

To what extent does collaborative leadership style impact employee productivity and job satisfaction in a work environment?

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Introduction

Background: Collaboration in the workplace brings people with diverse backgrounds, skills, expertise, and perspectives together to brainstorm ideas, overcome obstacles, and utilize creative problem solving for the betterment of the company. In this day and age, where people can commute from thousands of miles away through the comfort of their houses, collaborating efficiently should not be a challenging task to adhere to. The ability to communicate from just about anywhere in the world brings many new possibilities for companies. So now the question arises that if it is so effortless and unchallenging to communicate in this modern world, why don't companies adapt to a more collaborative leadership style in their businesses? and if they do in fact switch to a more united leadership; what role does the HR management play in accomplishing this? And to what extent can this transition affect the decision-making and workforce in the company's workplace?

Our team believes that it would be valuable to further investigate and examine these questions, as doing so can provide us with insights that will be helpful for our future business pursuits and expand our understanding of how to effectively lead a company to achieve its goals. Therefore this research project withholds a personal connection to each one of our team members in our lives.

The purpose of this research is to explore more on a more suitable leadership style for a company and what changes should be made in the HR department in order to achieve this style of leadership and moreover, this research question aims to understand the relationship between leadership style and HR management practices and to identify any changes that may occur when a more collaborative leadership style is adopted. The purpose of this research is to gain a deeper understanding of how a change in leadership style affects a company's practices and to identify any potential benefits or challenges that may arise from this shift. This research's findings will be valuable to organizations and researchers in leadership and HR management to improve their management and work effectively towards a healthier, productive workspace environment.

Literary Review

Collaborative leadership is a type of leadership that places importance on cooperation, shared decision-making, and communication among all members of an organization. This leadership style involves building relationships and trust with team members and creating a collaborative culture that prioritizes teamwork and shared success. The collaborative leader considers the needs and opinions of their team members and encourages them to participate in decision-making and problem-solving. In this type of leadership, every member of the organization is equally accountable and responsible for the company's actions. A collaborative leader does not blame or target any individual for the company's failures or poor decisions but instead encourages all team members to work together and strive to do better. Companies with strong collaborative leadership often hold meetings to reflect on their mistakes, and attendance is mandatory for all members, regardless of whether they were personally responsible for the mistake.

According to Carter (2006), collaborative leadership enables a leadership behavior that fosters inclusivity in decision-making and ensures all stakeholders are engaged and aligned. This leadership styles provides an avenue for an authentic and open engagement process that gives employees and partners the belief that their ideas, views will be heard and incorporated as compared to a dictatorial or top-down approach in decision making and lastly, It is critical to note that in collaborative leadership the assumption is that teams and groups within the organization collaborate when they set aside their interest and drive shared values and goals through coordinated efforts.

Today's leaders are called to apply collaborative cultures within their organizations by facilitating and creating a cross-cultural organizational engagement in the resolution of challenges and issues.

According to Archer and Cameron (2013), the spirit of collaboration involves the appreciation of shared values, distributed power, and support in the realization of shared goals; this may involve cross-boundary engagement and multi-stakeholder relationships.

According to Bryson and Crosby (2008), the rise of multi-sector collaboration was a result of the collapse of a single sector in addressing public policy problems. Enhanced leadership activities majorly as a result of the spirit of collaboration will drive groups and teams to embrace one another, empowering employees to improve their potential and involving all employees in the delivery of the intended goals.

In summary, the previous studies demonstrate the effectiveness and open-mindedness of a collaborative leadership style in creating a positive and productive work environment for all members of a company. This leadership style values the opinions and voices of every member during the decision-making process while requiring them to prioritize the betterment of the company over their personal interests. The distribution of power and inclusivity in decision-making is not only limited to the internal stakeholders but also extends to the external stakeholders, with relationships playing a key role in the success of a business. Through embracing diverse ideas, the potential of the employees and the organization as a whole can be maximized and as experiences and interactions are shared collectively, each member can learn from each other's mistakes hence decreasing the errors and allowing the company to experience growth at a much quicker rate.

