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EXPLORING THE EFFECTS OF SHARED LEADERSHIP ON OPEN INNOVATION IN VIETNAMESE MANUFACTURING ENTERPRISES: EXAMINING THE MEDIATING INFLUENCE OF STRATEGIC CONSENSUS AND TEAM PERFORMANCE

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Abstract

This study delves into the intricate dynamics within a Vietnamese manufacturing enterprise, investigating the influence of shared leadership, team performance, and open innovation on the advancement of strategic consensus and job effectiveness. Employing a comprehensive approach, the research seeks to unravel the interconnectedness of these key variables and their combined impact on the organizational landscape. Drawing on empirical data from the Vietnamese context, the study aims to provide valuable insights for practitioners and scholars alike, shedding light on the mechanisms that drive strategic alignment and enhance overall job performance in the unique context of a manufacturing setting in Vietnam. Through a nuanced exploration of shared leadership practices, team dynamics, and the integration of open innovation, this research contributes to the growing body of knowledge on organizational behavior and management strategies, particularly within the context of the Vietnamese industrial sector.

Keywords: Shared Leadership, Open Innovation, Strategic Consensus, Team Performance

1. INTRODUCTION

In the ever-evolving landscape of global business, organizations continually seek strategies to enhance their competitiveness and adaptability (Porath, 2023, Kalandarovna et al., 2023, Agustian et al., 2023, Van et al., 2023). For Vietnamese manufacturing enterprises, navigating this dynamic environment requires a nuanced understanding of factors that contribute to strategic consensus and job effectiveness(Carvajal et al., 2023, Vu et al., 2024). This study embarks on an exploration of the intricate interplay between shared leadership, team performance, and open innovation within the context of a Vietnamese manufacturing enterprise (Hanifah et al., 2019). Shared leadership, characterized by the distribution of leadership responsibilities across team members, has emerged as a pivotal aspect of contemporary organizational dynamics (Scott-Young et al., 2019, Sweeney et al., 2019, Castellano et al., 2021, Fransen et al., 2020). The collaborative nature of shared leadership fosters a sense of collective responsibility, potentially influencing strategic alignment within the organization (Pitelis and Wagner, 2019, Sweeney et al., 2019, Bunjak et al., 2022). Team performance, on the other hand, stands as a cornerstone for organizational success, reflecting the efficacy of collaborative efforts. Concurrently, the concept of open innovation, which emphasizes the integration of external ideas and collaboration, has gained prominence as a catalyst for organizational growth and adaptation (Sabuhari et al., 2020, Berrang-Ford et al., 2021).

The Seybold Report
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In the context of a Vietnamese manufacturing setting, where global market dynamics intersect with local nuances, understanding the impact of shared leadership, team performance, and open innovation on strategic consensus and job effectiveness becomes imperative(Vu, 2023). This study seeks to unravel the synergies and dependencies among these variables, providing valuable insights for practitioners aiming to optimize organizational performance in the Vietnamese manufacturing sector(Yuan et al., 2017).

As organizations strive to remain agile and competitive, the role of shared leadership practices, the dynamics of team performance, and the integration of open innovation strategies take center stage(Ling et al., 2019). By delving into the unique context of a Vietnamese manufacturing enterprise, this research aims to contribute to the broader discourse on organizational management, offering actionable insights that resonate with the challenges and opportunities inherent in the Vietnamese industrial landscape(Nguyen et al., 2019).

2. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

2.1. The Relationship between Shared Leadership and Strategic Consensus, Job Performance:

Shared leadership profoundly influences both strategic consensus and job performance within the corporate landscape (Salas-Vallina et al., 2022, Holcombe et al., 2023, Basit, 2020). In the context of strategic consensus, the shared leadership model introduces a collaborative and inclusive approach to decision-making(Holcombe et al., 2023, Charalampous and Papademetriou, 2019).

Decisions are made under shared leadership through inclusive participation of team members (Charalampous and Papademetriou, 2019, Wu et al., 2020). This inclusivity ensures that a diverse range of perspectives is considered when formulating strategic plans (Fuentes et al., 2021, Hersperger et al., 2020, Dayagbil et al., 2021). Involving individuals from various levels and functions in the decision-making process contributes to a more comprehensive and inclusive strategic vision (Mahmud et al., 2022, Acciarini et al., 2021, Bird et al., 2020).

