

An Empirical Study on the Influence of Empowerment Leadership Style on Team Performance: The Mediating Role of Member's Commitment to Team Objectives

Aniss Ait Alla

Hassan First University of Settat, Faculty of Economic and Management, Laboratory of Research in Management and Development, Morocco.

aniss.aitalla@uhp.ac.ma

Abstract. This study aimed to empirically understand the relationship between empowerment leadership style practices and team performance at work through the mediating effect of member's commitment to team objectives. Based on these reflections, a survey was carried out among 14 Chinese project management companies working in the fields of consulting engineering, information technology, and construction located in Morocco for the construction of the Noor I, Noor II, and Noor III Thermo-solar plants. A face-to-face questionnaire was administered inviting 924 expatriate employees. Confirmatory factor analyses and structural equation analyses made it possible to verify our three hypotheses. The results demonstrate that member's commitment to team Objectives helps to better clarify the relationship between empowerment leadership style practices and team performance to the extent that member's commitment to team objectives plays a mediating role in this relationship. This is because immediate superiors have an influence on team member's, both in terms of team performance, and their dedication to team objectives and their determination to achieve them.

Keywords: Empowerment Leadership Style, Team Performance, Member's Commitment to Team Objectives, Chinese Project Management Companies.

1. Introduction

Scientific research has shown that teamwork is an essential component of Chinese organizational success (Ying, 2006; Zhang et al., 2020; Sonnenschein, 2021). In today's fast-paced business world, organizations must rely on the collective efforts of their employees to achieve their goals and objectives. Effective teamwork not only increases productivity and efficiency, but also fosters a positive work environment and promotes innovation (Rousseau et al., 2006; Richter et al., 2011; Konak et al., 2019).

At the heart of teamwork is the concept of leadership, defined as a set of managerial behaviors that contribute to the achievement of team goals (Schoel et al., 2011; Lubis et al., 2023). Leadership is a critical factor in determining the success of any organization (Olutoye & Asikhia, 2022, Kustiyo et al., 2022).

Different types of leadership that attract the attention of researchers because their influence on team member's is visible and affects the overall activities of the team (Zhang et al., 2020). In recent years, there has been a growing interest in the impact of leadership styles on team performance. The empowerment leadership style is one such style that has gained significant attention in the literature (Alotaibi et al., 2020; Gede et al., 2021). This leadership style is characterized by leaders delegating decision-making authority to team member's, providing them with the necessary resources, and encouraging them to take ownership of their work (Mayo, 2020; Gu et al., 2022; Hariputra et al., 2023).

When we take into consideration that the implementation of work teams is a change frequently observed in an organizational context (Aubé & Rousseau, 2009; Chen et al., 2007; Delarue et al., 2008; Richter et al., 201; Petkova et al., 202; Schartel, 2021) it seems relevant to explore this form of work organization in more depth. It is interesting to target not only team performance as a result of teamwork (Elazzazy, 2023), but to include other considerations such as empowerment leadership as well as member's commitment to team goals.

There may be any study specifically investigating empowerment leadership style, team performance, and commitment to team objectives within the Chinese project management industry in the Moroccan context. The existing literature may be primarily focused on other cultural contexts or industries, thus creating a gap in knowledge regarding the Chinese companies working in the Moroccan context. The available literature may be predominantly qualitative or theoretical in nature, lacking empirical studies that provide quantitative evidence regarding the influence of empowerment leadership style on team performance and the mediating role of commitment to team objectives in Chinese project management companies. Conducting quantitative research would contribute to a stronger evidence base in this area. The existing literature may not adequately investigate the mediating role of member's commitment to team objectives in the relationship between empowerment leadership style and team performance. By addressing these gaps, this study can enhance our understanding of the influence of the empowerment leadership style on team performance in Chinese project management companies working in the Moroccan context, with a specific focus on the mediating role of member's commitment to team objectives. Based on these remarks, the first research question is formulated as follows:

What are the effects of empowerment leadership style practices on the performance of the work team?

To this research question, we add a second one that concerns the motivational mechanism at play in this relationship. This second question is worded as follows:

To what extent can commitment to team goals mediate in this relationship?

