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Unleashing the Power of Shared Leadership: Examining the Effects of Climate for Initiative and Climate for Psychological Safety on Taking Charge

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ABSTRACT

Aim of the Study: The research examined the relationship between shared leadership and the taking-charge behavior of employees. This research study has also incorporated climate for initiative as a mediator and climate for psychological safety as a moderator.

Methodology: The research study is based on the positivist paradigm. The research design for this study is cross-sectional. Employees working at senior management, middle management, and lower management levels in the pharmaceutical business (registered with chambers of commerce) in major cities like Lahore, Faisalabad, Gujranwala, Sialkot, Rawalpindi, Islamabad, and Karachi are the target population of the study. A multistage random sampling method is used for sample selection. Primary data from (N=430) employees is collected.

Key Findings: Results showed that shared leadership is positively related to the taking charge behavior of employees and the climate for taking the initiative. The climate for taking the initiative is positively related to the taking charge behavior of employees.

Conclusion: The climate for initiative mediates the relationship between shared leadership and taking charge behavior. The moderation hypothesis is not supported (H_5) in this research work. The present study has numerous important academic and real-world implications discussed in it.

Keywords: Shared Leadership, Taking Charge, Psychological Safety, Climate for Initiative, Pharmaceutical Industry.

Introduction

Pakistan's pharmaceutical sector has been expanding quickly. Pakistani Pharmaceutical Manufacturers Association (PPMA) estimates that Pakistan's $4 billion pharmaceutical sector is growing at a 10-12% annual rate. The government of Pakistan has also taken steps to promote the pharmaceutical industry, such as providing tax incentives and reducing import duties on raw materials (Khan et al., 2020). However, the pharmaceutical industry in Pakistan faces several challenges, including the lack of research and development, limited access to financing, and the prevalence of counterfeit drugs. In addition, there is a

need for more collaboration between academia and the pharmaceutical industry to enhance innovation and research (Khan et al., 2020). Employee disengagement and a lack of willingness to assume responsibility and behave proactively are problems in Pakistan's pharmaceutical business (Ghauri & McMurray, 2013).

It is first stated that taking charge behavior is influenced by leadership; the aim is to ascertain whether shared leaders actively encourage employees to engage in more proactive behaviors for bringing about change. There is still a knowledge vacuum about the relationship between leadership (shared) and taking charge behavior, despite an emerging corpus of empirical studies indicating the impact of leadership on proactive behaviors.

Second, there exists a vacuum of clarity of the fundamental mechanism due to which leadership influences employee charge taking behavior. Social support, especially leadership support, has the ability to improve both mental and physical health (Bakr et al., 2019). Leaders that are inclusive, supportive, fair, and forgiving of errors might be advantageous to their staff (Zeng et al., 2020). Taking charge means questioning the current quo, which may result in confrontations and strained interpersonal relationships. It is proposed that in the Pakistani culture, where harmony is valued, climate for psychological safety serves as an important moderator between shared leadership and climate for initiative which leads towards taking charge. According to research, people who feel psychologically comfortable are more inclined to express their worries and engage in creative activities.

Thirdly, along with mental/psychological concerns, "Black Box" of relation of taking charge and shared leadership must be opened. Competency and inspiration are essential factors influencing proactive behaviors (Parker & Collins, 2010). Taking initiative in organizations is considered an important aspect for learning and taking control. The concept of learning is based on improvement in skills, knowledge and abilities and self-confidence via information acquisition, whereas vitality entails a sense of energy and excitement. According to Niessen et al. (2017) taking initiative and aptitude to participate at workplace leads to take-charge behavior. As a result, climate for taking initiative will have a relation with shared leadership and taking charge behavior.

Earlier researches have explored about elements that may affect employees' taking-charge behaviors from two perspectives, according to the literature. The first aspect is related to individual -leveled aspects such as "self-efficacy (Moon et al., 2008), responsibility (Morrison & Phelps, 1999), psychological collectivism (Love & Dustin, 2014), psychological privilege (Klimchak et al., 2016), and prosaically motivation. For example, in a study of McAllister et al. (2007) found that role sense and role effectiveness can significantly enhance employees' willingness to engage in take-charge behaviors". The second dimension which captured the interest of the researchers is circumstantial aspects, i.e. "organizational support, social support (Backman et al., 2018; Feng et al., 2018), leadership support, working conditions (Bakr et al., 2019), distributional fairness, procedural fairness, and organizational development practice perception" (Dysvik et al., 2016; Escribano & Espejo, 2010; Moon et al., 2008). I.e. at one end, excellent team-member exchanges (Kim & Liu, 2017) and backing of supervisors/leaders or coworkers are most prominent and important elements for engaging employees in charge taking behaviors (Backman et al., 2018; Feng et al., 2018; Love & Dustin, 2014).