Moreover, shared leadership encourages the alignment of individual and team objectives with the overarching strategic direction (Zeier et al., 2021, D'Innocenzo et al., 2021). The shared sense of ownership and responsibility for organizational goals nurtured by shared leadership practices fosters a cohesive understanding of the organization's mission and objectives, contributing to strategic consensus.

Open and transparent communication is another key element promoted by shared leadership (de Cruz, 2019, Mukundi Gichuhi, 2021, Vandavasi et al., 2020). This communication not only ensures that relevant information about the strategic direction is disseminated effectively but also allows for the exchange of ideas and feedback(Chapman et al., 2020). Such communication practices contribute to building a common understanding and consensus on strategic priorities.

The Seybold Report
ISSN 1533-9211
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Additionally, shared leadership enables organizations to be more flexible and adaptable in the face of changing circumstances(Schulze and Pinkow, 2020, Attar and Abdul-Kareem, 2020). As strategic goals may need adjustments over time, a shared leadership model allows for a more agile response to emerging challenges. This adaptability contributes to the sustained consensus around strategic priorities(Mukundi Gichuhi, 2021). Turning to job performance, shared leadership principles positively influence both individual and collective performance within an organization(Song et al., 2020). Empowerment, collaboration, continuous learning, and adaptability are key facets of shared leadership that contribute to enhanced job performance(Ali et al., 2020).

Empowerment is achieved as shared leadership distributes leadership responsibilities across the team, fostering a sense of ownership and control over work(Edelmann et al., 2020). This empowerment leads to higher levels of motivation, increasing productivity and commitment, and positively impacting job performance(Marta et al., 2021).

Collaborative problem-solving is encouraged in a shared leadership model, where teams address challenges collectively(Marta et al., 2021). The diverse perspectives brought by shared leadership enhance the quality of problem-solving efforts, positively impacting job performance at both individual and team levels(Song et al., 2020).

Furthermore, shared leadership promotes a culture of continuous learning and development(Coun et al., 2019). Team members are encouraged to acquire new skills, share knowledge, and engage in ongoing professional development(Guinan et al., 2019). This commitment to learning enhances individual competencies, contributing to improved job performance over time(Hendri, 2019).

In conclusion, shared leadership has a profound and interconnected impact on strategic consensus and job performance within organizational settings, fostering a collaborative, inclusive, and adaptable environment that ultimately contributes to the overall success of the enterprise(Hrabowski III, 2019, Holcombe et al., 2023).

Hypothesis H1: ***There is a positive relationship between Shared Leadership and Strategic Consensus.***

Hypothesis H2: ***There is a positive relationship between Shared Leadership and Job Performance.***

2.2. The Relationship between Shared leadership and open innovation

Shared leadership and open innovation are mutually reinforcing concepts that drive organizational creativity and problem-solving (Ali et al., 2020, Cavazotte and Paula, 2021). In shared leadership, responsibilities are distributed among team members, fostering a collaborative culture(Ali et al., 2020). This approach encourages diverse perspectives, leading to continuous innovation (Alblooshi et al., 2021).

Shared leadership also breaks down internal silos, promoting cross-functional collaboration (Eory and Procurement, 2021). It extends externally, facilitating partnerships for open innovation with suppliers, customers, or competitors (Solaimani and van der Veen, 2022). The

The Seybold Report
ISSN 1533-9211
DOI: 10.5281/zenodo.10370172

adaptability and experimentation encouraged by shared leadership align seamlessly with the dynamic nature of open innovation(Kidd, 2023).

In essence, shared leadership principles create an environment conducive to open innovation, where diverse ideas are valued, collaboration is embraced, and external partnerships contribute to a culture of continuous learning and advancement (Daraojimba et al., 2023). Together, they form a powerful combination for organizations seeking to thrive in today's rapidly evolving business landscape.