In other words, this first research question aims to identify the effects that are specific to empowerment leadership practices on team performance.

The second question aims to introduce a new concept to identify the extent to which member's commitment to team goals is likely to mediate the relationship between leadership practices and team performance.

Indeed, this study aims to investigate the impact of empowerment leadership style on the teamwork performance within Chinese project management companies. Specifically, the study will examine the mediating role analysis of member's commitment to team objectives in the relationship between empowerment leadership style and work team performance.

The study is significant as it will contribute to the existing literature on leadership styles and team performance. It will provide insights into the effectiveness of empowerment leadership style in Chinese project management companies and the role of member's commitment to team objectives in mediating the relationship between leadership style and team performance. The findings will be useful for leaders and managers in these companies and will contribute to the development of effective leadership strategies that can enhance Chinese team performance.

2. Literature Review and hypotheses development

This section presents the theoretical foundation for the research by explaining and examining the connection between the research variables.

2.1. The "Leader-Member-Exchange" and the "Team Member Exchange" (LMX and TMX) theory

LMX and TMX theories have emerged as influential frameworks for understanding the dynamics of interpersonal relationships within organizations. LMX theory primarily focuses on the vertical relationship between leaders and individual followers, while TMX theory extends the scope to encompass the horizontal relationships among team member's (Cole et al., 2002; Dulebohn et al., 2012).

Understanding the nature and consequences of these relationships is crucial for effective leadership, team performance, and overall organizational effectiveness (Dienish & Liden, 1986; Bauer et al., 2006). LMX theory is rooted in social exchange theory, emphasizing the reciprocity and mutual influence in leader-follower relationships. It proposes that leaders form different levels of exchange relationships with their subordinates, ranging from low-quality (out-group) to high-quality (in-group) exchanges. TMX theory builds upon LMX theory and extends its principles to the team level, highlighting the importance of social exchanges and relationships among team member's (Löfgren & Lanneborn, 2013; Banks et al., 2014). When leaders establish high-quality exchanges with their followers (LMX), it fosters a sense of trust, loyalty, and contribution, which positively exchanges with each other (TMX), it enhances communication, cooperation, and coordination within the team, resulting in improved team performance (Dulebohn et al., 2012; D'Innocenzo et al., 2016).

LMX and TMX also have indirect effects on team performance through their impact on individual and team-related factors. High-quality LMX relationships enhance job satisfaction and organizational commitment among followers, leading to increased motivation, engagement, and team performance (Koopman et al., 2015). Similarly, positive TMX relationships create a supportive team climate, encourage information sharing and promote collaboration, all of which enhance team processes and ultimately improve team performance (Lord et al., 2017). LMX theory suggests that leaders establish different levels of exchanges with their followers, creating an in-group characterized by higher levels of trust, loyalty and contribution. In this in-group, followers are more likely to align their goals, and values with the team objectives, resulting in a strong commitment to achieving those objectives (Arijadi, 2017; Kamila & Arwiyah, 2019).

TMX theory emphasizes the development of positive relationships among team member's, fostering a sense of belongingness and social identity within the team. When team member's feel connected and valued by their peers, they are more likely to develop a stronger commitment to the team's objectives, seeing them as shared goals that contribute to their sense of identity and group success (Kim et al., 2018;

Hardiyana et al., 2021). High-quality LMX and TMX relationships establish positive social norms within the team, emphasizing cooperation, mutual support, and commitment to shared objectives. These norms create a collective expectation for teamwork commitment, encouraging team member's to align their efforts and resources toward achieving team goals (Taqiuddin et al., 2018; Wang & Hollenbeck, 2019).

In summary, both LMX and TMX theories positively impact team performance by enhancing individual and team-level factors, such as motivation, engagement, cooperation, and coordination. Moreover, they promote teamwork commitment to team objectives by aligning goals, fostering social identity, and creating positive norms and expectations within the team.

