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AN OVERVIEW OF COLLABORATIVE LEADERSHIP: A PRELIMINARY STUDY IN THE MANUFACTURING INDUSTRY

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Abstract

The manufacturing industry faces increasing operational complexity due to digital transformation and heightened demands for innovation and coordination. Recent studies indicate that collaborative leadership offers a viable alternative to traditional hierarchical leadership by emphasizing shared responsibility and collective decision-making (Wu et al., 2021). This preliminary study aims to examine the concept and relevance of collaborative leadership in the manufacturing industry through a qualitative review of recent literature published between 2020 and 2025. Using a thematic literature review approach, this study identifies key leadership mechanisms and organizational outcomes associated with collaborative leadership practices. The findings suggest that collaborative leadership is associated with improved team performance, innovation capability, organizational agility, and supply chain collaboration within manufacturing contexts (Shan et al., 2023). However, its effectiveness is contingent upon organizational culture, leadership readiness, and role clarity. This study provides foundational insights and highlights directions for future empirical research in manufacturing organizations.

Keywords: Leadership, Collaborative Leadership, Manufacturing Industry.

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I. INTRODUCTION

The manufacturing industry is currently operating under conditions of rapid technological change driven by automation, digitalization, and the adoption of Industry

4.0 technologies, which fundamentally alter production systems and organizational processes (Nurlaela et al., 2025). In addition to technological disruption, manufacturing firms face intense global competition that requires continuous improvement in cost efficiency, quality, and responsiveness to customer demands (Shan et al., 2023). These challenges are further compounded by increasing uncertainty in supply chains, including disruptions caused by geopolitical tensions, market volatility, and resource scarcity (Amelia, 2024). As a result, manufacturing organizations are required to balance operational efficiency with flexibility and innovation to maintain competitiveness in dynamic environments (Jum'a et al., 2025).

Leadership plays a critical role in enabling manufacturing firms to navigate these challenges by shaping coordination mechanisms, decision-making processes, and employee engagement (Simanungkalit, 2025). Effective leadership is particularly important in manufacturing settings where tasks are highly interdependent and require synchronization across multiple functional units, such as production, quality control, logistics, and engineering (Putri & Herachwati, 2025). Leadership approaches that fail to support collaboration may hinder information flow and slow organizational responses to operational disruptions (Cristofaro, 2023).

Traditional hierarchical leadership models emphasize centralized authority, formal control, and standardized procedures, which have historically been effective in stable and routine manufacturing environments (Schummer, 2024). However, recent studies suggest that such leadership models may limit adaptability and learning when manufacturing systems become complex and knowledge-intensive (Cristofaro, 2023). Centralized decision-making can reduce the speed at which frontline employees respond to production issues and process inefficiencies (Wu et al., 2021). Moreover, rigid hierarchical structures may discourage employee participation and inhibit the exchange of tacit knowledge that is critical for continuous improvement initiatives (Sun, 2023).

As manufacturing processes increasingly rely on cross-functional coordination and real-time problem-solving, organizations require leadership approaches that facilitate collaboration across roles and departments (Shan et al., 2023). Knowledge sharing between functional units has been identified as a key driver of innovation capability and operational performance in manufacturing firms (Jum'a et al., 2025). Leadership practices that encourage dialogue and shared responsibility are therefore essential to integrate diverse expertise and align organizational efforts toward common goals (Rosen, 2024).

In response to these evolving demands, collaborative leadership has gained attention as an approach that distributes leadership influence among organizational

members rather than concentrating authority in a single formal leader (Martin et al., 2024). Collaborative leadership emphasizes collective problem-solving, mutual accountability, and joint decision-making, allowing leadership to emerge based on expertise and situational needs (Wu et al., 2021). This approach is particularly relevant in manufacturing environments where technical knowledge and operational insights are dispersed across different organizational levels (Jutzi, 2025).

Empirical research indicates that collaborative leadership can enhance team performance by fostering shared ownership of tasks and outcomes (Carson et al., 2024). In addition, collaborative leadership has been associated with higher levels of employee engagement and willingness to contribute improvement ideas in production settings (Imam et al., 2025). By promoting inclusiveness and psychological safety, collaborative leadership creates conditions that support experimentation and innovation within manufacturing teams (Sun, 2023).