Furthermore, the studies also emphasize the importance of leaders creating a cross-cultural organizational engagement to resolve challenges and issues, which involves multi-stakeholder relationships and distributed power. The rise of multi-sector collaboration is noted as a result of the limitations of a single sector in addressing public policy problems.

Overall, the studies underscore the significance of a collaborative leadership style in promoting teamwork, coordination, and shared responsibility, which can lead to increased employee potential and improved delivery of organizational goals.

Now, nothing is perfect and every leadership style has its own drawbacks and limitations, including the collaborative leadership style. As a process of involving and considering every stakeholder's point of view and interests, it can be time-consuming and lead to a delayed decision being made. Another con of including multiple stakeholders in the decision-making process, it can be challenging to reach a consensus that everyone agrees upon. This could create problems and disagreement among the stakeholders giving rise to stakeholder conflicts. With ambition among every associate, the equality in distribution of power can ignite a risk of a power struggle among the employees creating a lack of trust, collaboration and transparency. Collaborative leaders are also generally over-reliant on others' input which can result in a shortage of clarity and direction. Lastly, Collaborative leadership can make it difficult to hold individuals accountable for their actions or decisions making it tough to determine who is responsible for the success or failure.

Methodology

Apple and Tesla

Tesla and Apple are two companies noted for their innovative and collaborative leadership styles. Collaborative leadership is all about potentiating individuals to collaborate towards a mundane goal. In this approach, they encourage open communication, reverence divergent opinions, and enhearten teamwork.

Tesla's CEO, Elon Musk, is known for his direct, hands-on approach to leadership. He values transparency, feedback, and constant innovation. Musk inspires his team to verbalize up and apportion their opinions, and he is keen to work alongside his engineers and designers to engender incipient products. This approach has led to Tesla's prosperity in engendering cutting-edge electric conveyances and energy products. Tesla's leadership style can be described as a hybrid of democratic and transformational leadership. On the other hand, Apple's leadership style is more fixated on ingenuity and design. Apple's CEO, Tim Cook, values collaboration and teamwork but emboldens his team to think outside the box and take jeopardies. Apple is known for its sleek and utilizer-cordial products, which are the result of a collaborative effort among designers, engineers, and marketers. Tim Cook's leadership approach is centered around the design celebrating process, which accentuates empathy and collaboration. This approach inspires Apple's employees to collaborate to develop products that are utilizer-centered and innovative.

In terms of homogeneous attributes, both Tesla and Apple fixate on innovation and ingenuity, and they inspire their employees to take risks and celebrate outside the box. They value teamwork and collaboration, which leads to a more harmonious and productive work environment. Both companies invest heavily in training and development programs to avail their employees reach their full potential. This approach not only benefits the employees, but supplementally avails the company stay ahead of the curve in terms of innovation and technology. Additionally, both companies agnize the paramountcy of having a diverse workforce that represents divergent perspectives and backgrounds. They encourage a culture of deference and inclusivity, which favors ingenuity and innovation. These differences and homogeneous attributes make these companies better by

engendering a culture of collaboration, veneration, and innovation. By potentiating their employees to collaborate towards a mundane goal, these companies are able to engender products that are authentically groundbreaking and disruptive in their respective industries. The fixate on employee development, diversity and inclusion, and innovation inspires a positive work environment that magnetizes and retains top aptitude, leading to perpetuated prosperity for both Tesla and Apple.

In conclusion, while Tesla and Apple have different leadership styles, they apportion some mundane elements that make their companies prosperous. Their fixate on collaboration, innovation, employee development, and diversity and inclusion engender a positive work environment that inspires employees to collaborate to achieve goals. These factors contribute to their prosperity in engendering cutting-edge products that disrupt their respective industries. Collaborative leadership is essential for companies that want to stay ahead of the curve in today's expeditious-paced and expeditiously transmuting business environment. By potentiating employees to collaborate, bellwethers can tap into the collective ingenuity and innovation of their team, leading to better outcomes and incremented prosperity. Tesla and Apple are excellent examples of how collaborative leadership can give rise to prosperous companies that lead their industries in innovation and magnification.

