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The Impact of Shared Leadership on Organizational Commitment and Career Development in Startups

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Abstract

Due to the relative lack of concerns and research on organizational career development in startups, we study aimed to reveal the impact of shared leadership in startups on organizational career development through organizational commitment. The research method was an online survey targeting 200 startup members from April 11 to April 28, 2023, and a total of 195 copies were used in the final analysis. As a result of the study, first, among the shared leadership of startups, development and mentoring were found to have a positive impact on emotional commitment. Second, among the shared leadership of startups, planning and organizing, support and empathy were found to have a positive impact on continuous commitment. Third, planning and organizing, support and empathy had a positive impact on normative commitment. Third, among startups' shared leadership, planning and organizing, support and empthy had a positive impact on normative commitment. Fourth, emotional and continuous commitment were found to have a positive impact on improving career goals in organizational career growth. Fifth, emotional and continuous and normative commitment were each found to have a positive influence on the development of professional abilities in organizational career development. Lastly, emotional, continuous and normative commitment were all found to have a positive influence on the speed of promotion in organizational career growth. As a result, it is expected that the results of this study will be able to suggest shared leadership policy directions and goals for startups.

Keywords: *Startup, Shared leadership, Organizational commitment, Career development*

1. INTRODUCTION

In the modern startup environment, shared leadership has gradually emerged as a significant concept for discussion [17]. Whereas traditional leadership often adhered to hierarchical models where authority flowed from the top-down, shared leadership in this context entails multiple members collectively assuming responsibility and sharing roles. While leadership in startup environments has typically been associated with unilateral executive leadership, this new leadership paradigm encourages members within startup organizations to collaborate and strive towards shared decision-making, thereby fostering creativity and cultivating a culture of innovation among individuals [2].

In today's society, marked by the birth and demise of numerous startup companies, it is imperative for startup organizations to establish themselves in society and thrive. For this purpose, members must pay attention to

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the organization's goals, share and understand its values, and develop a strong sense of commitment to drive organizational development [10]. Commitment among organizational members enables them to recognize their respective roles positively within the organization, thereby serving as a catalyst for individual capacity development. Additionally, organizational commitment, which varies depending on the extent to which members identify with and reflect upon the organization, is an indispensable success factor for organizations like startups [20]. Consequently, when organizational goals align with those of individual members and the organization's growth translates into personal growth for its members, individuals are motivated to contribute incrementally to the organization's development.

Shared leadership in startup environments has garnered increased attention as a critical topic in contemporary organizational discourse [23]. Particularly, understanding how such leadership influences intra-organizational communication, collaboration, and cohesion among members holds significant implications for organizational career growth [15]. While numerous studies have explored how shared leadership in conventional organizational settings shapes intra-organizational cohesion and influences organizational career growth, there remains a gap in understanding the multifaceted impact of leadership and member relationships on success and development within organizations, particularly startups [35].

Therefore, this study aims to delve into shared leadership, organizational commitment, and organizational career development, examining various approaches through which shared leadership in startups fosters a sense of cohesion among members and the factors involved in this process. Specifically, within the context of shared leadership in startups, members are empowered with decision-making authority, provided with opportunities for participation, and encouraged to realize their individual identities while simultaneously fostering a strong sense of organizational commitment. By investigating whether members' organizational commitment influences organizational career development, this study seeks to ascertain the interrelation between the growth of members and the organization by awakening and enhancing individual potentials, thus enabling startups to develop sustainable growth. The findings of this study can be utilized by startup management to devise strategies for more effective organizational management.

2. Theoretical Background

2.1. Shared Leadership in Startups

Shared leadership has primarily focused on explaining the dynamic interactions arising from the division of leadership within organizational members. Previous research directions have explored the impact of shared leadership on organizational performance and its extension to competence development, including creativity, problem-solving skills, and adaptability. Shared leadership is defined as influencing all members' capabilities and expertise to exert leadership rather than conferring leadership roles to specific individuals. This research trend is supported by empirical findings indicating that leadership models guide organizational innovation, facilitate inter-member collaboration, and aid in adapting to change [28]. Understanding the background of this research, leadership models have been previously elucidated with concepts of organizational learning, social capital, and distributed leadership, alongside essential elements to sustain growth in startups due to facing diverse challenges. These elements underscore how understanding shared leadership, a new concept in startups, can assist in navigating rapidly evolving technological environments and markets.

