke & Hilton, 2015; D'Innocenzo, Mathieu, & Kukenberger, 2016; Skitmore & Xiong, 2020). Sangeetha & Kumaran (2018) studied the impact of shared leadership on team effectiveness and performance in manufacturing companies in Coimbatore. The results of the study concluded that the wider the role of members in team dynamics, including in leadership roles, the greater the impact on overall effectiveness and performance. Zhu et al. (2018a), Mu¨ller & Wegge (2018), Sweeney (2022) and Müller et al. (2023) concluded that the results of their research suggest that shared leadership plays an important role in increasing the quantity and quality of team performance as well as team effectiveness so as to achieve organizational goals. From the results of a meta-analysis review conducted by Mathieu, et.al (2019), it was found that there was a positive relationship between shared leadership and team performance which was shown by the output in the form of team attitudes and processes in the team. Based on previous research on the variables of Shared Leadership and Team Effectiveness, the following hypotheses can be formulated:

H1: There is a direct positive effect of shared leadership on team effectiveness

Team Cohesion and Team Effectiveness

Lee & Ko (2019), Braun et al. (2020), Zhang & Hao (2022) and Chen et al. (2019 concluded that team cohesion can create bonds among team members and facilitate coordination of teamwork resulting in greater team effectiveness. Strong team cohesion has

an impact on team performance which then affects the subsequent increase in team cohesion. Cohesion has shown a significant correlation with diverse outcomes including team performance, retention and survival, and positive attitudes of members (D'Innocenzo & Mathieu, 2016). The results of a meta analysis study conducted by Kozlowski (2018) on team effectiveness concluded that as an element in the team process, team cohesion encourages the formation of high team performance. These results are in line with a meta-analysis study conducted by Chaudhary et al. (2022) with the conclusion that there is a relationship between team cohesion and virtual team performance.

Stephen P. Robbins (2019) in his book "Organizational Behavior" explains that team cohesion is a situation where team members have strong emotional bonds that motivate them to bond with the team, affecting team outcomes. As studies in China indicate that teams have a high interdependence with more complex tasks tend to encourage the formation of team cohesion. Onaq (2014) in his research tested the effects of team cohesion, intra-team communication, and team norms on team effectiveness in 25 teams of athletes competing in prov. Izmir, concluded that team cohesion has a significant impact on team member satisfaction and intention to stay in the team (commitment). From the results of previous research related to the variables of Team Cohesion and Team Effectiveness, the following hypotheses can be formulated:

H2: There is a direct positive effect of team cohesion on team effectiveness

Shared Leadership and Team Cohesion

Stephen P. Robbins (2019) in his book "Organizational Behavior" concluded that strong team cohesion is generally formed in teams with a shared leadership style. A meta-analysis study of 42 articles on shared leadership and its relationship with team effectiveness conducted by Wang et al. (2014) found a positive relationship between shared leadership on the results of team attitudes and behavioral processes, including the formation of team cohesion. Other previous research concluded that the influence of shared leadership over time is a strong predictor of team cohesion and team performance. (D'Innocenzo, Mathieu, & Kukenberger, 2016; Hoch & Kozlowski, 2014a; Josh Daspit, C. Justice Tillman, Nancy G. Boyd, 2013). Based on previous research on the variables of Shared Leadership and Team Cohesion which are still very minimal, the following hypotheses can be formulated:

H3: There is a direct positive influence of shared leadership on team cohesion

Shared Leadership, Team Cohesion and Team Effectiveness

Mathieu et al., (2015) found that shared leadership has an indirect effect on team performance through team cohesion. The results of Mathieu et al.'s research are one of many previous studies that concluded that shared leadership forms team processes that ultimately have an impact on team success, such as improving team performance and team viability.

Imam & Zaheer (2021a) investigated the role of shared leadership behaviors in the success of IT industry project teams mediated by cohesion and tust by sampling 236 team members. The results of the study revealed that shared leadership can directly strengthen the success of the project, as well as through the role of cohesion mediators. Different results were shown by Serban and Roberts (2016) who analyzed experimental data through a mixed method approach (NVivo 10) where the results showed that team cohesion predicted shared leadership which in turn had an impact on team satisfaction.

Sangeetha & Kumaran (2018) studied the impact of shared leadership on team effectiveness and performance in manufacturing companies in Coimbatore. The results of the study concluded that the wider the role of members in team dynamics, including in leadership roles, the greater the impact on overall effectiveness and performance.

