

## **A study of the effects of multiple leaders: From viewpoints of leaders' intragroup and intergroup behavior.**

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The purpose of this study is to examine the effectiveness of multiple leaders as compared to single leader with respect to their own groups. Previous research on leadership has not studied the following two possibilities: 1) Multiple leaders might be more effective than single leader under uncertain conditions. 2) Leadership effectiveness, especially with respect to motivation, group identity, and group goal achievement of the ingroup, might be related not only to leaders' intragroup activities (i.e., various activities involving ingroup members) but also to intergroup activities (i.e., various activities involving outgroup members). This study focused on the two possibilities and compared the effectiveness of multiple leaders and single leader in intragroup and intergroup activities.

In Chapter 1, based on a review of research on leadership, the following hypotheses were proposed: Under conditions of highly complex group situations, the leadership function would most likely be differentiated across two or more members; that is, an informal leader(s) would emerge. Furthermore, under the conditions of high situational complexity and relatively positive relationships among multiple leaders, integrated intragroup and intergroup activities organized by multiple leaders would be more effective than those organized by single leader.

Chapter 2 examined the hypotheses by using a high-complexity context of a Simulated International Society game (SIMINSOC). Results indicated that the demonstration of both intragroup and intergroup leadership by multiple leaders had an advantageous effect on the intergroup relationship. Therefore, the results suggested that multiple leaders were most effective under conditions in which the situational complexity was relatively high, the degree of structure in tasks performed was low, and group members were required to engage in intergroup activities. Thus, these results supported the hypotheses.

Chapter 3 examined whether the results obtained in Chapter 2 could apply to a private company. This study examined the division of leadership between two leaders in a workplace environment as well as the relationship between the division of leadership and an employee's morality, commitment, and stress. The results indicated that there were many work units in which leadership was divided between a supervisor and a union executive. It was also observed that work units under the complementary integrated leadership of two leaders were as effective as those under the integrated leadership of a single leader. Additionally, it was revealed that two leaders were more effective when the size of the branch office was large. The results demonstrated that in an enterprise organization, leadership did not depend on a formal leader alone. In such organizations the possibilities of multiple leaders achieving results equal to those achieved through leadership of a single and integrated types were high. These results were somewhat consistent with the hypotheses.

The purpose of Chapter 4 is to examine a form of complementary division of multiple leaders in greater detail, and to clarify the form of a more effective division. From the investigation mentioned in the preceding chapter, several forms of complementary division were observed. Results showed that the demonstration of intergroup leadership by the supervisor led to a decrease in employees' role stress as compared to the opposite form of division, which led to an increase in the role stress, when the difficulty of controlling the intergroup relationship was high.

The purpose of Chapter 5 is to examine the stress of a supervisor who is in a multiple-leaders situation and has been involved in the repeated examination of the effectiveness of multiple leaders. The results revealed that the stress experienced by a supervisor in an integrated leadership is lower than that in a non-integrated leadership. In conditions, in which structural complexity was high, the supervisor in the complementary division form was found to experience low stress levels.

Chapter 6 presents a summary of the findings regarding the effectiveness of multiple leaders that were obtained through a series of examinations, when the group situation was viewed from the aspect of complexity. In this paper, it was consistently shown that there were only a few cases in which a formal leader alone demonstrated integrated leadership functions. Moreover, it was also shown that multiple leaders could be more effective than a single leader in a complex intergroup situation. In addition, the premise of this research was discussed based on previous research. Finally, the future problems and a limitation of this study were mentioned, and its relevance to social situations was discussed.

**Key words:** leadership behavior, multiple leaders, intra- and intergroup context