Although research suggests that leadership influences directly as well as in indirect manners on employees' behavior towards proactiveness, as the existence of significant gaps in the literature about the link of shared and charge taking behaviors are identified. Firstly, while it is well known that leadership has influence on charge taking conducts (Bilal et al., 2019; Fatima et al., 2020), the drive of present research is to determine whether leaders who use a shared leadership style motivate employees to involve in additional pre-emptive performances in presence of other factors proposed in the model. In the pharmaceutical business, the link between shared leadership and the climate for initiative has not yet been investigated. The proposed model has not been tested in the pharmaceutical industry of Pakistan. Despite the individual relationships between the variables, the proposed model is not tested yet. Although the

shared leadership is tested in Pakistani context (Bilal et al., 2019; Fatima et al., 2020), but present proposed research idea is not tested in pharmaceutical industry and even not tested in Pakistani context.

Sheared leadership has gained significant importance in organizational literature in recent years and researchers has tried to measure the effect of shared leadership in different domains of organizational environment e.g., shared leadership and team outcomes (Shane Wood & Fields, 2007), shared leadership and new venture performance (Ensley et al., 2003), shared leadership and team learning (Liu et al., 2014) and shared leadership, empowerment and innovation (Cobanoglu, 2021). This is the first study in pharmaceutical industry of Pakistan that has examined the relationship between shared leadership and taking charge in the presence of climate for initiative and climate for psychological safety. The study focuses the effects of two important variables on employees' propensity to take charge: the climate for initiative and climate for psychological safety. This study offers useful insights into refining leadership practices and establishing a proactive workplace culture, which has significant significance for the pharmaceutical industry.

Creating a climate for psychological safety is essential for encouraging shared leadership and giving employees more influence in the pharmaceutical industry. Employees tends to disburse info, take reasonable hazards along with voice their thoughts when they feel psychologically comfortable. Open communication, teamwork, and constructive criticism are made possible by psychological safety, which enhances problem-solving and decision-making within the team (Edmondson, 1999).

Social exchange theory in organizational context examines numerous elements of workplace relationships, such as employee-employer relationships, team dynamics, and interactions between leaders and followers. It explains how the exchange of resources, such as work rewards, recognition, assistance, and opportunity for progress, influences employees' behaviors and attitudes. Overall, this theory explains the dynamics of social interactions, the reasons underlying social exchanges, and the factors influencing the pleasure and stability of these partnerships. Based on this theory it is argued that when employees found a favorable environment from leadership in organizations, then employees are more eager to adopt taking charge behavior. People tend to show this behavior as a result of the favorable conditions and incentive they receive from organization.

Literature Review & Hypotheses Development

Shared leadership is a leadership model in which leadership duties, influence, and decision-making are distributed between various individuals or team members within an organization (Shoukat et al., 2023; Wang et al., 2014). It is distinguished by team members' joint involvement and collaboration in leading and influencing the team's goals, tasks, and outcomes. Shared leadership emphasizes the notion that headship is not tangled to a sole specific or a specified hierarchical position, but rather originates and grows as a result of team members' collaborative efforts and knowledge (Wang et al., 2014). It recognizes that each member of a team has distinct talents, expertise, and perspectives that may help with successful decision-making and problem-solving. SL is used to influence positive performance of team, creativity, innovation, and team member happiness in studies. Shared leadership supports increased involvement, autonomy, and ownership among team members by spreading leadership tasks, promoting a sense of empowerment and engagement within the team (Shoukat et al., 2022).

To describe and comprehend shared leadership, several theories and models have been proposed. For example, shared leadership operates to address the diverse demands and requirements of a team by mobilizing distinct leadership behaviors and team members' knowledge (Niessen et al., 2017). In other paradigm, distributed leadership model, sees leadership as a collective social activity diffused and implemented by numerous persons within a team or organization (Gronn, 2000).