2.2. Research Hypotheses

Considering the theoretical foundation, we envision that empowerment leadership practices can be positively linked to commitment to objectives. Indeed, the study by Tuckey et al. (2012) shows that empowerment leadership is positively linked to commitment at the team level. It is because of the practices of these leaders that workers feel motivated at the intrinsic and extrinsic levels and thus increase their commitment. At the level of intrinsic motivation, the authors assume that supervisors who use empowerment practices encourage team member's to develop self-leadership behaviors, set rewards, and work in a team while encouraging participation when setting common team goals in order to delegate power to them (Tuckey et al., 2012; Lin, 2022). By doing so, these behaviors are expected to improve their self-determination skills and improve their feelings of mastery of their skills (Tuckey et al., 2012; Chamberlin et al., 2018). At the level of extrinsic motivation, by delegating power, consulting with member's, and offering their support, supervisors using empowerment practices increase the level of motivation of member's, which increases the capacity for success to finally make it possible to achieve team objectives (Tuckey et al., 2012). In other words, the supervisor who advocates empowerment practices and allows his team member's to set their own team goals creates more situations conducive to autonomy since member's decide which goals should be changed and what efforts will be required to achieve these team objectives (Kirkman & Rosen, 1999; Kundu et al., 2018). As a result, members who consider these objectives to be more meaningful and will have participated in their development and developed a desire to achieve these objectives (Kirkman & Rosen, 1999; Kearney et al., 2019). We, therefore, hypothesize the following:

Hypothesis 1: There is a significant positive relationship between Empowerment Leadership Practices and Member's Commitment to Team Objectives.

As part of this research, we will also test the relationship between member's commitment to team objectives and team performance. This is particularly the case for Rousseau and Aubé (2014) who show that member's commitment to team objectives influences team performance. This is explained by the fact that performance is measured according to the achievement of the objectives set beforehand. As a result, member's commitment to team objectives is likely to have a positive effect on team performance, regardless of the level of difficulty of the goals, when team members are committed to those team goals, and when they use the means necessary to achieve and even exceed those goals. Hetch et al. (2002) agree and state that in teams already engaged, members are more likely to put in the necessary efforts to achieve team goals and this explains why committed teams will be positively linked to team performance. In other words, since member's commitment to team goals is an aspect that is shared by all team member's to achieve full potential when a team has already reached a certain level of commitment and whose members are willing to work hard, it is expected that members commitment to team goals is positively linked to team performance (Basit, 2019; Gunasekara & Zheng, 2019).

In addition, Kozlowski & Ilgen (2006) argue that a high level of commitment to goals decreases role ambiguity through a process of role clarification to ultimately improve performance. This allows

us to formulate the following hypothesis:

Hypothesis 2: There is a significant positive relationship between Member's Commitment to Team Objectives and Team Performance.

The last hypotheses concern mediation effects since they concern the mediating role of member's commitment to team objectives (Rousseau & Aubé, 2014; Bipp & Kleingeld, 2011; Carmeli et al., 2011; Casimir & Ng, 2010; Chen et al., 2007; Delarue et al., 2008; Srivastava et al., 2006; Tuckey et al., 2012; Xue et al., 2011; Feiro et al., 2020; Primary, 2022). Considering that empowerment practices are likely to influence team performance, as mentioned earlier, and that member's commitment to team objectives can influence team performance, it is possible to group these relationships together in order to propose mediation effects. Member's commitment to team goals is likely to mediate the relationships between empowerment leadership on the one hand and team performance on the other. Thus, leadership practices would influence member's commitment to team goals, which in turn would influence team performance. We therefore, submit these last hypotheses:

Hypothesis 3: Member's Commitment to Team Objectives Mediates the Relationship Between Empowerment Leadership and Team Performance.