Despite its potential benefits, the application of collaborative leadership in manufacturing contexts remains underexplored in the existing literature (Putri & Herachwati, 2025). Many studies on collaborative or shared leadership focus on service industries, education, or public sector organizations, with limited attention to manufacturing-specific dynamics such as production routines, safety requirements, and supply chain integration (Jutzi, 2025). Furthermore, some studies highlight that collaborative leadership may introduce challenges related to role ambiguity and increased job demands if not supported by clear structures and organizational culture (Karppi et al., 2025).

II. LITERATURE REVIEW

2.1. Concept of Collaborative Leadership

Collaborative leadership refers to a leadership approach that emphasizes cooperation, shared responsibility, and mutual influence among organizational members (Rosen, 2024). In this perspective, leadership is not confined to formal positions but emerges through interactions, relationships, and shared practices among individuals within an organization. This view shifts leadership from an individual-centered phenomenon to a collective process that is shaped by social dynamics and organizational context (Martin et al., 2024).

Recent literature highlights that collaborative leadership is particularly relevant in environments characterized by complexity and interdependence, where no single individual possesses all the knowledge required to address organizational challenges (Jutzi, 2025). By enabling multiple actors to contribute to leadership processes,

collaborative leadership facilitates collective sense-making and joint problem-solving, which are critical in dynamic organizational settings.

The concept of collaborative leadership is closely related to shared leadership, which involves the distribution of leadership roles and influence among team members based on expertise, experience, and task requirements (Wu et al., 2021). Empirical studies on shared leadership demonstrate that leadership influence can shift among team members depending on situational demands, allowing teams to leverage diverse competencies more effectively (Carson et al., 2024).

In addition, collaborative leadership aligns with the concept of distributed leadership, which conceptualizes leadership as an organizational capability embedded in social and structural relationships rather than individual authority (Jutzi, 2025). Distributed leadership emphasizes the role of organizational structures, routines, and communication patterns in shaping leadership practices, highlighting that effective leadership emerges from coordinated interactions across different levels of the organization (Schummer, 2024).

Overall, the literature suggests that collaborative leadership represents an evolution of leadership theory that responds to contemporary organizational challenges by promoting inclusiveness, adaptability, and collective accountability (Rosen, 2024).

2.2. Collaborative Leadership in Manufacturing Organizations

Manufacturing organizations increasingly depend on teamwork and interdepartmental coordination to manage complex production processes and ensure operational efficiency (Nurlaela et al., 2025). The integration of advanced manufacturing technologies and data-driven systems has intensified the need for collaboration among production, quality control, logistics, and engineering units (Shan et al., 2023). In such contexts, leadership approaches that facilitate coordination and shared decision-making are essential.

Research indicates that collaborative leadership supports cross-functional integration by improving communication and alignment between different functional units within manufacturing firms (Shan et al., 2023). Through collaborative leadership practices, decision-making authority can be delegated closer to operational levels, enabling faster responses to production issues and process deviations (Wu et al., 2021). This is particularly important in manufacturing environments where delays in decision-making can lead to quality defects or production downtime.

Collaborative leadership has also been shown to enhance knowledge sharing within manufacturing organizations. Leadership practices that encourage openness and participation create conditions in which employees are more willing to share

operational insights and tacit knowledge (Sun, 2023). Such knowledge exchange supports continuous improvement initiatives and strengthens organizational learning capabilities (Imam et al., 2025).

Beyond internal operations, collaborative leadership plays a strategic role in manufacturing supply chains. Studies indicate that leadership practices emphasizing collaboration and transparency strengthen trust-based relationships among supply chain partners (Jum'a et al., 2025). By facilitating joint planning and information sharing, collaborative leadership enables manufacturers to engage in co-innovation with suppliers and respond more effectively to supply chain disruptions (Amelia, 2024).

These findings suggest that collaborative leadership is not limited to internal team dynamics but extends to inter-organizational relationships that are critical for manufacturing competitiveness (Putri & Herachwati, 2025).

2.3. Outcomes and Challenges of Collaborative Leadership

Empirical studies consistently demonstrate that collaborative leadership positively influences team performance by fostering collective accountability, shared responsibility, and coordinated action (Carson et al., 2024). Teams operating under collaborative leadership structures tend to exhibit higher levels of cohesion and effectiveness, as members feel jointly responsible for achieving performance targets (Wu et al., 2021).

Collaborative leadership has also been linked to increased employee engagement and commitment. When employees are involved in decision-making processes and perceive their contributions as valued, they are more likely to demonstrate proactive behavior and commitment to organizational goals (Imam et al., 2025). This is particularly relevant in manufacturing settings, where frontline employees possess critical knowledge about production processes and quality issues (Sun, 2023).