A comprehensive literature study on shared leadership conducted by Zhu et al. (2018b) concluded that team cognitive and motivational processes (collective efficacy and team cohesion team) mediate the relationship between shared leadership and team outcomes, in the form of team performance and team satisfaction. The team process is in the form of) Zhu et al. (2018b). Based on previous research research related to the variables of Team Cohesion, Shared Leadership and Team Effectiveness, which are still very minimal, the following hypotheses can be formulated:

H4: There is an indirect influence of shared leadership on Team Effectiveness through Team Cohesion

RESEARCH METHOD

The study used a quantitative approach, involving 240 research respondents from various research teams at universities and research institutions in Indonesia. Data were collected using the survey method. Questionnaires were distributed to respondents, who were informed that the study aimed to examine the effectiveness of research teams. Participants were required to have at least a master's degree, work as a lecturer or researcher at a research institution, have experience participating in a research team, and/or have received a research grant from a government or academic institution. Data were collected in March 2025. In total, 240 people completed the questionnaire (85% response rate). The highest age range was 46 to 55 years old, with most respondents holding master's degrees (50.8%) or doctoral degrees (40.8%). Most respondents were women (52.9%). Most respondents worked as lecturers (70%) or researchers in Indonesia.

Data were collected from team members to assess shared leadership, team cohesion, and team effectiveness. All measures were based on a 5-point scale ranging from strongly disagree (1) to strongly agree (5). Participants completed their questionnaires individually, and the level of analysis for each variable was at the team level.

RESULTS AND DISCUSSION

Reliability and validity

The following are the results of the validity test by measuring the outer loading value of each variable:

Table 1. Outer loading value on the Second Order

Construct	Dimension	*Outer loading*
Shared Leadership (X1)	TOSL	
	ROSL	0.899
Team Cohesion (W)	TC	0.928
	SC	0.875
	MS	0.908
Team Effectiveness (Y)	Mc	0.875

	TELEVISION	0.914

Source: Primary data analysis, 2025

The validity of each dimension in reflecting the associated latent construct is shown in the table above. Values above 0.9 indicate very high construct validity, while values above 0.7 are generally considered to be excellent outer loading values. The ROSL and TOSL indicators in the Shared leadership (X1) construct have high outer loading values of 0.899 and 0.924, respectively. This shows that the Shared leadership construct is well represented by these two dimensions. The TC dimension (0.928) is slightly more prominent than the SC dimension (0.875) in the Team Cohesion construct (Z), which shows that task cohesion is a better indicator of team cohesion than social cohesion. The MS (0.908), TV (0.914), and Mc (0.875) indicators all showed excellent validity and a balanced contribution in the measurement of team effectiveness to the Team Effectiveness construct (Y).

These high outer loading values indicate that all indicators and constructs in the model have good reliability and convergent validity, so the measurement model can be trusted for further analysis. The following table shows the results of the reliability and convergent validity tests on the second order model:

Table 2. Convergent Reliability and Validity Test Results

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Team Effectiveness (Y)	0.882	0.884	0.927	0.809
Shared Leadership (X_1	0.797	0.807	0.908	0.831
Team Cohesion (W)	0.774	0.810	0.897	0.813

Source: Primary data analysis, 2025

The table shows that all constructs have Cronbach's Alpha values above 0.7, the standard limit for adequate internal reliability. Team Cohesion has the lowest score (0.774), but it is still considered sufficient. The strong reliability of the construct is indicated by the fact that all constructs have a rho_A value above 0.8. All constructs have a Composite Reliability (CR) above 0.8, and almost all of them above 0.9, indicating that the indicator consistently measures latent constructs and that construct reliability is quite high (Hair Jr et al., 2021). All constructs have an AVE value of more than 0.5, which means they can explain more than half of the variation of their indicators. The convergent validity of the concept is supported by a high AVE. Each construct in the model meets the requirements for convergent validity and Reliability.

Table 3. The Heterotrait-Monotrait Ratio (HTMT) Test Results between Constructs

Construct	Shared Leadership (X1)	Team Cohesion (W)	Team Effectiveness (Y)
Shared Leadership (X1)	—	0.961	0.941
Team Cohesion (W)		—	0.911
Team Effectiveness (Y))			—

Source: Primary data analysis, 2025

All HTMT values between constructs were less than 1.0, according to the results of the Heterotrait-Monotrait Ratio (HTMT) test, which was used to check the validity of the discriminant in the SEM-PLS analysis. This shows that the measurement model used in this study does not have a problem of discriminative validity. According to Heseler et al. (2015), HTMT values on examined constructs that are less than 0.90 or 1.0 are usually considered to have strong discriminant validity, meaning that each construct actually measures different concepts and does not overlap excessively.