2.3. Research Model

In the following, we present the research model by identifying the leads that led to its development and then refer to the theoretical models used in order to obtain a reliable, coherent, and logical research model. Our conceptual model is shown schematically in Figure 1 :

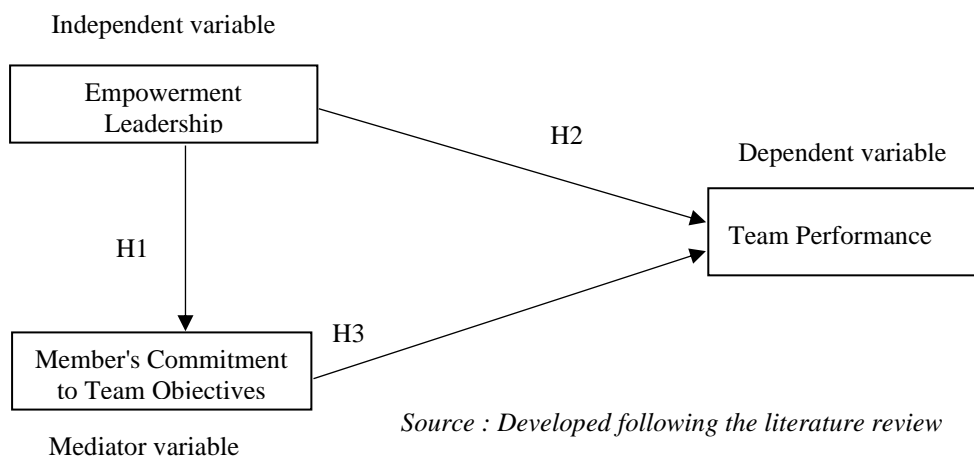


Fig.1: Research Model

Our research question focuses on independent variables and the dependent variable since we try to observe the possible relationships between these variables.

Empowerment leadership is the independent variable since its variations are likely to have effects on the dependent variable, namely the performance of the team. The mediating variable, member's commitment to team objectives, can have direct effects on team performance (Aubé & Rousseau, 2011) while considering supervisors' practices to have direct effects on member's commitment to team objectives. In this case, we are talking about a mediating variable since it specifies how and according to what mechanism the independent variable influences the dependent variable. In other words, member's commitment to team objectives reflects the relationship between leadership practices and team performance.

3. Method

3.1 Data Collection

This study was carried out based on a survey of Chinese project management companies working in the fields of consulting, IT and construction engineering located in Morocco for construction of the Noor I, II, and III Thermo-solar plants. A face-to-face questionnaire was administered inviting 14 Chinese companies. During the preliminary phase of the study, a series of interviews were also conducted to verify the validity and relevance of the questions addressed in the questionnaire.

3.2 Data Analysis

We planned to conduct a descriptive analysis of the data that should allow us to describe the socio-demographic characteristics of the surveyed population.

Using the SPSS version 24 software, we carried out a series of measurements to study the dimensionality and internal coherence of the scales used, namely: The Bartlett sphericity test, the KMO, the eigenvalue criterion, the minimum restitution criterion, the Cattell elbow criterion and the Cronbach alpha calculation.

Based on SMART PLS software version 3.0, we implemented the structural equations (SEM) method, in fact, we chose the Partial Least Squares (PLS) method to test the research hypotheses. Initially, we estimated the measurement model, three evaluation criteria were carried out: reliability, convergent validity and discriminant validity.

In a second step, we estimated the structural model, to do this, we evaluated on the one hand, the percentage of variance explained R^2 and, on the other hand, the value of the coefficients of the paths. These estimates were analyzed based on statistics generated by the bootstrap re-sampling procedure under Smart PLS version 3.0 software to test research hypotheses.

3.3 Variable Measurement Indicators

The Empowerment leadership was assessed using an abbreviated version of the Vecchio et al. (2010) scale that allows participants to respond on a scale of 1 (not at all true) to 5 (quite true). This scale includes five questions that team members must answer based on their immediate supervisor.

The team's performance was measured using a five-item scale developed by Rousseau and Aubé (2010). Immediate superiors had to respond based on the last six months to assess the team's performance. The response scale ranges from 1 (extremely low) to 5 (excellent).

The Member's commitment to team objectives concerns team members who are the sole respondents to the questions developed by Aubé and Rousseau (2011). Participants were asked to indicate their responses using a response scale from 1 (not at all true) to 5 (quite true).

4. Results

4.1 Data Description

At the time of the survey, the 14 participating companies had 924 expatriates employees in their organizations. Four of these companies reported having a workforce of 10 or less, five of these companies reported having a workforce between 11 and 100 employees, three of them having between 101 and 600 employees and only one company having between 601 and 1100 employees. The firms in our sample work in all spheres of activity associated with engineering (civil engineering, computer science, electrical, industrial, structures, etc.). For all of them, the turnover is \$300 000 or more. They are also well established since only four of them are less than 10 years old, while ten are more than 15 years old.