Individuals are empowered by shared leadership because they have the autonomy to make decisions and take actions within their areas of competence. This autonomy enables team members to proactively identify and handle difficulties, create changes, and capture opportunities without relying on official

authority all of the time (Bilal et al., 2019; Cobanoglu, 2021). Team members benefit from continual learning and growth when they share leadership. Individuals have opportunity to learn from one another, exchange information and experiences, and acquire new abilities when leadership duties are spread. This culture of collaborative learning fosters a development and exploration attitude, encouraging employees to take control, experiment with new ideas, and explore creative solutions (Fletcher & Kaufer, 2003; Liu et al., 2014). Individuals can watch and learn from one another's leadership behaviors when they share leadership. When team members see their colleague's taking leadership and being proactive, it provides a model and encouragement for others to do the same (Fletcher & Kaufer, 2003). Furthermore, in a shared leadership framework, individuals may mentor and assist one another in developing their leadership skills, strengthening a culture of taking control even further.

Employee engagement and motivation are increased via shared leadership. Team members feel more engaged with their job and the organization when they have a say in decision-making and their efforts are recognized and acknowledged. This increased involvement and motivation motivate people to take initiative, provide their best efforts, and go above and beyond their formal duties to make a difference. As shared leadership engage employees in decision making, give autonomy to its employees then as a result employees start taking responsibility of the decisions. In recent literature, various research studies have reported the relation of SL and taking of charge (Bilal et al., 2019; Fatima et al., 2020; Lindsay et al., 2011).

H$_1$: There is positive relationship between shared leadership and taking charge.

A climate for initiative develops a culture in which people are encouraged to come up with new ideas, think creatively, and suggest novel solutions. It fosters a climate that appreciates and encourages risk-taking, experimentation, and failure-learning. Employee empowerment encourages innovation and helps organizations to adapt, remain competitive, and prosper in dynamic and changing settings.

An initiative-friendly environment encourages employees to proactively identify and handle obstacles, grasp opportunities, and take responsibility for their work. It enables workers to contribute in ways that provide value to the organization beyond their conventional job functions. Employees who believe that their ideas and activities are accepted and encouraged are more likely to take the initiative, exhibit proactive behaviors, and perform well (Pearce & Conger, 2002). Distributing decision-making authority across team members is an example of shared leadership. This strategy encourages people to take the initiative and make decisions within their areas of competence. Employees are empowered to take ownership of their job, share ideas, and proactively solve difficulties when they have a voice and are participating in decision-making processes (Eisenbeiss et al., 2008).

Shared leadership creates a collaborative and supportive environment in which team members feel comfortable sharing ideas, soliciting feedback, and supporting one another's endeavors. Individuals are encouraged to take initiative because they know their ideas and actions will be welcomed and supported by their peers due to the communal character of shared leadership. This collaborative environment lowers the fear of failure and encourages risk-taking. Distributing decision-making authority across team members is an example of shared leadership. This strategy motivates people to take action (Ensley et al., 2003).

Individuals are empowered by shared leadership because it gives them autonomy and decision-making authority. Employees are given the flexibility and confidence to take initiative and seek new prospects as a result of this empowerment. When team members are given decision-making authority, they are more likely to take the initiative, take control, and undertake actions that contribute to the organization's goals and objectives (Ensley et al., 2003). Continuous learning and development are emphasized in shared leadership. Team members benefit from one another's experiences, views, and strengths as they cooperate and share leadership duties. This learning culture develops people's talents and confidence, encouraging them to take the initiative and apply their knowledge and skills to have a positive influence on the organization (Eisenbeiss et al., 2008).

H₂: There is positive relationship between shared leadership and climate for initiative.

In an organizational environment, the "climate for taking initiative" and "taking charge" are strongly tied and interconnected. The organizational environment or culture that promotes and supports employees in proactively recognizing and addressing difficulties, seizing opportunities, and taking responsibility for their work is referred to as the climate for initiative (Baer & Frese, 2003). Taking control, on the other hand, refers to the individual's voluntary and aggressive assumption of responsibility, starting action, and driving good change within the organization (Kim et al., 2015). The climate for the initiative is critical in encouraging and supporting the behavior of taking charge. When there is a good environment of initiative in an organization, it fosters openness, the encouragement of new ideas, support for risk-taking, and the acknowledgement of proactive behaviors (Hassi et al., 2022).