Shared leadership, as defined by Pearce [31], refers to a process within organizations where influence is continuously exerted among members simultaneously, which can be explained as the 'emergence of informal leaders' in addition to formal leaders. Although the necessity of shared leadership was proposed as early as 1924 [6], this concept has not been extensively discussed in mainstream leadership literature until recently. However, entrenched leadership paradigms have begun to expand beyond traditional views in response to changes, evidenced by the rise of self-managing workgroups [38], increased systems thinking [26], complexity theory [24], and distributed organizational designs [1]. These events prompted a reassessment of traditional perspectives on leadership within startup organizations. This implies that futuristic thinking about leadership

should encompass both vertical and shared aspects, rather than viewing vertical leadership as the sole approach [4, 33].

Previous literature on shared leadership has predominantly discussed theoretical advancements [4, 9] and practical applications [31, 32]. The objective of this study is to validate the influence of shared leadership in startups on organizational cohesion by individually measuring its impact. The aim is to explore whether shared leadership, when considered, provides additional value beyond what conventional leadership models explain when predicting startup growth. In this context, this study seeks to set variables based on the research by Pearce & Sims [33], asserting that each variable represents a more useful predictor of shared leadership from the startup perspective. This study aims to extend previous research to confirm the value of shared leadership at the startup organizational level. The new startup environment considers the natural linkage between entrepreneurial spirit and leadership [3, 37], as well as the influence of organizational tenure on startup development and growth [5, 36]. Furthermore, new startups are expected to yield different research outcomes compared to previous empirical studies, contributing to a more generalized conclusion regarding the expansion of shared leadership.

Moreover, this study aims to measure shared leadership in startups by categorizing it into four key elements: planning and organization, problem-solving, support and empathy, and development and mentoring. These elements reflect various facets of shared leadership and enable the analysis of the independent impacts of startup members on organizational cohesion and career growth. Planning and organization reflect the strategic aspects of leadership within organizations, problem-solving focuses on problem-solving skills based on interactions between leaders and team members, support and empathy emphasize the formation of support and emotional bonds among organizational members, and finally, development and mentoring highlight the role of shared leadership in supporting professional growth and expertise enhancement among members.

2.2. Organizational Commitment

Previous research on organizational commitment primarily focuses on the values or goals shared among members within the organization and the extent of attachment individuals have towards the organization. Extending from such research, organizational commitment encompasses organizational citizenship behavior, organizational identification, and organizational attachment, indicating the sense of belonging, connectivity, and willingness to contribute to the organization felt by its members [29]. Recent studies have explored factors such as leadership styles, types of leadership, organizational culture, and the impact of job satisfaction on organizational commitment [21]. Findings from these studies interpret that higher organizational commitment leads to reduced turnover rates, increased productivity, and significant outcomes such as innovative behaviors among members, contributing to organizational development.

he theories necessary to understand organizational commitment include organizational support theory, social exchange theory, and social identity theory. Firstly, organizational support theory interprets the extent to which members perceive the organization values their welfare and contributions and how the organization perceives the efforts, dedication, and performance of its members [34]. Secondly, social exchange theory refers to the exchanges between the organization and its members based on cost-benefit purposes and interprets organizational commitment based on members' psychology and intentions [18]. Lastly, social identity theory suggests that organizational members desire to feel a sense of social belongingness and interprets and explains organizational commitment through this sense of social belongingness [22]. These theories elucidate the extent to which psychological states and material contracts formed through interactions between members and the organization influence organizational commitment. These theories fundamentally indicate that both the organization and its members are constructed based on each other's needs and for successful organizational and member development, the fulfillment of all needs and continuous growth is essential. Therefore, this study aims to measure organizational commitment among members by dividing it into three dimensions: emotional commitment, continuance commitment, and normative commitment. Such dimensions are crucial as they reflect multifaceted aspects of the relationship between the organization and its members and enable the independent understanding and interpretation of their impacts on career growth and organizational development.

Emotional commitment aims to measure members' emotional attachment and identification with the organization, as the emotional bond within organizational commitment is high. Therefore, emotional commitment of members should be measured as a priority within organizational commitment.

Continuance commitment is associated with members' intention to remain with the organization over time to build their careers and maintain their positions within the organization. This should be measured as it is essential for retaining organizational manpower and stable operation.

Normative commitment is interpreted as the strength of the obligation members feel towards the organization, where it measures the degree to which members understand and adhere to the organization's norms and values. This should be measured as it indicates whether members comply with organizational behavioral norms and their integration with organizational culture.

2.3. Career Development

Organizational career development refers to the traditional progression of careers within an organization, including stable promotions and ensuring tenure, with close associations to aspects such as salary increments and promotions [12]. Previous research on organizational career development has predominantly discussed the individual progress towards personal goals within the organization and towards achieving organizational objectives [13]. Essential concepts to understand organizational career development include career satisfaction, career development, and career management, signifying the development of knowledge, experience, and skills in the professional and personal growth of individuals while working in the organization. Recent studies on organizational career development argue that individual career development is not solely dependent on personal abilities and efforts but is also influenced by organizational efforts such as opportunities, culture, and support provided to individuals within the organization. Factors guiding organizational efforts towards career development include organizational member networking, mentoring, education and development opportunities, and job transitions.