In terms of innovation outcomes, collaborative leadership encourages idea generation and experimentation by creating a psychologically safe environment (Sun, 2023). Studies suggest that inclusive leadership practices enable employees to propose improvements to products and processes without fear of negative consequences, thereby enhancing innovation capability within manufacturing organizations (Shan et al., 2023).

However, the literature also highlights several challenges associated with collaborative leadership. Without clear role definitions and coordination mechanisms, collaborative leadership may increase role ambiguity and job demands, leading to employee stress and reduced efficiency (Karppi et al., 2025). Shared decision-making

processes may also slow down actions if consensus is difficult to achieve, particularly in time-sensitive manufacturing operations (Schummer, 2024).

Furthermore, the effectiveness of collaborative leadership is highly dependent on organizational culture and leadership competence. Organizations with low levels of trust or rigid hierarchical norms may experience resistance to collaborative practices (Simanungkalit, 2025). Therefore, several studies emphasize the importance of combining collaborative leadership with clear structures, supportive culture, and formal leadership guidance to maximize its benefits (Martin et al., 2024).

2.4. Research Gap and Framework Development

Although existing studies have extensively discussed collaborative leadership and its relationship with team and organizational outcomes, several gaps remain in the context of manufacturing organizations. Many leadership studies focus on service-oriented or knowledge-based industries, while manufacturing contexts receive comparatively less empirical attention (Putri & Herachwati, 2025). This limitation is significant given the unique characteristics of manufacturing work, such as standardized processes, safety-critical operations, and strong interdependence among functional units (Nurlaela et al., 2025).

Previous research often examines collaborative leadership as a direct predictor of performance or innovation outcomes without sufficiently explaining the underlying mechanisms through which leadership influences organizational effectiveness (Carson et al., 2024). Scholars have suggested that leadership effects are frequently mediated by organizational processes such as coordination, knowledge sharing, and employee engagement, particularly in complex operational settings (Wu et al., 2021). However, these mediating processes are rarely integrated into a unified conceptual model within manufacturing research (Shan et al., 2023).

In addition, while collaborative leadership is generally associated with positive outcomes, several studies highlight contextual challenges that may constrain its effectiveness. Issues such as role ambiguity, unclear authority, and increased job demands have been identified as potential risks when collaborative leadership is implemented without adequate structural support (Karppi et al., 2025). This indicates the need to consider organizational context when conceptualizing collaborative leadership in manufacturing environments (Martin et al., 2024).

Based on these gaps, the present study develops a conceptual framework that positions collaborative leadership as a central leadership approach influencing manufacturing performance through key organizational processes. Cross-functional coordination, knowledge sharing, and employee engagement are proposed as core

mechanisms that link collaborative leadership to team performance and innovation outcomes (Sun, 2023). Furthermore, organizational structure and role clarity are incorporated as contextual conditions that shape the effectiveness of collaborative leadership practices (Jutzi, 2025).

By synthesizing findings from recent studies, this framework provides a structured overview of how collaborative leadership operates in manufacturing organizations. As a preliminary study, this research does not aim to test causal relationships but to offer an integrative perspective that can guide future empirical investigations and leadership development initiatives in the manufacturing industry (Rosen, 2024).

To synthesize key findings from previous studies, Table 1 presents a summary of selected literature on collaborative leadership in manufacturing organizations, highlighting research contexts, methodologies, and their relevance to the present study.

Table 2. Literature Review

No	Author(s) & Year	Research Context	Method	Key Findings	Relevance to This Study
1	Wu et al. (2021)	Manufacturing teams	Quantitative survey	Shared leadership improves team performance through collective decision-making and expertise-based influence	Supports collaborative leadership as a performance-enhancing approach
2	Cristofaro (2023)	Industrial organizations	Conceptual analysis	Traditional hierarchical leadership limits adaptability in complex systems	Justifies the need for collaborative leadership in manufacturing
3	Shan et al.	Manufactu	Mixed-	Collaborative	Aligns