A climate for initiative fosters psychological safety, which is the sense that one may take chances, share ideas, and participate without fear of repercussions. Individuals are more inclined to take leadership and undertake initiatives when they feel psychologically comfortable, knowing that their efforts will be acknowledged and respected (Baer & Frese, 2003). Individuals are empowered by an atmosphere of taking initiative because it provides them with autonomy, decision-making authority, and a sense of control over their job. Employees get the confidence and flexibility to take control, make decisions, and take proactive measures to solve obstacles and promote good change as a result of this empowerment. A climate for initiative fosters a supportive culture in which individuals are encouraged and supported in their efforts to take leadership role which helps them to take charge and responsibility. It promotes a collaborative, feedback, and recognition culture.

H₃: There is positive relationship between climate for initiative and taking charge.

Since, it is proposed that there is positive relationship between shared leadership and taking charge (H₁), shared leadership and climate for initiative (H₂) and also positive relationship between climate for initiative and taking charge (H₃), it is also proposed that climate for initiative mediates the relationship between shared leadership and taking charge.

H₄: Climate for initiative mediates the relationship between shared leadership and taking charge.

A psychological safety climate fosters an atmosphere in which people feel secure taking interpersonal risks, sharing ideas, and expressing themselves without fear of negative repercussions (Andersson et al., 2020). Team members are more inclined to trust one another and participate in open communication when there is a high level of psychological safety. This trust and open communication, supported by a psychologically secure environment, lay the groundwork for shared leadership to develop. With its emphasis on collaboration and shared decision-making, shared leadership may thrive in an atmosphere where team members feel secure to submit ideas and take initiative (Bradley et al., 2012). A psychologically comfortable environment enables people to take risks, be creative, and challenge the status quo. Employees who feel psychologically comfortable are more inclined to venture outside of their comfort zones, try new ideas, and take the initiative to promote innovation. Shared leadership, with its emphasis on empowering team members and appreciating their contributions, corresponds with a psychologically secure atmosphere by giving employees the necessary support and encouragement to take initiative and engage in creative behaviors.

A psychological safety climate promotes a collaborative and supportive workplace in which individuals feel comfortable seeking help, sharing resources, and engaging with their colleagues. With its emphasis on spreading leadership duties, shared leadership encourages team members to support and assist one another in taking initiative (Newman et al., 2017). The psychological safety environment serves as a facilitator, allowing shared leadership to successfully develop a climate for an initiative by ensuring that team members have the support and tools they need to take control and make a positive impact (Han et al., 2019). In summary, the climate for psychological safety moderates the link between shared leadership and the climate for an initiative by fostering trust, encouraging risk-taking and creativity, promoting

cooperation and support, and lowering the fear of failure. This environment promotes the effective application of shared leadership practices and allows employees to take the initiative and drive good change inside the organization (Bradley et al., 2012; Han et al., 2019; Newman et al., 2017).

H₅: Climate for psychological safety moderates the relationship between shared leadership and climate for initiative.
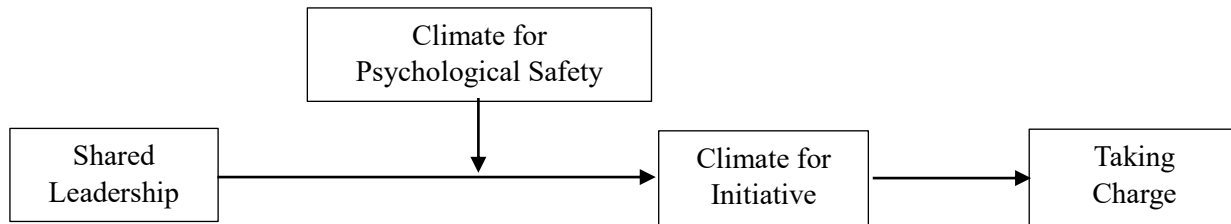
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│ Leadership │        │  Initiative│        │   Charge   │
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Figure 1: Proposed Conceptual Model

Research Methodology

Research Design

This study has used a cross-sectional research design. Employees working at senior management, middle management, and lower management levels in the pharmaceutical business (registered with chambers of commerce) in major cities like Lahore, Faisalabad, Gujranwala, Sialkot, Rawalpindi, Islamabad, and Karachi is the target population.

Sampling Technique

To obtain information from respondents, multistage random sampling is used. At first stage, pharmaceutical companies are randomly selected. At second stage, employees working at senior management, middle management, and lower management levels are selected through random sampling. Minimum number of sample is selected using item response theory. According to item response theory 10 responses are required against each item (Embretson & Reise, 2013). This study research study has 41 items, so at least 410 responses are required to test the proposed model.