Mercedes - benz and Kering

Mercedes-Benz has a collaborative leadership style that accentuates teamwork, innovation, and excellence. Their leadership style is a coalescence of transformational and coadjutant leadership, with a fixate on potentiating employees to take ownership of their work and collaborate with their colleagues. Mercedes inspires its employees to collaborate to develop and implement incipient conceptions, and they prioritize transparency and open communication in their leadership approach. They invest heavily in employee development programs, which help their employees reach their full potential. Kering, on the other hand, has a collaborative leadership style that is centered around a shared vision and values. Their leadership style is predicated on transformational leadership, which accentuates inspiring and potentiating employees to achieve their full potential. Kering's bellwethers are committed to fostering a culture of innovation and ingenuity, and they enhearten employees to celebrate outside the box and take peril. Supplementally, Kering's leadership approach prioritizes ethical and sustainable business practices, which are integrated into every aspect of their operations.

One kindred attribute between Mercedes and Kering's leadership styles is their fixate on employee development. Both companies invest heavily in training and development programs to avail their employees reach their full potential. This approach not only benefits the employees, but helps the company stay ahead of the curve in terms of innovation and technology. Supplementally, both companies value teamwork and collaboration, which leads to a more harmonious and productive work environment.

One major distinction between Mercedes and Kering's leadership styles is their approach to ethical and sustainable business practices. While Mercedes has made some strides in this area, Kering has made ethical and sustainable business practices a cornerstone of their leadership approach. Kering's commitment to sustainability has allowed the company to become a bellwether in the luxury fashion industry and has led to incremented customer adhesion and engagement. Another kindred attribute between Mercedes and Kering is their fixate on innovation. Both companies are bellwethers in their respective industries and are perpetually pushing the boundaries of what's possible. They enhearten their employees to take jeopardies, experiment with incipient conceptions, and find innovative solutions to quandaries. This fixate on innovation avails both companies stay ahead of the competition and engenders products that are highly sought after by customers.

A key distinction between the two companies is their approach to leadership. Mercedes-Benz has a more traditional, hierarchical leadership structure, whereas Kering's leadership approach is more decentralized and collaborative. While both approaches have their strengths and impotencies, Kering's more decentralized approach sanctions for more ingeniousness and innovation to flow from all levels of the organization. Another difference is their approach to diversity and inclusion. Mercedes has made some strides in this area, but Kering has made diversity and inclusion a key part of their leadership approach. They prioritize diversity in their hiring practices and work to engender an inclusive workplace culture where all employees feel valued and revered. This approach has availed of Kering magnetizing top aptitude from diverse backgrounds and has contributed to their prosperity as a company.

In conclusion, while Mercedes and Kering have different leadership styles, they apportion some prevalent elements that make their companies prosperous. Their fixate on collaboration, innovation, and employee development engenders a positive work environment that emboldens employees to collaborate to achieve mundane goals. These factors contribute to their prosperity in engendering high-quality products that meet the desires of their customers. Additionally, Kering's fixate on ethical and sustainable business practices has allowed them to become a bellwether in their industry and has contributed to their prosperity. Collaborative

leadership is essential for companies that want to stay ahead of the curve in today's competitive business environment, and Mercedes and Kering are excellent examples of how this leadership style can engender prosperous and sustainable businesses.

All four companies share a fixate on collaboration, innovation, and employee development. They believe in potentiating their employees to collaborate to develop incipient conceptions and products, and invest heavily in employee development programs to avail their teams reach their full potential. Supplementally, these companies prioritize transparency and open communication in their leadership approach, which avails to foster a positive and productive work environment.

One major distinction between these companies is their approach to ethical and sustainable business practices. While Tesla and Kering have made sustainability a key part of their leadership approach, Apple and Mercedes have made some strides in this area, but not to the same extent. Kering has made ethical and sustainable business practices a cornerstone of their leadership approach, which has allowed them to become a bellwether in the luxury fashion industry and has led to incremented customer allegiance and engagement. Tesla, on the other hand, has made sustainability a core part of their mission and vision, with a goal of expediting the world's transition to sustainable energy.