Hypothesis H3: ***There is a positive relationship between Shared leadership and open innovation***

2.3. The Relationship between Strategic Consensus, Team Performance and open innovation

Strategic consensus and high team performance play crucial roles in fostering open innovation within an organization (Adamides et al., 2020). A shared strategic vision provides clear direction, aligning teams toward common goals and enhancing the identification of innovation opportunities (Adamides et al., 2020). Strong team performance, marked by effective collaboration and problem-solving, creates an environment where diverse ideas flourish (Mahrinasari et al., 2021). Motivated and committed teams, in consensus with organizational strategy, contribute to successful open innovation initiatives (Grama-Vigouroux et al., 2020). Together, strategic consensus and team performance establish a foundation for continuous improvement and adaptation through open innovation practices.

Hypothesis H4: ***There is a positive relationship between Strategic Consensus and open innovation***

Hypothesis H5: ***There is a positive relationship between Job Performance and open innovation.***

2.4. Strategic consensus and team performance mediate between shared leadership and open innovation.

Strategic consensus and team performance play pivotal roles as intermediary variables in the intricate dynamics between shared leadership and open innovation(Mohammed and AL-Abrrow, 2022). A consensus on strategic objectives ensures that organizational members are aligned with a unified vision and understanding of overarching goals (Nwajei et al., 2022). This alignment becomes particularly crucial in the context of shared leadership, where the distribution of decision-making responsibilities relies on a collective understanding of the organizational direction (Pitelis and Wagner, 2019).

Moreover, strategic consensus equips teams with a framework for informed decision-making, providing a roadmap for navigating uncertainties inherent in the innovation landscape(Richey Jr et al., 2023, Chukwu et al., 2023). As shared leadership principles emphasize collaborative decision-making, the foundation laid by strategic consensus becomes instrumental in guiding teams towards strategic choices that align with the organization's vision and goals(Copeland, 2019).

ISSN 1533-9211

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On the other hand, high team performance is emblematic of effective collaboration and communication, hallmarks of successful shared leadership(Evans et al., 2021). In this model, where decision-making is distributed among team members, effective collaboration is not just a virtue but a necessity (Uhde et al., 2020).

Team performance, therefore, acts as a catalyst for the execution of open innovation initiatives, influencing how ideas are generated, refined, and implemented (Ahlfänger et al., 2022).

The problem-solving capabilities inherent in well-performing teams are particularly relevant in the context of open innovation (Oppert et al., 2022). Challenges and obstacles are inherent in the innovation process, and teams that exhibit strong problem-solving acumen contribute significantly to overcoming these hurdles and capitalizing on emerging opportunities (Moşteanu and Services, 2023).

Together, strategic consensus and team performance create a synergistic effect, bridging the conceptual and practical aspects of shared leadership to open innovation (Engelsberger et al., 2023). The alignment of vision, informed decision-making, effective collaboration, and problem-solving capabilities provided by these intermediary variables collectively contribute to the successful integration of shared leadership principles into the open innovation processes of an organization (Annamalah et al., 2022).

This integration fosters an environment where continuous ideation, experimentation, and adaptation thrive, propelling the organization towards a culture of innovation and sustained success (Christofi et al., 2023).

Hypothesis H6: ***Strategic consensus mediates the relationship between Shared leadership and open innovation.***

Hypothesis H7: ***Team performance mediates the relationship between Shared leadership and open innovation***

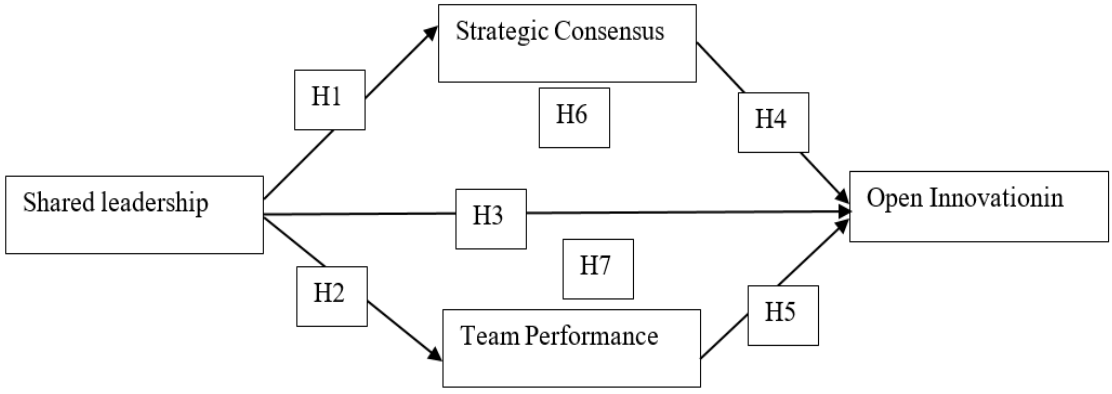

Figure 1: Research Model

The Seybold Report
ISSN 1533-9211
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3. RESEARCH METHODOLOGY