Data Collection Technique

Survey method is used to collect data. Questionnaire is developed using Google Forms. After selecting the sample size through random sampling from population, permission was obtained from the senior management for data collection and contact information was obtained in order to share the questionnaire online in order to save time and money. 500 questionnaires were distributed among randomly selected employees. The scale was tested with a small sample to identify the issues if any through pilot testing.

Tool

Shared leadership is measured using a scale developed by Hoch (2013). The scale has 18 items and is measured on 5-point Likert scale. This scale has four dimensions. Taking charge is measured using a 10 items scale developed by Morrison and Phelps (1999). The scale is unidimensional and it measured responses on 5-point Likert scale. Climate for Psychological Safety is measured using a 6 items scale developed by Edmondson (1999). The scale is unidimensional and it measured responses on 5-point Likert scale. Climate for initiative is measured using a 6 items scale developed by Baer and Frese (2003). The scale has 7 items and are measured on 5-point Likert scale. Demographics of the study include, age, gender, education & experience. In order to avoid common method variance, data is collected at two points. Data of all variables except dependent variable is collected at time T1. Data of dependent variable is collected at time T2.

Sample Size

The 500 questionnaires were distributed among employees. Questionnaire was created on Google Forms and link was shared with employees. 430 questionnaires received back to the researchers having a response rate of 86%. The researcher followed the ethical considerations while collecting data for research.

Data Analysis

Before conducting any test, each questionnaire is thoroughly checked for missing values and outliers. Only a few numbers of questions had a missing data. To complete the dataset, missing values are replaced with the average mean value of that variable. By using this method, the originality of the data remained valid and the chance of biasness is reduced. Outliers play a significant role in manipulating the results of the study. The data contained no major or severe outliers. The following tables describes demographics & descriptive statistics of the study.

Results

Table 1: *Demographics & descriptive statistics*

Variables		%	Mean	Std.	Skewness	Kurtosis
Gender						
	Male	77.7				
	Female	18.4				
Age						
	Between 20-35 years	72.3				
	Between 36-45 years	16				
	Between 46-55 years	8.8				
	Above 55 years	2.8				
Education						
	Intermediate	7.7				
	Bachelor	54.2				
	Master	31.4				
	PhD	6.7				
Experience						
	Less than 5 years	53				
	Between 5 & 10 years	21.4				
	Between 10-15 years	10.2				
	Between 15-20 years	5.3				
	Above 20 years	10				
Shared Leadership			3.39	0.877	-0.824	0.031
Climate for Psychological Safety			3.44	0.940	-0.769	0.042
Climate for Initiative			3.41	0.929	-0.701	0.054
Taking Charge			3.50	0.998	-1.021	0.262

Measurement model/CFA is used to test the relationship between observed variables and latent variables. The Model Fit indices, displays fit statistics generated for all models. It offers a holistic overview of how well the models match the data with re-estimated parameters. The model fit indices of the data are shown in the following table. Data in the following table shows that model fit indices for four factor solution are in the acceptable range (Anderson & Sun, 2015; Gaskin et al., 2019). The model fit indices are also checked using one factor solution but the estimates are not in line with standard parameters. By comparing both models, it is clear that four factor model explains the better model fit indices than one factor model.

Table 2: *Model fit indices*

Measure	FOUR FACTORS			ONE FACTOR	
	Estimate	**Threshold**	**Interpretation**	**Estimate**	**Interpretation**
CMIN	1483.656	---	---	7698.904	---
DF	767	---	---	779	---
CMIN/DF	1.934	Between 1 and 3	Excellent	9.883	Terrible
CFI	0.958	>0.95	Excellent	0.599	Terrible
SRMR	0.032	<0.08	Excellent	0.117	Terrible
RMSEA	0.047	<0.06	Excellent	0.144	Terrible
PClose	0.939	>0.05	Excellent	0	Not Estimated

In order to determine the construct validity, the factor loadings should be greater than 0.70 and CR should be greater than 0.70 (Gaskin et al., 2019). First order factor loading of all indicators are greater than 0.70, CR of all variables are greater than 0.70. It means than construct validity and reliability of the model is established. The values of factor loadings and CR are given in the following table.