	(2023)	ring firms	methods	leadership strengthens cross-functional coordination and operational integration	with coordination mechanism in conceptual framework
4	Sun (2023)	Production teams	Qualitative study	Inclusive leadership encourages knowledge sharing and psychological safety	Supports knowledge sharing as a mediating variable
5	Carson et al. (2024)	Team-based organizations	Meta-analysis	Collective leadership enhances accountability and team effectiveness	Reinforces collaborative leadership outcomes
6	Rosen (2024)	Organizational leadership	Theoretical review	Leadership is a collective process emerging through interaction	Provides core conceptual foundation
7	Martin et al. (2024)	Organizational settings	Literature review	Collaborative leadership effectiveness depends on structure and role clarity	Supports contextual factors in framework
8	Jutzi (2025)	Distributed organizations	Conceptual study	Leadership embedded in social and	Aligns with distributed

				structural relationships	leadership perspective
9	Nurlaela et al. (2025)	Manufacturing industry (Indonesia)	Empirical study	Manufacturing complexity requires flexible and participative leadership	Strengthens manufacturing-specific relevance
10	Imam et al. (2025)	Industrial workgroups	Quantitative study	Knowledge sharing mediates leadership and innovation outcomes	Supports mediation logic in framework
11	Karppi et al. (2025)	Industrial organizations	Qualitative study	Collaborative leadership may increase role ambiguity without clear structure	Identifies risks and implementation challenges
12	Putri & Herachwati (2025)	Manufacturing organizations	Literature review	Collaborative leadership in manufacturing remains underexplored	Confirms research gap and novelty

The table demonstrates that collaborative leadership is consistently associated with coordination, knowledge sharing, and performance outcomes, while also revealing contextual challenges that justify the development of the proposed conceptual framework.

2.5. Conceptual Framework and Hypothesis

From the background of the problem, previous research and theories related to research can be described the frame of thought of this research in below Picture:

Figure 1. Conceptual Framework

This study adopts a conceptual framework that positions collaborative leadership as a central leadership approach influencing key organizational outcomes within manufacturing organizations. The framework is developed based on recent leadership and manufacturing management literature, which emphasizes the importance of collective leadership practices in complex and interdependent work environments (Rosen, 2024).

Collaborative leadership is conceptualized as a leadership process characterized by shared responsibility, mutual influence, and distributed decision-making among organizational members (Wu et al., 2021). Rather than relying on hierarchical authority, leadership influence emerges through interaction and collaboration across functional roles and organizational levels (Jutzi, 2025). In manufacturing contexts, this approach is particularly relevant due to the high level of task interdependence and the need for coordination among production, quality, engineering, and supply chain units (Shan et al., 2023).

Within the proposed framework, collaborative leadership is expected to enhance cross-functional coordination by facilitating open communication and joint problem-solving across departments (Shan et al., 2023). Improved coordination supports the alignment of operational goals and reduces information silos, which are common challenges in manufacturing organizations (Nurlaela et al., 2025).

Furthermore, collaborative leadership is theorized to promote knowledge sharing among employees and teams. Leadership practices that emphasize inclusiveness and participation create an environment where employees feel encouraged to share operational insights and tacit knowledge related to production processes (Sun, 2023). Knowledge sharing, in turn, strengthens organizational learning and supports continuous improvement initiatives in manufacturing firms (Imam et al., 2025).

The framework also proposes that collaborative leadership positively influences employee engagement, as employees who are involved in leadership processes tend to demonstrate higher commitment and ownership of organizational goals (Carson et al., 2024). Increased engagement is critical in manufacturing environments, where frontline employee involvement directly affects productivity, quality, and safety outcomes (Wu et al., 2021).

As a result of enhanced coordination, knowledge sharing, and employee engagement, collaborative leadership is expected to improve team performance and innovation capability within manufacturing organizations. Empirical studies suggest that collective leadership practices foster shared accountability and creativity, leading to better problem-solving and innovation outcomes (Sun, 2023).

However, the framework also acknowledges potential moderating conditions, particularly the role of organizational structure and role clarity. Prior research indicates that the effectiveness of collaborative leadership may be constrained when roles and responsibilities are not clearly defined, potentially leading to role ambiguity and increased job demands (Karppi et al., 2025). Therefore, supportive organizational structures are considered essential to maximize the positive impact of collaborative leadership (Martin et al., 2024).

III. METHODOLOGY

The methodology used in this study is the literature review method, which involves the systematic collection, selection, and analysis of relevant national and international scientific journal articles related to collaborative leadership in the manufacturing industry. This method was chosen to provide a preliminary and comprehensive overview of leadership practices that emphasize collaboration in complex industrial environments.