3.1. Research design:

Concentrating on 430 Vietnamese manufacturing enterprises, this research employs Structural Equation Modeling (SEM) to investigate the influence of shared leadership on open innovation. Simultaneously, it scrutinizes the mediating effects of strategic consensus and team performance. Employing a quantitative approach, the study seeks to gather data from pertinent stakeholders, aiming to offer a profound understanding of the complex interplay among these pivotal elements within the landscape of Vietnamese manufacturing enterprises.

Sampling Method: The study employs a stratified random sampling method to select participants from 430 manufacturing enterprises in Vietnam. Enterprises are categorized based on industry sectors and geographic locations, ensuring a representative and diverse sample. Key stakeholders, including leaders, managers, and employees from various hierarchical levels, are strategically chosen to capture comprehensive insights into shared leadership, strategic consensus, team performance, and open innovation in the Vietnamese manufacturing context. The sampling process considers both urban and rural settings, aiming for a balanced representation of large and small enterprises. This approach enhances the external validity and richness of the study's findings, facilitating a thorough exploration of the relationships between shared leadership and open innovation in the Vietnamese manufacturing landscape.

Sample Size: The study aims to collect data from a total of 430 manufacturing enterprises in Vietnam. This sample size is carefully determined to provide a robust representation of the industry and ensure statistical power for the analysis of the relationships between shared leadership, strategic consensus, team performance, and open innovation. The goal is to capture a diverse range of perspectives and experiences within the Vietnamese manufacturing context, contributing to the reliability and generalizability of the study's findings.

Participant Characteristics: The study includes participants from diverse roles within the 430 manufacturing enterprises in Vietnam, ranging from leaders and managers to employees across different hierarchical levels. This approach ensures a comprehensive understanding of shared leadership, strategic consensus, team performance, and open innovation in the Vietnamese manufacturing context. Participants represent various job functions, experience levels, and departments, fostering a nuanced exploration of how shared leadership influences open innovation. Additionally, the participant pool reflects diversity in age, gender, and educational backgrounds, contributing to a holistic view of the dynamics at play within the manufacturing enterprises.

3.2. Measures

3.2.1. Shared Leadership

In this study, we employed a scale comprising six items adapted from to evaluate Shared leadership(Castellano et al., 2021). Following Castellano et al., 2021Confirmatory Factor Analysis (CFA), all seven items exhibited robust factor loadings well above the acceptable threshold of 0.50. These items were rated on a five-point scale, ranging from 1 = "Not at all"

The Seybold Report
ISSN 1533-9211
DOI: 10.5281/zenodo.10370172

to 5 = "Very much." As an example, one of the items read, "To what extent do you believe that leadership responsibilities are shared among team members?"

The internal consistency and reliability of the Shared leadership scale were evaluated using Cronbach's alpha coefficient, which yielded a highly satisfactory result of .914.

Additionally, a Confirmatory Factor Analysis (CFA) was conducted for the Shared leadership scale, which demonstrated a strong fit to the data ($\chi2(2) = 1.839$, IFI = 0.995, GFI = 0.984, AGFI = 0.963, NFI = 0.989, TLI = 0.992, CFI = 0.995, RMSEA = 0.050, and RMR = 0.010). This analysis confirmed that the Shared leadership scale is unidimensional and possesses strong validity and reliability (Cronbach's alpha = .922). These results underscore the Shared leadership scale's robust internal consistency and reliability, surpassing the recommended alpha threshold of .70.