Table 3: *Composite reliability and validity*

	Variables	Items	Stand. Factor Loadings		CR	AVE
			First order	**Second order**		
Shared Leadership	Transformational Leadership	TL1	0.823			
		TL2	0.818			
		TL3	0.873	0.868		
		TL4	0.84			
		TL5	0.823			
		TL6	0.821			
	Individual Empowering Leadership	IEL1	0.754			
		IEL2	0.753	0.914		
		IEL3	0.85			
		IEL4	0.831		0.939	0.794
	Team Empowering Leadership	TEL1	0.857			
		TEL2	0.883	0.916		
		TEL3	0.893			
		TEL4	0.862			
	Participative Leadership	PL1	0.801			
		PL2	0.888	0.865		
		PL3	0.867			
		PL4	0.889			
Taking Charge		TC1	0.823			
		TC2	0.849			
		TC3	0.882			
		TC4	0.875			
		TC5	0.851	---	0.969	0.758
		TC6	0.888			
		TC7	0.882			
		TC8	0.888			
		TC9	0.886			

	TC10	0.879			
Climate for Psychological Safety	CPS1	0.843	---	0.926	0.677
	CPS2	0.762			
	CPS3	0.729			
	CPS4	0.85			
	CPS5	0.881			
	CPS6	0.861			
Climate for Initiative	CI1	0.743	---	0.944	0.706
	CI2	0.87			
	CI3	0.884			
	CI4	0.87			
	CI5	0.887			
	CI6	0.789			
	CI7	0.827			

Convergent validity of the model is established using AVE and discriminant validity. AVE for all variables is >0.50. The Fornell-Larcker criteria is used for establishment of discriminant validity of the model (Gaskin et al., 2019). In the below table, √AVE of each construct is greater than its correlation between all variables, kt means that discriminant validity of the model is established. Since AVE is >0.50 and √AVE > r, it means that convergent validity of the model is established (Gaskin et al., 2019).

Table 4: Discriminant validity

Fornell and Larcker (1981; STANDARD; r < √AVE)

|	TC	CPS	CI	SL
TC	**(0.871)**			
CPS	0.697***	**(0.823)**		
CI	0.702***	0.609***	**(0.840)**	
SL	0.660***	0.596***	0.560***	**(0.891)**

* p < 0.050, ** p < 0.010, *** p < 0.001

Hypothesis Testing

Frist 4 hypothesis are tested using structural model in AMOS. Moderation hypothesis is tested using Process macro developed by Hayes (2017) in SPP. The results of the structural model or mediated path in the given the table given below. Shared leadership has significant positive relationship with taking charge as b=0.457, C.R.=8.147 and p<5% (H_1 is supported). It means that the presence of shared leadership in the organizations will promote taking charge behavior in employees. Shared leadership has significant positive relationship with climate for initiative as b=0.572, C.R.=9.962 and p<5% (H_2 is supported). It means that the presence of SL in the firms will promote CI to change the behavior of employees. CI has significant positive relationship with taking charge as b=0.558, C.R.=9.764 and p<5% (H_3 is supported). It means when employees are being provided a culture or climate for taking initiative then they start taking charge or responsibility of the decisions in the organizations. The climate for initiative mediates the relationship between shared leadership and taking charge as b=0.319, p<5% (H4 is supported). It means that shared leadership positively related with taking charge behavior of the employee's trough climate for initiative.

Table 5: *Path coefficients*

	Estimate	C.R.	P	Hypothesis
Direct Path				
SL →TC	0.457	8.147	***	Supported
SL →CI	0.572	9.962	***	Supported
CI →TC	0.558	9.764	***	Supported
Indirect Path				
SL→CI→TC	0.319	---	***	Supported
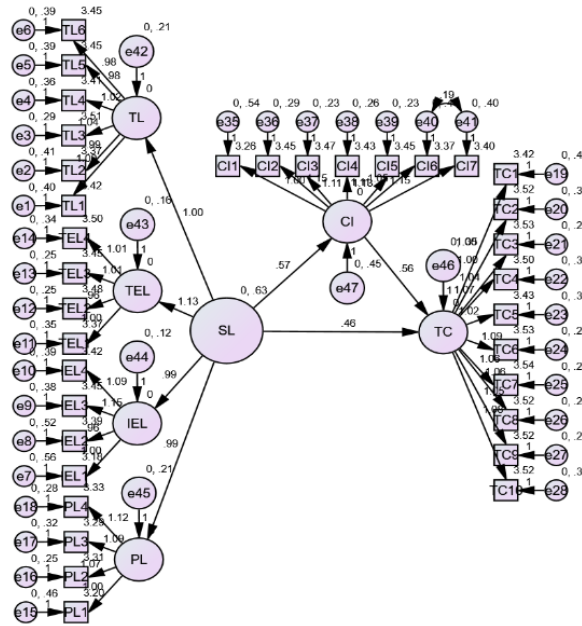
Figure 2: *Structural model*

Moderation hypothesis is tested using Process macro developed by Hayes (2017) in SPSS. The results are shown in the table below. In the presence of moderator, the shared leadership is positively related climate for initiative. The moderate is also positively related with climate for initiative. It means that both shared leadership and climate for psychological safety have positive effect on climate for initiative. But the interactive term has insignificant relationship with climate for initiative as b=-.03, t=-0.96 and p>5%. This shows that H_4 is not supported in this study. The output of process macro is given in the appendix of the thesis.