The characteristics of the respondents were gathered. Table 1 presents the descriptive analysis of this study. Of the 504 valid respondents, 380 (75.40%) were males, 124 (24.60%) were females, most were aged between 36 and 45 (50,20%), followed by 26 to 35 years old (35.50%); nearly 63.10% of the respondents had High school or lower degree, followed 19.25% respondents had a Master's degree.

The structural model highlights the R² of 0,78, which means that these variables explain 78 % of the variance of the dependent variable (team performance). It is above the threshold of 33% that Chin (1998) proposes to consider as a substantial variance.

Table 1: Demographic Variables Frequency

| Demographic variables Frequency | (n=504) | % |
|---------------------------------|---------|-------|
| Gender | | |
| Male | 380 | 75,40 |
| Female | 124 | 24,60 |
| Age | | |
| Less than 25 years old | 14 | 2,77 |
| 26–35years old | 179 | 35,51 |
| 36–45years old | 253 | 50,20 |
| 46–55years old | 43 | 8,53 |
| More than 55years old | 15 | 2,98 |
| Education | | |
| High school or lower | 318 | 63,10 |
| Bachelor degree | 89 | 17,65 |
| Master degree | 97 | 19,25 |
| Working experience | | |
| Less than 5 years | 14 | 2,77 |
| 6–9years | 175 | 34,72 |
| 10–15years | 181 | 35,91 |
| More than 16years | 134 | 26,59 |
| Working in abroad | | |
| Less than 3 years | 320 | 63,49 |
| 3–5years | 105 | 20,84 |
| 6–9years | 79 | 15,67 |
| More than 10years | - | - |
| Current position | | |
| Employee | 290 | 57,54 |
| Supervisor | 59 | 11,71 |
| Lower-level Manager | 45 | 8,92 |
| Middle-level Manager | 78 | 15,47 |
| Top manager | 32 | 6,36 |

Source: Personal development, via SmartPLS version (3.0)

4.2 Hypotheses Testing

Table 2 shows The AVEs of the constructs range from 0.684 to 0.695, higher than the recommended benchmark of 0.5, and demonstrates the satisfactory reliability and convergent validity of the research constructs. The CR coefficients range from 0.928 to 0.948, higher than a threshold of 0.6, which suggests that the variance shared by the respective indicators is robust. Finally, the Cronbach’s alpha coefficients range from 0.907 to 0.937, confirming the internal consistency of the measurement items.

Table 2 : Measurement Scale Items

| Constructs | Items | Loadings | Cronbach’s Alpha | Composite Reliability | AVE |
|---|-------|----------|------------------|-----------------------|-------|
| Empowerment Leadership Style | ELS1 | 0.829 | 0.911 | 0,931 | 0,695 |
| | ELS2 | 0.911 | | | |
| | ELS3 | 0.931 | | | |
| | ELS4 | 0.695 | | | |
| | ELS5 | 0.858 | | | |
| | MC1 | 0.798 | 0.937 | 0.948 | 0.694 |
| | MC2 | 0.937 | | | |
| Member's Commitment to Team Objectives | MC3 | 0.948 | | | |
| | MC4 | 0.894 | | | |

| | | | | | |
|-------------------------|-----|-------|-------|-------|-------|
| | MC5 | 0.766 | | | |
| Team Performance | TP1 | 0.736 | 0.907 | 0.928 | 0.684 |
| | TP2 | 0.907 | | | |
| | TP3 | 0.928 | | | |
| | TP4 | 0.684 | | | |
| | TP5 | 0.747 | | | |

AVE Average Variance Extracted

Note: All factor loadings are significant at the $p < 0.001$ level.

Source: *Personal development, via SmartPLS version (3.0)*

After carrying out the set of tests necessary to judge the dimensionality and consistency of the measurement scales used, as well as the evaluation of the measurement model and that of the structural model, we can proceed to the evaluation of the hypotheses.