To understand organizational career development, essential theories include human capital theory, career stage theory, and job design theory. Human capital theory explains the education and experience influencing an individual's economic value, where appropriate education and experience directly impact organizational career development [25]. Career stage theory interprets the stages of career development based on an individual's lifecycle, explaining the changes in what members need and expect at each stage [8]. Job design theory suggests that individual career development can be determined based on the diversity of tasks and the extent to which individuals are provided with opportunities to learn new skills within the organization [27]. These proposed theories provide a foundation for explaining how individuals are associated with the organization and ultimately facilitate individual career development, elucidating the need for organizational strategies to support member career development. Particularly in startups, where the organization's member count is relatively low, the growth of a few members can be a significant strategic challenge for sustaining startup growth.

Therefore, this study aims to meticulously measure organizational career development in startups by dividing it into three key components: advancement in career goals, development of professional capabilities, and speed of promotion. This aims to understand members' organizational career development from various perspectives and interpret the degree of influence of each career development component on organizational performance.

Advancement in Career Goals: Advancement in career goals measures the progress made by individuals in achieving their set career objectives, reflecting members' levels of motivation and ambition.

Development of Professional Capabilities: Development of professional capabilities measures individuals' efforts in enhancing their professional knowledge and learning job-related skills, reflecting closely on members' abilities to perform their roles.

Speed of Promotion: Speed of promotion measures the rate at which individuals within the organization progress to roles demanding higher salaries or responsibilities higher than their current positions, reflecting the organization's assessment of members' contributions and performance. Given that promotion speed can be based on members' contributions and performance within the organization, it is an indispensable factor in

career development. Based on these three components of organizational career development, this study aims to measure members' organizational career development.

3. Research Method

3.1. Data Collection

This study aimed to investigate the correlation between shared leadership in startups and its impact on organizational career development through organizational commitment among members. A survey was conducted among startup members to elucidate this correlation. Data was collected from April 11th to April 28th, 2023, through online surveys where researchers explained the purpose and content of the study to obtain consent. Surveys were distributed to 200 users, and 195 completed surveys were collected and used for the final analysis.

Based on previous research on shared leadership in startups, organizational commitment, and career development, this study organized measurement items. Evaluation items were structured by modifying those presented in previous studies to suit the context, aligned with the research objectives. These evaluation items were formulated to utilize a 5-point Likert scale.

Table 1. List of measurement

Variables	Measurement Items	Research
Planning and organization	Clarity of Goal Setting	[33]
	Division of Tasks and Responsibility Allocation	
	Standardization of Procedures and Processes	
problem-solving	Problem Identification and Definition Skills	[33]
	Alternative Development and Evaluation Skills	
	Execution and Outcome Evaluation Skills	
support and empathy	Frequency of Support from Colleagues and Supervisors	[33]
	Quality of Feedback and Communication	
	Responsiveness to Individual Emotional Needs	
development and mentoring	Providing Opportunities for Professional Development	[33]
	Effectiveness of Mentoring Programs	
	Performance Feedback and Career Management	
Emotional commitment	Attachment Stability	[29]
	Emotional Support	
	Trust and Openness	
	Level of Empathy	
Continuance commitment	Relationship Continuity	[29]
	Level of Dedication	
	Frequency of Interaction	
	Conflict Resolution Skills	
Normative commitment	Value Sharing	[29]
	Sense of Obligation	
	Agreement with Norms	
	Response to Normative Pressure	
Advancement in Career Goals	Professional Development	[12, 13]
	Promotion Goals	
	Networking Activities	
	Participation in Career-related Education and Training	

Development of Professional Capabilities	Continuous Learning	[12, 13]
	Skill Acquisition	
	Job-related Certifications and Qualifications	
	Participation in Professional Networks	
Speed of Promotion	Frequency of Job Position Changes	[12, 13]
	Increase in Job Responsibilities	
	Performance and Contributions	
	Career Development Planning and Execution	

3.2. Analysis Method

The purpose of this study is to investigate the relationships among various latent variables and their impact on specific outcomes. To achieve this, covariance structure analysis was conducted. This method was chosen for its capability to analyze complex causal relationships among latent variables, including measured values, without relying on separate analyses of the relationships proposed by each hypothesis. Widely used statistical software, SPSS and AMOS, were employed for the analysis. SPSS is a software package providing a wide range of techniques and inferential statistical analysis tools for data analysis. Additionally, AMOS is structural equation modeling software that offers advanced modeling and analysis capabilities, including covariance structure analysis. Through the use of covariance structure analysis and the selected software tools, the relationships among latent variables and their impact on research outcomes were comprehensively examined. This approach rigorously tested research hypotheses and provided valuable insights into the complex causal relationships among latent variables.