Structural Models

The structural model examines the R-squares (reliability indicators) of the dependent constructs and the t-statistics of the path coefficients. In hypothesis testing, the value of the path coefficient indicates the degree of significance of the relationship between variables. R Square (R^2) indicates the percentage of variance of dependent variables that can be explained by independent variables in the research model. Therefore, the better the model explains the data variation of the dependent variable, the higher the R^2 value. Higher R^2 values indicate that the model is more predictive.

Table 4. Analysis of Variance R-Square (R^2)

Construct	R Square (R^2)	R Square Adjusted
Team Cohesion (W)	0.702	0.700
Team Effectiveness (Y)	0.710	0.704
Team Trust (X2)	0.558	0.557

Source: Primary data analysis, 2025

An R^2 score of 0.702 for Team Cohesion indicates that the predictive factor in the model (Shared leadership) explains 70.2% of the variance in team cohesion. A solid model is shown by an Adjusted R Square value of 0.7, which indicates that the proportion of variance described is relatively moderate after taking into account the number of predictor variables and sample size. Team effectiveness showed an R^2 value of 0.710, which means that 71% of the variance in team effectiveness can be explained by predictive variables in the model (including Shared leadership and Team Cohesion). An approximate Adjusted R^2 value (0.704) confirms that the model has good predictive capabilities and is less affected by the complexity of the model. The value of F^2 calculates the size of the effect of each construct on the dependent variable, or how large the construct helps explain the variance of the dependent variable. Shared leadership (X1) had a moderate effect on Team Effectiveness (Y) with an f^2 of 0.214, indicating the important role of shared leadership.

Table 5. F-Square (f^2) Values

Construct	Team Cohesion (W)	Team Effectiveness (Y)
Shared Leadership (X1)	—	0.214
Team Cohesion (W)	—	0.040
Team Trust	0.397	0.052

Source: Primary data analysis, 2025

The multicollinearity between predictor constructs is identified using the Variance Inflation Factor (VIF) value. Excessive multicollinearity can make it difficult to identify relationships between variables and cause instability in path estimation. Multicollinearity becomes a problem if the correlation is strong (>5.00), and vice versa.

Table 6. Variance Inflation Factor (VIF)

Constructs / Variables	VIF Value
Shared Leadership (X1) → Team Effectiveness (Y)	2.258
Shared Leadership (X1) → Team Cohesion (Z)	2.788
Team Cohesion (W) → Team Effectiveness (Y)	3.878

Source: Primary data analysis, 2025

In SEM-PLS, a VIF value of <3.0 is considered not to pose a significant problem in multicollinearity, while a value between 3.0 and 5.0 is still considered moderate and acceptable if it is not accompanied by other problems (Hair et al., 2019). In the table above, the majority of VIF values are <3.0 (2.258 and 2.788), except for the construct of Team Cohesion (Z) to Team Effectiveness (Y) of 3.878 which is in the moderate category, but still within a relatively safe limit. The maximum VIF value in this study model was only 3.878, which was significantly lower than the critical limit. This suggests that the possibility of Common Method Bias in this model can be ignored. In other words, rather than the bias that arises from the same measurement procedure, multicollinearity is now acceptable and represents a more meaningful relationship between constructs.

Hypothesis Testing

Table 8. Direct Effect Hypothesis Test Results

Hypothesis	Original Sample	T Statistics	T-Table (5%)	P Values
H1: Shared Leadership (X1) -> Team Effectiveness (Y)	0.422	6.670	1.967	0.000
H2: Team Cohesion (Z) -> Team Effectiveness (Y)	0.213	2.847	1.967	0.004
H3: Shared Leadership (X1) -> Team Cohesion (Z)	0.379	5.410	1.967	0.000

Source: Primary data analysis, 2025

Based on the findings using structural equations from the Direct Influence hypothesis test above, it is known as follows:

1. H1: Team effectiveness is directly positively and significantly influenced by shared leadership with a path coefficient of 0.422. The implementation of strong shared leadership in the team can increase effectiveness in the team. HI is accepted.
2. H2: Team cohesiveness directly increases team effectiveness. The findings show that team cohesiveness is very important to increase team effectiveness, with a path coefficient of 0.213, t-stats of 2.847, and a p-value of 0.004. Therefore, it can be said that team cohesiveness has a positive and significant direct impact on the effectiveness of the

team. This shows that the sense of unity and cohesiveness of the team directly encourages higher performance and better cooperation results. H2 confirmed.