The literature search process was conducted using academic databases such as Google Scholar, Scopus-indexed journals, and national journal repositories, ensuring access to peer-reviewed and credible sources. Keywords used in the search process included collaborative leadership, shared leadership, distributed leadership,

manufacturing industry, cross-functional coordination, knowledge sharing, and team performance. These keywords were selected to capture both leadership concepts and manufacturing-specific organizational dynamics.

The inclusion criteria focused on journal articles published between 2020 and 2025 to ensure relevance to contemporary manufacturing challenges and leadership developments. Selected articles were required to explicitly discuss collaborative or collective leadership approaches and their implications for organizational processes or performance outcomes, particularly within manufacturing or industrial contexts. Both international and national journal articles were included to provide a balanced and contextualized perspective.

After the literature sources were collected, the selected articles were analyzed using a thematic analysis approach. This process involved identifying recurring themes related to the conceptualization of collaborative leadership, its implementation in manufacturing organizations, its organizational outcomes, and the challenges associated with its application. Key themes such as cross-functional coordination, knowledge sharing, employee engagement, team performance, innovation outcomes, and organizational structure were systematically compared across studies.

Through this analytical process, the study synthesizes existing knowledge to develop an integrated understanding of how collaborative leadership operates within manufacturing organizations. Rather than testing empirical relationships, this methodology aims to provide a structured synthesis of current research findings, highlighting dominant patterns, theoretical implications, and areas requiring further investigation. Consequently, this approach enables the development of a conceptual framework that reflects both the opportunities and limitations of collaborative leadership in contemporary manufacturing environments.

IV. RESULTS AND DISCUSSION

4.1. Collaborative Leadership as a Response to Manufacturing Complexity

The reviewed literature consistently indicates that collaborative leadership emerges as a strategic response to the increasing complexity faced by manufacturing organizations. Studies highlight that rapid technological change and process interdependence require leadership approaches that extend beyond traditional hierarchical control (Nurlaela et al., 2025). Collaborative leadership enables organizations to distribute decision-making authority closer to operational levels, allowing faster and more adaptive responses to production challenges (Wu et al., 2021).

In manufacturing environments, where tasks are tightly coupled across functional units, collaborative leadership facilitates alignment between production,

engineering, and quality management functions (Shan et al., 2023). The findings suggest that leadership practices emphasizing shared responsibility reduce coordination breakdowns that often occur in rigid hierarchical systems (Cristofaro, 2023). This supports the argument presented in the introduction that traditional leadership models may be insufficient in managing complex manufacturing systems.

4.2. Role of Collaborative Leadership in Enhancing Cross-Functional Coordination

A dominant theme across the analyzed studies is the role of collaborative leadership in strengthening cross-functional coordination. Research shows that collaborative leadership promotes open communication channels and joint problem-solving across departmental boundaries (Shan et al., 2023). Manufacturing organizations that adopt collaborative leadership practices tend to experience improved synchronization between operational units, leading to smoother production flows and reduced process inefficiencies (Nurlaela et al., 2025).

The literature also indicates that shared leadership practices allow functional experts to take leadership roles when their expertise is most relevant, thereby improving the quality of operational decisions (Wu et al., 2021). These findings align with the proposed conceptual framework, which positions cross-functional coordination as a key mechanism linking collaborative leadership to manufacturing performance outcomes.

4.3. Knowledge Sharing and Organizational Learning

The results of the literature review reveal that collaborative leadership plays a significant role in fostering knowledge sharing within manufacturing organizations. Leadership practices that encourage participation and inclusiveness create environments in which employees are more willing to share operational knowledge and experiential insights (Sun, 2023). This is particularly important in manufacturing settings, where tacit knowledge related to machinery operation and process optimization is critical for continuous improvement (Imam et al., 2025).

Several studies emphasize that collaborative leadership enhances organizational learning by integrating diverse perspectives from different functional units (Jutzi, 2025). Through collaborative interactions, manufacturing teams are better able to identify root causes of production problems and develop sustainable solutions (Carson et al., 2024). These findings support the conceptual framework's emphasis on knowledge sharing as a mediating process between leadership practices and organizational outcomes.

4.4. Employee Engagement and Collective Accountability

Another key finding from the reviewed literature is the positive relationship between collaborative leadership and employee engagement. Studies report that employees working under collaborative leadership structures demonstrate higher levels of psychological ownership and commitment to team goals (Carson et al., 2024). In manufacturing contexts, this engagement translates into greater willingness to comply with quality standards and safety procedures (Wu et al., 2021).