3.3. Hypotheses

3.1. The Relationship between Shared Leadership and Organizational Commitment among Startup Members

Shared leadership within startups, and its subsequent impact within the organization, is a focal point for investigation. The theoretical perspectives regarding the influence of shared leadership within organizations can be explained as follows. First, shared leadership entails role delegation and participation among members, providing opportunities for enhanced involvement and focus on organizational goals. Second, shared leadership fosters a sense of belonging and attachment through autonomy and participation among members. This strengthens loyalty and motivation towards the organization. Furthermore, shared leadership encourages responsibility-sharing and cohesion within the organization. By sharing individual accountability for the organization's success, cohesion is reinforced, promoting collaboration and consistent goal achievement. Lastly, shared leadership enhances creativity, innovation, and flexibility within the organization. By promoting openness to new ideas and change, startups can adapt and thrive in rapidly changing markets. From this perspective, shared leadership plays a vital role in strengthening relationships among members, aligning organizational and individual goals, and fostering innovation and growth.

Based on the above theories, hypotheses are proposed to understand the relationship between leadership within the organization and member commitment. The purpose of this study is to deepen the understanding of how various aspects of leadership within startups influence member commitment. These hypotheses aim to examine how different leadership facets (planning and organizing, problem-solving, support and empathy, development and mentoring) relate to internal cohesion within the organization. It is anticipated that leadership within the organization positively influences positive emotional relationships among members, sustained commitment and perceived benefits to the organization, and adherence to shared norms and values.

Conducting such research within the context of startups is essential due to their unique environment and the impact of leadership interactions on organizational performance and development. Therefore, this study seeks to provide insights into the interaction between leadership and commitment within startups, aiming to understand core elements within the organization. Ultimately, the goal is to facilitate a comprehensive

understanding of the relationship between leadership and member dynamics within the organization. To this end, the following hypotheses are proposed:

Hypothesis 1-1: Planning and organizing will have a positive effect on emotional commitment.
Hypothesis 1-2: Problem-solving will have a positive effect on emotional commitment.
Hypothesis 1-3: Support and empathy will have a positive effect on emotional commitment.
Hypothesis 1-4: Development and mentoring will have a positive effect on emotional commitment.

Hypothesis 2-1: Planning and organizing will have a positive effect on continuance commitment.
Hypothesis 2-2: Problem-solving will have a positive effect on continuance commitment.
Hypothesis 2-3: Support and empathy will have a positive effect on continuance commitment.
Hypothesis 2-4: Development and mentoring will have a positive effect on continuance commitment.

Hypothesis 3-1: Planning and organizing will have a positive effect on normative commitment.
Hypothesis 3-2: Problem-solving will have a positive effect on normative commitment.
Hypothesis 3-3: Support and empathy will have a positive (+) effect on normative commitment.
Hypothesis 3-4: Development and mentoring will have a positive effect on normative commitment.

3.2. The Relationship between Organizational Commitment and Career Development

Organizational commitment refers to the emotional attachment and sense of belonging that members have towards the organization, encouraging active participation based on shared goals and values [29]. Particularly in environments with high organizational commitment, members tend to associate their individual career goals with the organization's growth, which is expected to enhance job satisfaction and engagement, thus promoting career development within the organization [21]. Furthermore, when members feel a strong commitment to the organization, they equate its success with their own, which can lead to improved job performance, leadership development, and increased opportunities for advancement. Therefore, there is a reinforcing interaction between organizational commitment and career development, which is expected to have a positive impact on the organization's overall productivity and performance.

To elucidate the relationship between organizational commitment and career development within the organization, this study intends to explore the impact of organizational commitment on members' career advancement and growth from an academic perspective [18]. It is anticipated that the three types of commitment – affective, continuance, and normative commitment – will positively influence three aspects of career development: enhancement of career goals, development of professional skills, and speed of promotion [22]. Firstly, affective commitment reflects positive emotions, trust, and emotional connections among organizational members. Secondly, continuance commitment signifies sustained engagement, long-term membership, and recognition of benefits within the organization. Lastly, normative commitment indicates shared understanding and compliance with the organization's values, goals, and rules, including shared values and behaviors among members.

These theoretical backgrounds reflect the notion that organizational commitment positively influences members' career development and growth. Through empirical research, this study aims to substantiate the relevance of organizational commitment to achieving career goals, enhancing professional skills, and accelerating promotion within the organization. Ultimately, based on the derived results, policy recommendations will be provided on how strong organizational commitment among members can contribute to their career development and growth within the organization.