Another difference is their approach to diversity and inclusion. Kering has made diversity and inclusion a key part of their leadership approach, prioritizing diversity in their hiring practices and working to engender an inclusive workplace culture where all employees feel valued and revered. Tesla and Apple have made strides in this area, with a fixate on incrementing diversity in their hiring practices and engendering an inclusive workplace culture. Mercedes has made some progress in this area, but not to the same extent as the other three companies.

In terms of leadership approach, Tesla has a more unconventional leadership style, with a fixate on transformational leadership that accentuates inspiration and potentiation. Apple has a more traditional, hierarchical leadership structure, while Mercedes has a homogeneous structure but with a fixate on coadjutant leadership. Kering's leadership approach is more decentralized and collaborative, which sanctions for more ingeniousness and innovation to flow from all levels of the organization.

Despite their differences, all four companies have been prosperous in their respective industries, and their collaborative leadership styles have played a key role in their prosperity. Collaborative leadership is essential for companies that want to stay ahead of the competition in today's expeditious-paced and expeditiously transmuting business environment. By potentiating employees to collaborate, bellwethers can tap into the collective ingeniousness and innovation of their team, leading to better outcomes and incremented prosperity.

In conclusion, while Tesla, Apple, Mercedes-Benz, and Kering have different leadership styles and approaches to ethical and sustainable business practices and diversity and inclusion, they apportion a mundane fixate on collaboration, innovation, and employee development. These elements are essential for engendering a positive work environment that emboldens employees to collaborate to achieve prevalent goals, leading to incremented prosperity and magnification for the company.

Results and Analysis

Business theories are crucial because they offer a foundation for comprehending and studying intricate business phenomena. Through the provision of a collection of guiding principles and regulations, they assist managers and company leaders in making wise choices. Business collaborative leadership theories emphasize the value of teamwork and unity in achieving common objectives.

Maslow's theory



Maslow's hierarchy of needs

Figure 1: Maslow's hierarchy¹

Abraham Maslow developed a motivational theory called Maslow's hierarchy of needs in 1943. This theory suggests that human needs can be categorized into five levels that are arranged in a hierarchical order. The five levels include physiological needs, safety needs, love and belongingness needs, esteem needs, and self-actualization needs. Basic physical needs are at the bottom, and higher needs can only be pursued once lower ones have been met. Maslow believed that individuals become motivated to achieve higher-level needs once their lower-level needs are fulfilled. Self-actualization is the highest level of needs, and it is associated with personal growth and the realization of one's potential. Maslow's theory has been used in various fields such as psychology, education, and management to understand human behavior and motivation.

According to the theory, before addressing their higher-level wants, people must first satiate their lower-level ones. The way Tesla manages its workers' requirements can be used to analyze its leadership style. Elon Musk has a reputation for fostering a work atmosphere that values invention, originality, and collaboration at Tesla. Musk has demonstrated a compelling vision for the business and urged his staff to share it, which can be seen as addressing the need for self-actualization among workers.

In the meantime, Musk has faced criticism for how he has handled the medical and security requirements of his workers. There have been reports of difficult working circumstances and long hours, which may indicate that Tesla has not completely satisfied its employees' basic requirements. Musk has established a workplace atmosphere that prioritizes cooperation and teamwork, which can meet the need for affection and belongingness. Employees may find it challenging to forge close social bonds with their coworkers due to the hectic work atmosphere. Musk has developed a workplace atmosphere that honors invention and creativity, which addresses the need for esteem. He has pushed limits and urged his staff to think creatively, which may serve as a strong incentive for workers looking to feel a sense of achievement.

Overall, Tesla's leadership has come under fire for not adequately attending to the lower-level requirements of its workers, despite praise for its focus on invention and creativity.

Autocratic v/s democratic

Tim Cook, Apple's CEO, has a very different managerial approach than company creator Steve Jobs did. While Jobs led the business in an autocratic manner, controlling every part of it, Cook delegated authority to high-ranking workers to run their respective divisions. He emphasizes an egalitarian approach that emphasizes collaboration.