3. H3: Team cohesiveness is positively influenced by shared leadership. With a path coefficient of 0.379, a t-value of 5.410, and a p value of 0.000, it can be ensured that shared leadership significantly and profitably affects team cohesiveness. Thus, it can be said that shared leadership has a good direct influence and deserves attention to the cohesiveness of the team. Shared leadership makes the team feel more compact and cooperative. H3 accepted.

Shared leadership encourages a greater sense of belonging, collaboration, and integration among team members (team cohesiveness), which in turn increases the team's output and overall success (team effectiveness). This mediation mechanism shows that good leadership improves the social atmosphere and internal cohesiveness, which increases team synergy, in addition to having a direct effect. In management practice, it emphasizes the importance of a leadership approach that encourages unity and cohesiveness in the team in addition to individual leadership.

The Mediation Role of Team Cohesion

Indirect effects tests were performed to determine whether the relationship between Shared leadership (X1) and the outcome variable, Team Effectiveness (Y), was mediated by the Team Cohesion construct (Z). Hypothesis 4 predicts that team cohesion will mediate the relationship between shared leadership and team effectiveness. The coefficient of indirect effects on both pathways was positive and significant, according to the findings of the analysis.

Table 9. Indirect Effect Hypothesis Test Result

Hypothesis	Original Sample	T Statistics	T-Table (5%)	P Values
H4: Shared Leadership->Team cohesion->team effectiveness	0.081	2.396	1.967	0.000

Source: Primary data analysis, 2025

H4: Through team cohesion, shared leadership directly increases team effectiveness.

A t-statistical value of 2.396, a p-value of 0.017, and a path coefficient of 0.081 indicate that shared leadership significantly affects team cohesion, which in turn affects team effectiveness. From a conceptual point of view, it suggests that the level of cohesiveness in the team plays a major role in mediating the impact of shared leadership on team effectiveness. H4 approved.

According to this mediation path, shared leadership has an impact on the effectiveness of the team both directly and indirectly through the social mechanism of team cohesion. Team cohesion is a key mediator in the relationship between leadership/trust and team outcomes, according to the theory of group dynamics and leadership. In addition, this partial mediation shows that while team success is significantly influenced directly by shared leadership, cohesiveness still plays an important role as a conduit for forwarding

Total Effect Analysis

When one variable has an influence on another variable, either directly or indirectly through a single mediator variable, the total effect value is the sum of all those influences. The overall results of the effects in this research model are compiled in the table below:

Table 10. Total Effect Values Summary

Relationship Pathway	Original Sample (O)	Statistics	FRIDAY
Shared Leadership (X1) →Team Effectiveness (Y)	0.502	8.413	0.000
Team Cohesion (W) → Team Effectiveness (Y)	0.213	2.847	0.004
Shared Leadership (X1) → Team Cohesion (Z)	0.379	5.410	0.000

Source: Primary data analysis, 2025

From the previous table, it can be concluded that: The relationship between Team Effectiveness (Y) and Shared leadership (X1) has a p-value of 0.000, a high t-statistic of 8.413, and a total effect value of 0.502. This shows that the effectiveness of the team in general is greatly influenced positively by shared leadership. This value emphasizes the important role that shared leadership plays in team performance by considering both direct and indirect consequences (through Team Cohesion). Team Cohesion (Z) → Shared leadership (X1) has a p-value of 0.000, t-statistic of 5.040, and a total effect value of 0.379. This shows that team cohesion—a key component of increasing team effectiveness—is greatly enhanced by shared leadership. Team Cohesion (Z) → Team Effectiveness (Y): with a total effect value of 0.213, team cohesion has been shown to make a significant and positive contribution in increasing team effectiveness. This reinforces the role of the mediator previously analyzed.

CONCLUSION

Shared leadership and team cohesion significantly enhance the effectiveness of research teams in Indonesia by fostering member satisfaction, commitment, and team sustainability. Studies consistently show a strong relationship between these factors, where shared leadership strengthens cohesion, which in turn enhances overall team effectiveness. Both task-oriented and relation-oriented leadership behaviors contribute to these positive outcomes. This research also confirms that team cohesion not only directly impacts team effectiveness but mediates the link between shared leadership and effectiveness. These findings suggest that promoting shared leadership and cultivating team cohesion are crucial strategies for boosting productivity and success in research teams. Future research could explore how specific cultural factors in Indonesian academic contexts influence the dynamics of shared leadership and cohesion to tailor interventions more effectively.

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