Hypothesis 4-1: Emotional commitment positively influences enhancement of career goals.
Hypothesis 4-2: Continuance commitment positively influences enhancement of career goals.
Hypothesis 4-3: Normative commitment positively influences enhancement of career goals.

Hypothesis 5-1: Emotional commitment positively influences development of professional skills.

Hypothesis 5-2: Continuance commitment positively influences development of professional skills.
Hypothesis 5-3: Normative commitment positively influences development of professional skills.

Hypothesis 6-1: Emotional commitment positively influences speed of promotion.
Hypothesis 6-2: Continuance commitment positively influences speed of promotion.
Hypothesis 6-3: Normative commitment positively influences speed of promotion.

4. The Result of Analysis

4.1. The Characteristics of Samples

The demographic characteristics of the sample used in this study are as follows. Firstly, in terms of gender, there were 107 males (54.9%) and 88 females (45.1%). Additionally, in terms of age, there were 25 individuals in their 20s (12.8%), 66 individuals in their 30s (33.8%), 67 individuals in their 40s (34.4%), 29 individuals in their 50s (14.9%), and 8 individuals aged 60 and above (4.1%). Furthermore, in terms of education, there were 23 high school graduates (11.8%), 140 university graduates (71.8%), and 32 individuals with a master's degree or higher (16.4%). Regarding the size of startups, there were 31 individuals (15.9%) employed in businesses with fewer than 5 employees, 37 individuals (19.0%) in businesses with 5 to less than 10 employees, 46 individuals (23.6%) in businesses with 10 to less than 30 employees, 25 individuals (12.8%) in businesses with 30 to less than 50 employees, and 56 individuals (28.7%) in businesses with 50 or more employees. Lastly, in terms of location, there were 93 individuals in Seoul (47.7%), 61 individuals in Gyeonggi/Incheon (31.3%), and 41 individuals in other regions (21.0%).

4.2. Reliability and Validity of the Measurement Items

The validity of the measurement model was validated using the final collected data (n=195). The validation of the measurement model typically includes reliability testing and validity testing, which are widely used in social science research. Among these, validity testing involves assessing the convergent validity and discriminant validity of the measurement items. Reliability was assessed using Cronbach's α coefficient, which is commonly utilized in social science research [11], with a threshold of 0.7 or higher considered acceptable. Confirmatory factor analysis results from AMOS were utilized for assessing convergent validity, with factor loading values typically considered significant if they exceed ±0.4 [14].

Discriminant validity assesses the degree to which similar concepts are clearly distinguished. For this purpose, the average variance extracted (AVE) proposed by Fornell and Larcker [7], along with Pearson correlation analysis, was employed. Discriminant validity is confirmed when the square root of AVE for each construct exceeds the correlation coefficient between that construct and other constructs [16].

Table 2 presents the results of reliability and validity testing for the variables used in this study. There were no items undermining reliability, and the Cronbach's α values ranged from 0.795 to 0.925, exceeding the recommended threshold of 0.7, indicating the reliability of the measurement items [11]. Furthermore, the factor loading values for assessing validity exceeded the criteria suggested by previous studies, indicating no issues with the validity of the measurement items. Lastly, discriminant validity assessed using the average variance extracted showed no problems, confirming its establishment [14]. These results statistically confirm the internal consistency and validity of the survey items. Table 2 displays the results of reliability and validity testing for the measurement model. Additionally, as seen in Table 3, the square root of the extracted variance values displayed on the diagonal exceeded the correlation coefficients of each factor, confirming the discriminant validity among the constructs.

Table 2. Reliability and validity of measurement items

Variables Measurement	Items	Factor Loadings	Measurement Errors	Cronbach's α	C.R	AVE
Planning and organization	PLAN1	0.759	0.256	0.795	0.86	0.672
	PLAN2	0.792	0.211			
	PLAN3	0.727	0.378			
problem-solving	PROB1	0.781	0.171	0.832	0.898	0.746
	PROB2	0.801	0.208			
	PROB3	0.807	0.269			
support and empathy	SUPP1	0.867	0.265	0.909	0.895	0.739
	SUPP2	0.883	0.274			
	SUPP3	0.881	0.274			
development and mentoring	DEVE1	0.863	0.213	0.898	0.906	0.762
	DEVE2	0.872	0.239			
	DEVE3	0.859	0.249			
Emotional commitment	EMOT1	0.740	0.192	0.847	0.912	0.721
	EMOT2	0.773	0.221			
	EMOT3	0.749	0.316			
	EMOT4	0.806	0.182			
Continuance commitment	CONT1	0.822	0.253	0.908	0.911	0.719
	CONT2	0.870	0.232			
	CONT3	0.875	0.261			
	CONT4	0.813	0.372			
Normative commitment	NORM1	0.867	0.255	0.925	0.919	0.74
	NORM2	0.860	0.262			
	NORM3	0.886	0.241			
	NORM4	0.868	0.307			
Advancement in Career Goals	CAGO1	0.843	0.253	0.883	0.909	0.714
	CAGO2	0.771	0.312			
	CAGO3	0.791	0.248			
	CAGO4	0.835	0.241			
Development of Professional Capabilities	PRCA1	0.863	0.153	0.888	0.928	0.764
	PRCA2	0.830	0.159			
	PRCA3	0.81	0.304			
	PRCA4	0.781	0.22			
Speed of Promotion	SPPR1	0.899	0.175	0.925	0.927	0.761
	SPPR2	0.889	0.192			
	SPPR3	0.854	0.29			
	SPPR4	0.840	0.295			