The mediating effect of member's commitment to team objectives in the relationship between empowerment leadership and team performance can be verified by applying the procedure of Baron* Kenny (1986) and Kline (1998), the first step is based on verifying the existence of a significant direct effect of empowerment leadership style on team performance (H1). Indeed, the results show that the empowerment leadership style exerts a direct and significant effect on the team's performance at the threshold of significance of 0.1%.

The second step aims to show that the independent variable has a significant impact on the mediator variable (H2). The results of this analysis show that empowerment leadership has a positive and significant impact on member's commitment to team goals ($B = 0.672$; $p > 0.15$).

The third step is to test the relationship between the independent variable on the one hand and the dependent variable on the other, by adding the mediating variable. The results show that empowerment leadership style has a positive and significant effect on member's commitment to team goals ($B = 0.672$; $p > 0.15$), while member's engagement with team goals, in turn, influences team performance ($B = -0.469$; $p > 0.15$).

In addition, the effect of member's commitment to team goals has a significant indirect effect at the 0.8% threshold on team performance. The mediating role of member's commitment to team objectives is therefore confirmed in the context of this research. Table 3 presents the mediation of member's commitment to team goals in the relationship between empowerment leadership style and team performance.

Table 3: Indirect Effects of Member's Commitment to Team Objectives

| Relation | Path Coefficient | Standard Error | p-value |
|---|------------------|----------------|---------|
| The Indirect Effect of Member's Commitment to Team Objectives: | | | |
| Empowerment Leadership Style -> Team Performance. | 0,315 | 0,113 | 0,008 |

Source: *Personal Development, via SmartPLS version (3.0)*

The final step in this process is to judge the nature of the mediation (partial or complete). This is possible by analyzing the significance of the direct relationships between the independent variable (empowerment leadership style) and the dependent variable (team performance). Perfect mediation exists, statistically, when the relationship linking the empowerment leadership style to the previously significant team performance is no longer significant, and this is by "controlling" the effect of empowerment leadership style on member's commitment to team objectives (a) and the effect of the latter on team performance (b). However, if this link remains significant, the mediation is deemed partial. Table 4 below summarizes all the results of the mediating power (partial or perfect) of the commitment of the members to the team objectives of the two relationships.

Table 4: Results of Mediation Power of Member's Commitment to Team Objectives

| Relation | Path Coefficient | Standard Error | p-value |
|---|------------------|----------------|---------|
| Mediating Effect of Member's Commitment to Team Objectives: | | | |
| Empowerment Leadership Style -> Member's Commitment to Team Objectives. | 0,672 | 0,097 | 0,000 |
| Member's Commitment to Team Objectives.-> Team Performance. | 0,469 | 0,123 | 0,000 |
| Empowerment Leadership Style -> Team Performance. | 0,505 | 0,135 | 0,000 |

Source: Personal Development, via SmartPLS version (3.0)

Controlling for the effect of the two relationships (a) and (b) and introducing the mediation variable into the model, show that member's commitment to team objectives has a significant direct effect at the 0% threshold on team performance. Therefore, the mediating effect of member's commitment to team objectives is partial in this relationship, the correlation between empowerment leadership style and team performance remains significant in this relationship. As a result, hypothesis (H3) is supported. Consequently, the partial mediation effect of member's commitment to team objectives is confirmed in the link between the empowerment leadership style and the performance of the team.

5. Discussion

The objective of this research was to verify the relationship between the effects of empowerment leadership style practices and team performance while considering the mediating role of member's commitment to team objectives in this relationship. Work teams are at the heart of this work and with good reason since they are part of the reality of the majority of organizations (Rousseau & Aubé, 2014; Delarue et al., 2008; Hetch et al., 2002; Richter et al., 2011; Lee & Kusumah, 2020; Pfitzenreuter et al., 2021). This is explained by the fact that one of the objectives, in implementing a work team, is the improvement of organizational performance, since team performance is beneficial at all different levels of the organization. These teams are usually staffed with immediate superiors, who can influence both individual and team performance (Chen et al., 2007; Kumari, 2021; Aeni & Kuswanto, 2021). By verifying these relationships, this study will provide a better understanding of the practices that lead to superior team performance.