Table 6: *Moderation analysis*

	Estimate	T	p	Hypothesis
Direct Path				
SL →CI	0.39	8.51	0.00	---
CPS→CI	0.30	6.09	0.00	---
int_1	-.03	-.096	0.34	Not supported

The table below shows conditional effect of the moderator and its effect size. As the values of the moderator increases, the effect size decreases, it means that there is negative relationship but the direct effect is positive. In this case, more data collection may be considered to check the behavior of the data. Since, shared leadership also promotes psychological empowerment of employees (Grille et al., 2015), mediation analysis may be performed to confirm whether there exist a mediation path or not.

Table 7: *Conditional effect*

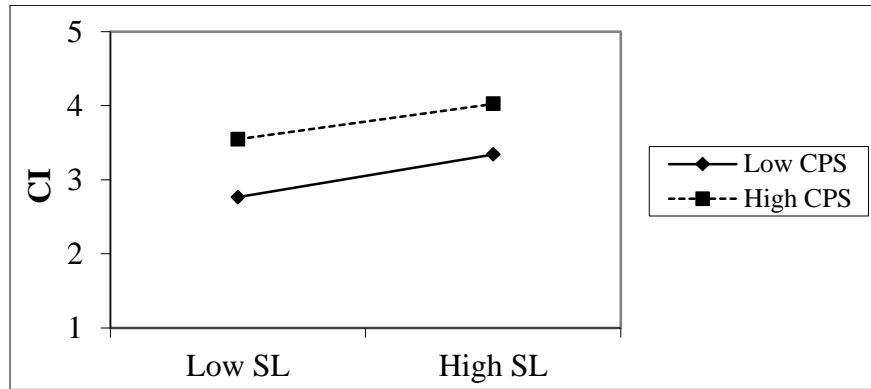| PSY_SFTY	Effect	se	t	p	LLCI	ULCI
-0.94	0.33	0.05	6.25	0	0.23	0.44
0	0.3	0.05	6.09	0	0.2	0.4
0.94	0.27	0.06	4.16	0	0.14	0.4

Figure 3: *Moderation-conditional effects*

Discussion & Conclusion

Present research examined the impact of shared leadership on taking charge behavior of employees in Pakistan's pharmaceutical industry. The collected data are associated with upper, middle as well as lower management. The study also included climate for initiative and climate for psychological safety. Existing study's results show that shared leadership has a positive influence on taking charge. Since shared leadership is related with sharing the authority with employees and team members, it motivates team members to take lead and participate in process of decision-making. In literature, shared leadership also promote taking charge behavior e.g., a study of (Bilal et al., 2019) has studied the relationship of shared leadership and taking charge and reported positive relationship between two variables. Literature has reported positive relation of SL and TC in different sectors (Bilal et al., 2019; Kezar & Holcombe, 2017; Lindsay et al., 2011).

The second output of research is that shared leadership is positively related with climate for initiative. Since, shared leadership delegate leadership in 4 different areas i.e., transformational leadership, individual empowering leadership, team empowering leadership and participative leadership, it encourages employees & team members for taking initiatives in their work through delegating the leadership. The literature has reported the similar findings i.e., shared leadership is positively related with CI (Nappi, 2014; Pearce, 2004).

The third hypothesis of the study states that climate for initiative is positively related with taking charge. When organizations foster a culture or encourage employees to take initiatives and support them, then as a result employees' start taking responsibility and put their extra efforts in work. Literature has reported that taking initiative is positively related with innovation, performance, extra role behavior and taking charge behavior of the employees (Hornung et al., 1997; Morrison & Phelps, 1999).

The fourth hypothesis of the study states that climates for initiative intervenes the relation of SL & taking charge. The climate for initiative as a mediator in this study is included because employees cannot adopt taking charge behavior unless they have been encouraged to take initiatives. If leadership in the organizations able to provide and develop such environment where employees are encouraged to take initiatives and in return employees get support from their leadership, then they start taking responsibility

of the decisions. This behavior also encourages them to participate in different decision-making activities and to adopt proactive behavior instead of adopting reactive approach and behavior (Bilal et al., 2019).