3.2.2. Strategic Consensus

In this study, we employed a scale comprising four items adapted from to evaluate Strategic Consensus(Wang et al., 2019). Following Wang et al., (2019), Confirmatory Factor Analysis (CFA), all seven items exhibited robust factor loadings well above the acceptable threshold of 0.50. These items were rated on a four-point scale, ranging from 1 = "Not at all" to 5 = "Very much." As an example, one of the items read, "How well do you believe team members understand the overall strategic goals of the organization?"

The internal consistency and reliability of the Strategic Consensus scale were evaluated using Cronbach's alpha coefficient, which yielded a highly satisfactory result of .906.

Additionally, a Confirmatory Factor Analysis (CFA) was conducted for the Strategic Consensus scale, which demonstrated a strong fit to the data ($\chi2(2) = 1.353$, IFI = 0.998 GFI = 0.992, AGFI = 0.979, NFI = 0.994, TLI = 0.998 CFI = 0.998, RMSEA = 0.033, and RMR = 0.018). This analysis confirmed that the Strategic Consensus scale is unidimensional and possesses strong validity and reliability (Cronbach's alpha = .906). These results underscore the Strategic Consensus scale's robust internal consistency and reliability, surpassing the recommended alpha threshold of .70.

3.2.3. Team Performance

In this study, we employed a scale comprising four items adapted from to evaluate Team Performance(Huizenga et al., 2019). Following Huizenga et al., (2019), Confirmatory Factor Analysis (CFA), all four items exhibited robust factor loadings well above the acceptable threshold of 0.50. These items were rated on a five-point scale, ranging from 1 = "Not at all" to 5 = "Very much." As an example, one of the items read, "To what extent do team members communicate openly and effectively with each other?."

The internal consistency and reliability of the Team Performance scale were evaluated using Cronbach's alpha coefficient, which yielded a highly satisfactory result of .888.

Additionally, a Confirmatory Factor Analysis (CFA) was conducted for the Team Performance scale, which demonstrated a strong fit to the data ($\chi2(2) = 1.626$, IFI = 0.997, GFI = 0.991,

The Seybold Report
ISSN 1533-9211
DOI: 10.5281/zenodo.10370172

AGFI = 0.976, NFI = 0.991, TLI = 0.995, CFI = 0.997, RMSEA = 0.043, and RMR = 0.036). This analysis confirmed that the Team Performance scale is unidimensional and possesses strong validity and reliability (Cronbach's alpha = .888). These results underscore the Team Performance scale's robust internal consistency and reliability, surpassing the recommended alpha threshold of .70.

3.2.4. Open Innovation

In this study, we employed a scale comprising four items adapted from to evaluate Open Innovation(Oh et al., 2020). Following Oh et al., (2020), Confirmatory Factor Analysis (CFA), all four items exhibited robust factor loadings well above the acceptable threshold of 0.50. These items were rated on a five-point scale, ranging from 1 = "Not at all" to 5 = "Very much." As an example, one of the items read, "To what extent does your organization actively seek external ideas and technologies to complement internal innovation efforts?."The internal consistency and reliability of the Open Innovation scale were evaluated using Cronbach's alpha coefficient, which yielded a highly satisfactory result of .774.

Additionally, a Confirmatory Factor Analysis (CFA) was conducted for the Open Innovation scale, which demonstrated a strong fit to the data ($\chi 2(2) = .717$, IFI = 1.003, GFI = 0.996, AGFI = 0.989, NFI = 0.992, TLI = 1.005, CFI = 1.000, RMSEA = 0.000, and RMR = 0.026). This analysis confirmed that the Open Innovation scale is unidimensional and possesses strong validity and reliability (Cronbach's alpha = .774). These results underscore the Open Innovation scale's robust internal consistency and reliability, surpassing the recommended alpha threshold of .70.

4. RESULTS AND DISCUSSION

4.1. Descriptive Statistics

The means, standard deviations, and zero-order Pearson correlations for all key variables are displayed in Table 1. In Fig. 1, the research model illustrating the relationships among gender, age, education, tenure, Shared Leadership, Strategic Consensus, Team Performance, and Open Innovation is presented. Examining Table 1, it's observed that Age exhibits a negative correlation with gender (r = -.128), gender is negatively correlated with education (r = -.239), tenure (r = -.083), Shared Leadership (r = -.205), Strategic Consensus (r = -.110), Team Performance (r = -.172), and Open Innovation (r = -.204). On the other hand, education and tenure show positive correlations with Shared Leadership, Strategic Consensus, Team Performance, and Open Innovation.