Our first hypothesis proposes that empowerment leadership is linked to team performance. Our results converge with the scientific knowledge we have identified and confirm this hypothesis: empowerment leadership is significantly associated with team performance (Bipp & Kleingeld, 2011; Carmeli et al., 2011; Delarue et al., 2008; Tekleab et al., 2008; Basit, 2019; Gupta et al., 2020; Rusdi & Wibowo, 2022). Specifically, empowerment leadership is significantly, and positively linked to team performance. Chen et al. (2007) show the logic of this relationship by proposing that superiors create relationships and a working climate with both individuals and with the team to then positively influence individuals and the team by manifesting empowerment leadership behaviors to ultimately positively influence the performance of the individual and the team.

Our second hypothesis is still interested in empowerment leadership and assumes that it will be positively linked to the commitment of member's to team goals. The results support this hypothesis and show that these variables are strongly related to each other. Practically, the effects of empowerment leadership on team members are revealed through initiative, motivation, and the generation of supportive behaviors in order to accomplish the specific objectives of the tasks. (Tuckey et al., 2012; Chamberlin et al., 2018; Lin, 2022).

Then, our third hypothesis suggests that member's commitment to team objectives is positively related to team performance. In light of our results, this hypothesis is positively confirmed. These results

can be explained by the fact that the more Chinese team members are committed to team objectives, the more they will be able to take the necessary means to achieve these objectives (Rousseau & Aubé, 2014; Zamin & Hussin, 2021) and improve team performance as a result.

The effect of the partial mediating role of member's commitment to team objectives. These results show that member's commitment to team goals helps to better clarify the relationship between leadership practices and team performance to the extent that member's commitment to team objectives enhances that relationship. Consequently, this relationship is attributable to a logic that emanates from a combination of the results obtained and the literature review, namely that the behaviors of immediate superiors influence team members, both about team performance and about their dedication to team objectives and their determination to achieve them (Aubé & Rousseau, 2010; Li et al., 2018, Syaifuddin et al., 2022; Kim & Wee, 2020).

6. Conclusion

Project management plays a critical role in the Chinese business landscape, as the country has witnessed significant economic growth and development in recent decades. Chinese project management companies play a significant role and are involved in various international's sectors, including construction, infrastructure, technology, and manufacturing. Investigating the relationship between empowerment leadership and team performance within these companies provides valuable insights for effective project management practices, contributing to project success and overall organizational performance and economic growth.

The performance of the team remains one of the most sought-after goals in an organizational context, since it is not limited to the team, but spreads in the organization in terms of its efficiency and quality by meeting the needs of the organization and individuals.

Our scientific approach aimed to place our research in the field of Chinese industrial relations and to bring new knowledge to it while establishing its scientific and social relevance. It was the links between leadership practices and Chinese team performance that captivated us in addition to the mediating effect of member's commitment to team objectives. These topics are topical since they refer to work teams that are frequent organizational change (Kozłowski & Ilgen, 2007; Richter et al., 2011; Liu et al., 2020; Aeni & Kuswanto, 2021; Zamin & Hussin, 2021).

Indeed, work teams are now perceived as a means of making an important contribution to organizational performance insofar as they promote increased productivity, flexibility, innovation, and employee satisfaction, as well as a reduction in the number of workplace accidents, production costs, and absenteeism (Aubé & Rousseau, 2005; Aubé et al., 2006; Richter et al., 2011). Thus, a strong emphasis is placed on team performance, which depends on both the practices and behaviors of immediate superiors and the behaviors of team members.

Evolving in the social sciences, this work must have an impact both on the theoretical world and on practitioners. This is indeed the case, while our results offer new avenues of reflection on the mediating role of member's commitment to team objectives as well as the cohabitation of different leadership styles in the same team leader. Today's Chinese managers will be able to draw on our findings to shape their behaviors and leadership practices toward team members to increase their commitment to team goals in order to improve team performance. Our research attempts to offer an innovative angle of observation and results that allow a better understanding of the relationship between leadership practices and team performance, adding member's commitment to team objectives as mediators of this relationship. We believe that we have achieved this objective by following a rigorous scientific approach and thus allowing other researchers to deepen the field of industrial relations.