Table 3. Correlations among constructs

Factors	Correlations									
	1	2	3	4	5	6	7	8	9	10
Planning and organization	**0.820**									
problem-solving	.697**	**0.864**								
support and empathy	.476**	.654**	**0.860**							

development and mentoring	.467**	.662**	.836**	**0.873**						
Emotional commitment	.665**	.743**	.640**	.673**	**0.849**					
Continuance commitment	.633**	.674**	.638**	.579**	.614**	**0.848**				
Normative commitment	.514**	.595**	.669**	.648**	.535**	.575**	**0.860**			
Advancement in Career Goals	.597**	.691**	.607**	.577**	.681**	.719**	.559**	**0.845**		
Development of Professional Capabilities	.726**	.792**	.679**	.694**	.715**	.699**	.649**	.694**	**0.874**	
Speed of Promotion	.384**	.504**	.503**	.507**	.511**	.537**	.515**	.597**	.511**	**0.872**
Average	3.990	3.988	3.549	3.708	4.081	3.745	3.435	4.073	3.927	3.813
Std. Err.	0.684	0.670	1.001	0.880	0.617	0.881	0.950	0.759	0.694	0.895

** p<0.01 number at the diagonal line is average variance extracted (AVE).

4.3. The Fit Test of Measurement Model

After validating the reliability and validity of the measurement model, the fit of the collected data to the research model was assessed using AMOS. Fit assessment was based on commonly used criteria in previous studies, including a Goodness-of-Fit Index (GFI) of 0.9 or higher, a Normed Fit Index (NFI) of 0.9 or higher, a Root Mean Square Error of Approximation (RMSEA) of 0.05 or lower, and a Comparative Fit Index (CFI) of 0.9 or higher, with a p-value (>=0.05).

The fit assessment of the measurement model yielded the following results: χ^2=836.245 (df=549), p=0.000, CMIN/DF=1.523, GFI=0.817, NFI=0.871, CFI=0.951, RMSEA=0.052, AGFI=0.778, TLI=0.944, and IFI (Delta2)=0.951. Most indices exceeded the recommended thresholds, indicating no issues with the model fit. This suggests that the collected data fits well with the research model [11].

4.4. Research Hypothesis Verification Results

After validating the validity of the measurement model with a total of 195 datasets, a structural equation modeling (SEM) analysis was conducted to verify the effects of the variables proposed in the research model. Through structural equation modeling analysis, two crucial results were obtained. The first result pertains to the adequacy of the structural model. Upon examining the fit indices for the research model, it was found that χ^2 = 889.906 (df=567), p=0.000, CMIN/DF=1.569, RMSEA=0.054, NFI=0.862, CFI=0.945, GFI=0.805, AGFI=0.771, TLI=0.939, and IFI(Delta2)=0.945. These indices, focused on CFI, TLI, and RMSEA as suggested by Hong [11] as model fit indices, indicate that the fit of the research model is generally satisfactory.

The results of hypothesis testing are as follows. First, among the shared leadership in startups, planning and organization in organizational commitment showed a β of 0.172, indicating no significant influence on emotional commitment, thus rejecting hypothesis 1-1. Additionally, problem-solving showed a β of 0.523 on emotional commitment, indicating a positive influence, supporting hypothesis 1-2. Furthermore, support and empathy showed a β of -0.12 on emotional commitment, indicating no significant influence, thus rejecting hypothesis 1-3. Finally, development and mentoring showed a β of 0.256 on emotional commitment, indicating a positive influence, supporting hypothesis 1-4.