The last hypothesis of the study which is tested was CPS regulates the relation of SL & climate for initiative. The data does not support this hypothesis and results are not significant. Although moderation results showed that CPS is positively related with climate for initiative and shared leadership is also positively related with climate for initiative in the presence of psychological safety. In literature, climate for psychological safety is used as a moderator in various research studies (Bradley et al., 2012; Nienaber et al., 2015). A study of Bradley et al. (2012) has studied the moderating effect of climate for psychological safety between relationship between task conflict and performance and study found that task conflict and team performance were positively associated under conditions of high psychological safety. Another study of Nienaber et al. (2015) found that climate for psychological safety enhances the team performance. The tested model is the first study in the pharmaceutical industry of Pakistan that has examined the role of climate for psychological safety as a moderator in the relationship between shared leadership and climate for initiative. Since, shared leadership is based on empowering individuals and teams (second and third dimension of shared leadership), transformational leadership (first dimension) and participative leadership (fourth dimension) is positively related with psychological empowered (Grille et al., 2015). Due to this fact, employees may have considered both constructs same. This possible reason for rejection of moderation hypothesis is also supported by the moderation results. Both shared leadership and climate for psychological safety are positively related with climate for initiative. But combined effect is insignificant. It shows that climate for psychological safety has a positive effect on climate for initiative.

Implications of the Study

Most organizations has continued to adopt a conventional leadership model over a shared leadership approach, which can lead to lower performance and efficiency (Bilal et al., 2019). Various research studies indicates that shared leadership may be beneficial for organizations, but only if it is planned and implemented (Bakr et al., 2019; Bilal et al., 2019). This research has studied the relationship between shared leadership, climate for initiative, climate for psychological safety and taking charge behavior of employees. The variables under study are important in organizational context. The proactive behavior of "employee initiative" will lead to improved innovation and adaptability, which will help the pharmaceutical industry develop and remain competitive (Edmondson, 1999). Fostering a culture of psychological safety encourages employees to share their opinions and anxieties in an open manner, that boosts loyalty and job satisfaction in the workplace (Carmeli & Gittell, 2009). Shared leadership practices, supported by an environment that encourages initiative and psychological safety, enable employees to contribute their knowledge at all levels, enhancing organizational effectiveness (Pearce & Conger, 2002).

The research study may help to understand how shared leadership works in teams or organizations. It might look into the mechanisms that impact team dynamics, performance, and member outcomes. This can give insights into the advantages and disadvantages of shared leadership, as well as the consequences for organizational success. "Taking charge" is a proactive behavior in which individuals start steps willingly to fix problems, enhance procedures, or progress the team or organization. The findings might help researchers better grasp the elements that drive taking charge behavior. It is possible to gain insight into how a more dispersed leadership strategy effects individuals by researching the link between shared leadership and taking charge.

Limitations & Future Research Directions

The present research study has tested the proposed model in pharmaceutical industry of Pakistan. The generalizability of the study may be questioned although the literature also reported similar findings about the variables but the whole model is not tested except in this study. The future research needs to test the model in other industries also. The researchers might be interested to know how an environment for

initiative is created and how it affects individual and team outcomes. It might look at how shared leadership affects the climate for initiative, and how it affects employee engagement, motivation, and innovation.

The present study has only investigated the relationship between variables through quantitative data. Future research needs to test the proposed model with qualitative data also as this will identify the reasons why climate for psychological safety does not moderate the relationship between shared leadership & climate for initiative. Qualitative research methodology also allows the researcher to understand the phenomenon from respondent's point of view. Future research studies need to test the proposed model in longitudinal time frame for understanding of the issue under study. A comparison between different industries may also provide meaningful insight with mixed method design.

Ethical Considerations

Before data collection, permission was acquired from organizations. Informed consent was taken from employees and briefed about the objectives of the research. The identity of the respondents kept confidential. The response of the respondents was not shared with the organizations and data is purely used for this research only. The names of the organizations are also kept confidential and are not mentioned on the request of the organizations. Respondents were not pressurized for specific answers. Respondents provided data with their free will. Since, data is collected through Google Forms, respondents were free to rate their answers and there was no time limit for completing the survey. Queries & clarifications were provided to the respondents if they seek any.

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