This work allows the advancement of scientific knowledge in several aspects, but it is mainly the theoretical contribution of the mediating role of the commitment of the member's to the team objectives that is notorious. By focusing on Chinese project management companies, the study provides cross-

cultural insights into the relationship between empowerment leadership, team performance, and commitment. It expands the existing literature, which has predominantly been based on Western contexts, and emphasizes the need for cultural sensitivity when examining leadership and team dynamics. This study encourages further exploration of cultural nuances in leadership research and the generalizability of findings across different cultural contexts. The results obtained offer information at the work team level, which is rather rare in the field of commitment to goals, just as they provide a better understanding of the relationship between leadership practices and team performance. Concerning our findings, empowerment leadership significantly influences member's commitment to team objectives, which in turn significantly and positively influences team performance.

In terms of practical implications, As the study is conducted within Chinese project management companies, it provides insights into leadership and team dynamics specific to that cultural setting. Practitioners in Chinese project management companies can utilize these findings to align their leadership practices and team management strategies with the cultural values and expectations prevalent in China, thereby optimizing team performance. The results of this research determine certain factors that predict the performance of teamwork (Stewart & Manz, 1995; Lui & Ying, 2006; Zhang et al., 2020; Konak, 2019; Sonnenschein, 2021). However, the results obtained reveal much more concrete information for managers. The member's commitment to team objectives proves to be an added value to the team insofar as no matter if the behaviors of immediate superiors have positive or negative effects on team performance at the base, this commitment will play a mediating role in order to influence team performance. It will also result in a greater willingness on the part of the members to accomplish the team objectives by putting in place all the necessary efforts. Therefore, managers have solutions to refocus the team towards common goals in order to improve team performance, just as they have solutions to shape their behaviors to encourage this commitment, either by delegating power, empowering members, promoting autonomous decision-making, sharing information, developing skills in self-management, self-leadership, etc. (Arnold et al., 2000; Konczak et al., 2000; Xue et al., 2011; Olutoye & Asikhia, 2022 ; Alsakarneh et al., 2022).

On the other hand, this research suffers from certain limitations, the collection of data was done only one time and therefore does not allow to establish causal relationships. Some associations can be made, but this estimate does not make it possible to establish with certainty the causal chain between the variables under study. In other words, it is not possible to know whether the direction being proposed is the right one. Then, the team's performance is subjectively evaluated by supervisors, which means that different biases can influence their evaluation (Aubé & Rousseau, 2005; Gede et al., 2021; Gu et al., 2022). Also, only the concept of performance is used to determine the effectiveness of the team, while two other criteria are possible: the viability and quality of the group experience (Aubé & Rousseau, 2009). Then, the use of secondary data is a limitation, since the concepts used in this work were to be part of the data collected by Professors Aubé & Rousseau (2011).

Researchers interested in the topics studied in this work will find many avenues available to them for future research. In order to improve the generalization of results, future research could target a different type of team and/or workplace. Notably, empowerment leadership is likely to have greater effects on performance in high-tech and virtual organizations (Chen et al., 2007; Mayo, 2020; Meslec et al., 2020, Petkova et al., 2021). Also, examine team member's perceptions and experiences of empowerment leadership in Moroccan organizations. Investigate how team members perceive empowerment, its impact on their job satisfaction, motivation, and engagement, and the potential barriers or enablers to the successful implementation of empowerment practices. Additionally, assess the long-term impact of empowerment leadership on team performance and organizational outcomes. Explore the relationship between empowerment leadership and key performance indicators, such as productivity, innovation, customer satisfaction, and financial performance. Considering the results of this study, we think that research on so-called opposing leadership practices, such as empowerment and autocracy leadership practices, deserves greater attention in order to establish whether these practices

are distinct or whether they represent positions on the same continuum as envisaged by some authors (Judge et al., 2004; Schoel et al., 2011; Srivastava et al., 2006; Stewart & Manz, 1995; Schartel et al., 2021; Zamin & Hussin, 2021; Lin et al., 2022).

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