Apple is renowned for using a variety of leadership philosophies, including democratic leadership. Tim Cook, renowned for his collaborative leadership approach and emphasis on the value of cooperation, communication, and collaboration, has served as the company's CEO. Democratic leadership entails engaging staff in decision-making and giving them the freedom to express their thoughts. This approach is demonstrated by Apple's emphasis on employee involvement, creativity, and invention. The business values different points of view, and employees are urged to express their thoughts and opinions.

¹<https://simplypsychology.org/maslow.html>

For instance, Apple's "Think Different" promotion sought to encourage originality and creativity among staff members. This campaign encouraged staff members to share their innovative ideas and look outside the box, eventually inspiring the development of some of Apple's successful products. Additionally, Apple has a "Blue Sky" programme that permits staff members to work on innovative projects that are not always connected to their present positions. This initiative promotes invention and originality, and it serves as an excellent illustration of Apple's democratic leadership model.

Former Apple President and co-founder Steve Jobs was renowned for his autocratic management approach. He was known as a demanding, meticulous boss who had total authority over the company's decision-making procedures. Jobs had a significant impact on all facets of the business, including product creation and marketing tactics. He had a reputation for micromanaging tasks and holding his staff to the highest standards of performance. He had a vision for Apple that he was fiercely committed to realizing, and he expected his staff to share this vision and to toil diligently to make it a reality. Jobs was renowned for having a straightforward and frequently frank conversation style. When he thought that a worker was not living up to his standards, he was not hesitant to criticize or even insult them. This strategy may have demotivated some workers, but it also motivated others to put in extra effort and pursue greatness.

Apple has been successful both under autocratic and democratic leadership, but in recent years the business has shown better success with a more democratic form of leadership. Cook's management style has been attributed with encouraging invention and creativity within the organization and with helping to keep Apple at the top of the tech sector.

Future scope

There is more potential for the implementation of collaborative leadership in different contexts. Collaborative leadership can aid in creating a feeling of belonging and cohesion among distant employees as the tendency towards remote work grows. Virtual team-building exercises, dialogue, and ensuring that all team members are involved in the decision-making process can all be facilitated by collaborative leaders. Collaborative leadership can be used in the framework of DEI projects to integrate various viewpoints and experiences into decision-making, resulting in more equitable and inclusive workspaces. All team members can freely express their ideas in a setting that is secure and open thanks to collaborative leaders. During times of crisis, collaborative leadership can assemble teams to deal with the issue successfully, utilizing the group's knowledge and abilities to provide solutions.

Conclusion

To conclude this research paper, collaborative leadership has become a crucial leadership approach that can have a big influence on workplace efficiency. By working together, leaders can take advantage of the diverse views and abilities of their teams to create novel solutions and realize common objectives. The definition of collaborative leadership, its guiding principles, and the advantages it provides to companies have all been covered in this study paper. According to different studies, collaborative leadership can increase output by creating a climate of equality and collaboration, encouraging employee freedom and involvement, and improving communication and decision-making processes. Collaboration in leadership can also result in higher work happiness and lower turnover rates, which will help productivity rise.

The purpose of this paper was to examine and combine theories and models related to collaborative leadership, which are essential for leadership development and cross-functional relationship building within organizations. The review and synthesis of these theories and models aim to emphasize the crucial principles of collaborative leadership necessary for establishing and maintaining successful cross-functional relationships in organizations.

However, bringing joint leadership into practice necessitates a substantial change in corporate culture and management. Leaders must be prepared to give up some authority and adopt a more participative style of management. In order to handle varied teams and promote cooperation, they must also develop strong communication and dispute resolution skills. Collaborative leadership can have a significant influence on organizational productivity, but successful implementation calls for the dedication and effort of leaders. Collaborative leaders can foster a more inclusive and effective workplace that is advantageous to both workers and the company as a whole by encouraging cooperation, confidence, and respect.

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