Second, among the shared leadership in startups, planning and organization in organizational commitment showed a β of 0.46 on continuance commitment, indicating a positive influence, supporting hypothesis 2-1. But, problem-solving showed a β of 0.314 on continuance commitment, indicating no significant influence, thus rejecting hypothesis 2-2. Furthermore, support and empathy showed a β of 0.314 on continuance commitment, indicating a positive influence, supporting hypothesis 2-3. However, development and mentoring showed a β of -0.326 on continuance commitment, indicating no significant influence, thus rejecting hypothesis 2-4.

Third, among the shared leadership in startups, planning and organization in organizational commitment showed a β of 0.483 on normative commitment, indicating a positive influence, supporting hypothesis 3-1. Additionally, problem-solving showed a β of -0.151 on normative commitment, indicating no significant influence, thus rejecting hypothesis 3-2. Furthermore, support and empathy showed a β of 0.534 on normative commitment, indicating a positive influence, supporting hypothesis 3-3. However, development and mentoring showed a β of 0.095 on normative commitment, indicating no significant influence, thus rejecting hypothesis 3-4.

Fourth, among organizational commitment, emotional commitment showed a β of 0.734 on advancement in career goals, indicating a positive influence, supporting hypothesis 4-1. Additionally, continuance commitment showed a β of 0.501 on advancement in career goals, indicating a positive influence, supporting hypothesis 4-2. However, normative commitment showed a β of 0.047 on advancement in career goals, indicating no significant influence, thus rejecting hypothesis 4-3.

Fifth, among organizational commitment, emotional commitment showed a β of 0.857 on development of professional capabilities, indicating a positive influence, supporting hypothesis 5-1. Additionally, continuance commitment showed a β of 0.22 on development of professional capabilities, indicating a positive influence, supporting hypothesis 5-2. Furthermore, normative commitment showed a β of 0.139 on development of professional capabilities, indicating a positive influence, supporting hypothesis 5-3.

Finally, among organizational commitment, emotional commitment showed a β of 0.433 on speed of promotion, indicating a positive influence, supporting hypothesis 6-1. Additionally, continuance commitment showed a β of 0.316 on speed of promotion, indicating a positive influence, supporting hypothesis 6-2. Furthermore, normative commitment showed a β of 0.228 on speed of promotion, indicating a positive influence, supporting hypothesis 6-3.

Table 4. Result of research model

Path			Estimate	S.E.	C.R.	P	Results
Planning and organization	->	Emotional commitment	0.172	0.115	1.498	0.134	Reject
Problem-solving	->	Emotional commitment	0.523***	0.181	2.892	0.004	Support
Support and empathy	->	Emotional commitment	-0.12	0.096	-1.248	0.212	Reject
Development and mentoring	->	Emotional commitment	0.256**	0.112	2.275	0.023	Support
Planning and organization	->	Continuance commitment	0.46**	0.208	2.21	0.027	Support
Problem-solving	->	Continuance commitment	0.314	0.306	1.026	0.305	Reject
Support and empathy	->	Continuance commitment	0.539***	0.178	3.028	0.002	Support
Development and mentoring	->	Continuance commitment	-0.326	0.212	-1.54	0.124	Reject
Planning and organization	->	Normative commitment	0.483*	0.266	1.815	0.07	Support
Problem-solving	->	Normative commitment	-0.151	0.394	-0.383	0.702	Reject
Support and empathy	->	Normative commitment	0.534**	0.212	2.518	0.012	Support
Development and mentoring	->	Normative commitment	0.095	0.25	0.381	0.704	Reject
Emotional commitment	->	Advancement in Career Goals	0.734***	0.158	4.631	***	Support
Continuance commitment	->	Advancement in Career Goals	0.501***	0.094	5.331	***	Support

Normative commitment	->	Advancement in Career Goals	0.047	0.062	0.757	0.449	Reject
Emotional commitment	->	Development of Professional Capabilities	0.857***	0.129	6.635	***	Support
Continuance commitment	->	Development of Professional Capabilities	0.22***	0.066	3.311	***	Support
Normative commitment	->	Development of Professional Capabilities	0.139***	0.046	2.991	0.003	Support
Emotional commitment	->	Speed of Promotion	0.433**	0.204	2.119	0.034	Support
Continuance commitment	->	Speed of Promotion	0.316**	0.123	2.575	0.01	Support
Normative commitment	->	Speed of Promotion	0.228**	0.087	2.622	0.009	Support

*** p<0.01, ** p<0.05, * p<0.1

5. Conclusion

We aimed to understand shared leadership, organizational commitment, and organizational career development, and to examine various factors that enhance organizational commitment through shared leadership in startups and the processes involved. Specifically, the results of this study will contribute to elucidating the impact of shared leadership in startups on organizational career development through organizational commitment and will inform future policy-making for the development of startups. The results derived from the process of hypothesis adoption and rejection are as follows:

First, among the shared leadership in startups, problem-solving and development and mentoring each showed a positive influence on emotional commitment, reflecting that when members of startups experience personal growth opportunities and have the environment to freely demonstrate their capabilities, they develop stronger attachment and belongingness to the organization. Particularly, problem-solving ability in shared leadership provides members with a sense of job accomplishment when overcoming obstacles and challenges, thereby promoting positive emotional responses toward the organization. Additionally, development and mentoring facilitate the promotion of self-efficacy among members by receiving knowledge and support from more experienced colleagues, contributing to deeper emotional connections with the organization. These results indicate that shared leadership in startups not only directly influences work performance but also positively affects organizational culture and members' emotional experiences.