Collaborative leadership also fosters collective accountability, as responsibilities are shared among team members rather than assigned solely through formal authority (Rosen, 2024). This shared accountability strengthens team cohesion and encourages proactive problem-solving on the production floor (Sun, 2023). These outcomes reinforce the argument that collaborative leadership contributes to both human and operational performance in manufacturing organizations

4.5. Impact on Team Performance and Innovation Outcomes

The literature further demonstrates that collaborative leadership positively influences team performance and innovation outcomes in manufacturing settings. By enabling collective decision-making and idea exchange, collaborative leadership supports incremental innovation related to process improvement and operational efficiency (Shan et al., 2023). Studies suggest that teams operating under collaborative leadership structures are more effective in identifying improvement opportunities and implementing corrective actions (Imam et al., 2025).

In addition, collaborative leadership contributes to innovation capability by creating psychologically safe environments that encourage experimentation (Sun, 2023). Manufacturing firms that adopt inclusive leadership practices are better positioned to adapt production processes and develop innovative solutions in response to market and technological changes (Jutzi, 2025). These findings directly support the outcome pathways proposed in the conceptual framework.

4.6. Challenges and Contextual Conditions

Despite the positive outcomes identified, the literature also highlights several challenges associated with collaborative leadership implementation. One recurring concern is the potential for role ambiguity when leadership responsibilities are shared without clear structural guidance (Karppi et al., 2025). In manufacturing environments, unclear authority lines may slow decision-making during time-sensitive production issues (Schummer, 2024).

Moreover, the effectiveness of collaborative leadership is strongly influenced by organizational context. Studies indicate that rigid hierarchical cultures and low levels of trust may limit the successful adoption of collaborative leadership practices (Simanungkalit, 2025). These findings underscore the importance of organizational structure and role clarity as contextual factors, as reflected in the proposed conceptual framework (Martin et al., 2024).

4.6. Discussion in Relation to the Conceptual Framework

Overall, the results of this literature review support the proposed conceptual framework by demonstrating that collaborative leadership influences manufacturing outcomes through multiple organizational mechanisms. Cross-functional coordination, knowledge sharing, and employee engagement consistently emerge as key processes linking leadership practices to team performance and innovation outcomes (Carson et al., 2024).

The discussion confirms that collaborative leadership is not a universal solution but a context-dependent approach that requires supportive organizational structures and clear role definitions (Karppi et al., 2025). As a preliminary study, these findings provide a conceptual foundation for future empirical research aimed at testing the relationships proposed in the framework within manufacturing organizations (Rosen, 2024).

V. CONCLUSION

This study provides a preliminary overview of collaborative leadership in the manufacturing industry through a systematic review of recent national and international literature. The findings indicate that collaborative leadership represents a relevant leadership approach for manufacturing organizations operating in environments characterized by technological complexity, operational interdependence, and increasing uncertainty. By distributing leadership influence among organizational members, collaborative leadership enables manufacturing firms to respond more adaptively to dynamic production and supply chain challenges (Rosen, 2024).

The synthesis of the reviewed literature demonstrates that collaborative leadership positively influences key organizational processes, including cross-functional coordination, knowledge sharing, and employee engagement. These processes function as critical mechanisms through which collaborative leadership contributes to improved team performance and innovation outcomes in manufacturing settings (Carson et al., 2024). The findings further suggest that inclusive and

participative leadership practices enhance collective accountability and support continuous improvement initiatives on the production floor (Sun, 2023).

However, this study also highlights that the effectiveness of collaborative leadership is contingent upon organizational context. Challenges such as role ambiguity and unclear authority structures may hinder the successful implementation of collaborative leadership, particularly in time-sensitive manufacturing operations (Karppi et al., 2025). Therefore, supportive organizational structures, clear role definitions, and a culture of trust are essential conditions for maximizing the benefits of collaborative leadership (Martin et al., 2024).

As a preliminary study, this research does not seek to establish causal relationships but rather to offer an integrative conceptual framework that synthesizes existing knowledge on collaborative leadership in manufacturing organizations. The proposed framework provides a foundation for future empirical research aimed at testing the identified relationships and examining contextual moderators in greater depth (Jutzi, 2025). From a practical perspective, the findings suggest that manufacturing leaders should consider adopting collaborative leadership practices alongside structural and cultural support mechanisms to enhance organizational performance and innovation capacity.

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