Second, among the shared leadership in startups, planning and organization and support and empathy each showed a positive influence on continuance commitment. When members clearly understand the goals and directions of the organization and experience how they contribute to the long-term success of the organization, they are more willing to maintain a long-term relationship with the organization. Planning and organization provide stability and predictability to members, enhancing their dedication to the organization. Conversely, support and empathy help members cope with challenges in both work and personal life, enhancing loyalty and attachment to the organization. These findings emphasize the importance for startups to establish organizational structures that clarify long-term vision and goals while considering members' individual needs and work-life balance, as meaningful workplace experiences within the organization play a crucial role in fostering long-term commitment and attachment among employees.

Third, among the shared leadership in startups, planning and organization and support and empathy each showed a positive influence on normative commitment. This reflects that when members clearly understand goals and expectations and internalize the norms and values of the organization, normative commitment is strengthened. Planning and organization contribute to setting behavioral norms for members by providing direction for the organization, while support and empathy reinforce the belief that individual success is linked to organizational success. These results suggest that when organizations support and assist members' activities, members are more likely to comply with organizational norms and policies. Furthermore, sharing core values

and identity among members fosters closer connections to the organization, leading members to act towards achieving the organization's long-term goals. Normative commitment creates a consistent culture within the organization, fosters pride, and encourages participation among members, providing a crucial foundation for stable organizational growth.

Fourth, emotional commitment and continuance commitment among members' organizational commitment each showed a positive influence on advancement in career goals. This indicates that members who have strong emotional connections to the organization and desire to maintain a long-term relationship with the organization tend to actively pursue their individual career goals. Members with high emotional commitment experience high job satisfaction and absorb organizational culture positively, providing them with a clear vision and motivation for career development. This cohesion encourages members to plan for the organization's future and set long-term goals, positively influencing individual career development strategies. These research findings support the notion that organizations should foster emotional and continuance commitment to promote members' career goal setting and achievement, laying a solid foundation for both organizational and individual career development opportunities.

Fifth, emotional commitment, continuance commitment, and normative commitment among members' organizational commitment each showed a positive influence on development of professional capabilities. When members are emotionally connected to the organization, contribute long-term, and adhere to shared norms and values, they invest more effort and resources in enhancing their professional skills and capabilities. Emotional commitment fosters members' positive attitudes toward their work, recognizing that individual growth is associated with organizational success. Continuance commitment motivates members to strive for long-term career plans and improve their professionalism. Normative commitment motivates members to comply with organizational expectations and standards, emphasizing the importance of self-development. Organizational commitment in startups supports members' active efforts in professional development.

Finally, emotional commitment, continuance commitment, and normative commitment among members' organizational commitment each showed a positive influence on speed of promotion. When members feel deeply attached to the organization, demonstrate long-term dedication, and adhere to shared norms and values, this contributes to achieving rapid promotion within the organization. Members with high emotional commitment exhibit passionate dedication to their work, leading to high performance and loyalty to the organization. Members with continuance commitment strive for long-term careers within the organization, which helps them acquire essential experiences and skills for promotion. Normative commitment motivates members to meet organizational expectations and standards, leading to recognition by management and promotion. Therefore, the results of this study support the idea that members with high organizational commitment tend to achieve faster promotion rates.

This study was conducted to elucidate the impact of shared leadership in startups on organizational commitment among members and their organizational career growth, and it is necessary to interpret the results of this study with some limitations in mind. Firstly, there are limitations in the complexity of measurement criteria and methodologies used to evaluate the relationship between organizational commitment and organizational career development. Secondly, since the study was conducted through a survey, it cannot exclude the possibility of distortion due to subjective opinions, personal biases, memory errors, and prejudices of respondents. Nonetheless, by excluding surveys with errors based on survey quality control, the results are derived to a certain extent. Lastly, as this study focused on startups, additional research on various factors related to career growth and organizational commitment in different industries, organizational cultures, online circumstances [38], and on a national scale is needed to fully understand the characteristics of startups. Considering these limitations, caution is required when interpreting or generalizing the results of this study.

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