4.2. Convergent and Discriminant Validity

In this study, we conducted an Exploratory Factor Analysis (EFA) using Principal Axis Factoring to assess the interrelationships among observed variables. The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test indicated that the data were suitable for factor analysis (KMO = 0.912). Factor loadings in Table 2 were highly significant ($p < 0.000$) and exceeded 0.600, demonstrating good discriminant validity. Additionally, Cronbach's alpha coefficients

The Seybold Report
ISSN 1533-9211
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for all variables surpassed 0.774, indicating high internal consistency and reliability of the measures. These results validate the robustness of our chosen variables and support their use in subsequent analyses. (Table 2)

To mitigate the potential impact of common method bias, we executed Harman's single-factor test. This involved subjecting the sets of questions related to Shared Leadership (six items), Strategic Consensus (four items), Team Performance (four items), and Open Innovation (four items) to a principal component factor analysis. The outcomes demonstrated that the initial factor in the model accounted for only 31.081% of the total variance. This result indicates that common method bias did not exert a significant influence on the study's findings.

These analytical steps were meticulously implemented to enhance the trustworthiness and validity of the data, addressing concerns related to common method bias. The findings from these procedures underscore the robustness of the dataset and provide substantial support for the credibility of subsequent analyses.

Table 1: Descriptive statistics, correlations and scale reliabilities

Variable	Mean	Std. Deviation	age	Gender	Education	Tenure	SL	SC	TP	OI
age	2.52	1.00	1							
Gender	1.41	0.49	-.128	1						
Education	2.56	0.90	.236	-.239	1					
Tenure	2.37	0.90	.081	-.083	.154	1				
Shared leadership	3.84	0.65	.209	-.205	.271	.259	1			
Strategic Consensus	3.80	0.79	.100	-.110	.136	.146	.233	1		
Team Performance	3.72	0.74	.146	-.172	.117	.096	.287	.389	1	
Open Innovation	3.65	0.66	.179	-.204	.183	.252	.269	.068	.147	1

Note
(1). Cronbach alpha reliabilities for observed variables are in parenthesis in the diagonal
(2) Correlation is significant at the .05 level (2-tailed)*
*** Correlation is significant at the .01 level (2-tailed). N =4*
(3) The square root of AVE for discriminant validity are in parentheses along the diagonal

To delve deeper into the direct effects explored in this study, a series of regression analyses was undertaken. Furthermore, assessments for multicollinearity were conducted using various tests, including tolerance and variance inflation factor, following the methodology outlined by (Marcoulides et al., 2019).

The Seybold Report
ISSN 1533-9211
DOI: 10.5281/zenodo.10370172

Table 2: Item loading of the latent constructs

	Factor				
	Shared leadership	**Strategic Consensus**	**Team Performance**	**Open Innovation**	**Cronbach's Alpha**
SL1	.735				**.922**
SL2	.912				
SL3	.690				
SL4	.716				
SL5	.930				
SL6	.913				
SC1		.818			**.906**
SC2		.826			
SC3		.901			
SC4		.822			
TP1			.882		**.888**
TP2			.769		
TP3			.794		
TP4			.818		
OI1				.836	**.774**
OI2				.600	
OI3				.638	
OI4				.656	
Extraction Method: Principal Axis Factoring. *Rotation Method: Promax with Kaiser Normalization.*					

4.3. Hypothesis testing

The authors used SEM (structural equations modeling) to test direct and indirect effects using AMOS software (version 22). Figure 2 indicated the standardized structural coefficients. The all scales fit measures, multiple squared correlation coefficients of the variables, and significance levels of the path coefficients showed that the model fits the data well ($\chi 2(463) = 5.084$, p=.000, cầu IFI =0.849, GFI = 0.835, AGFI = 0.791, NFI = 0.819, TLI = 0.828, CFI = 0.848, RMSEA = 0.111 và RMR =0.360).

Figure 2 illustrates the application of structural equation modeling to examine both the direct and indirect effects of the independent variables, namely Shared Leadership, Strategic Consensus, and Team Performance, on Open Innovation.

ISSN 1533-9211

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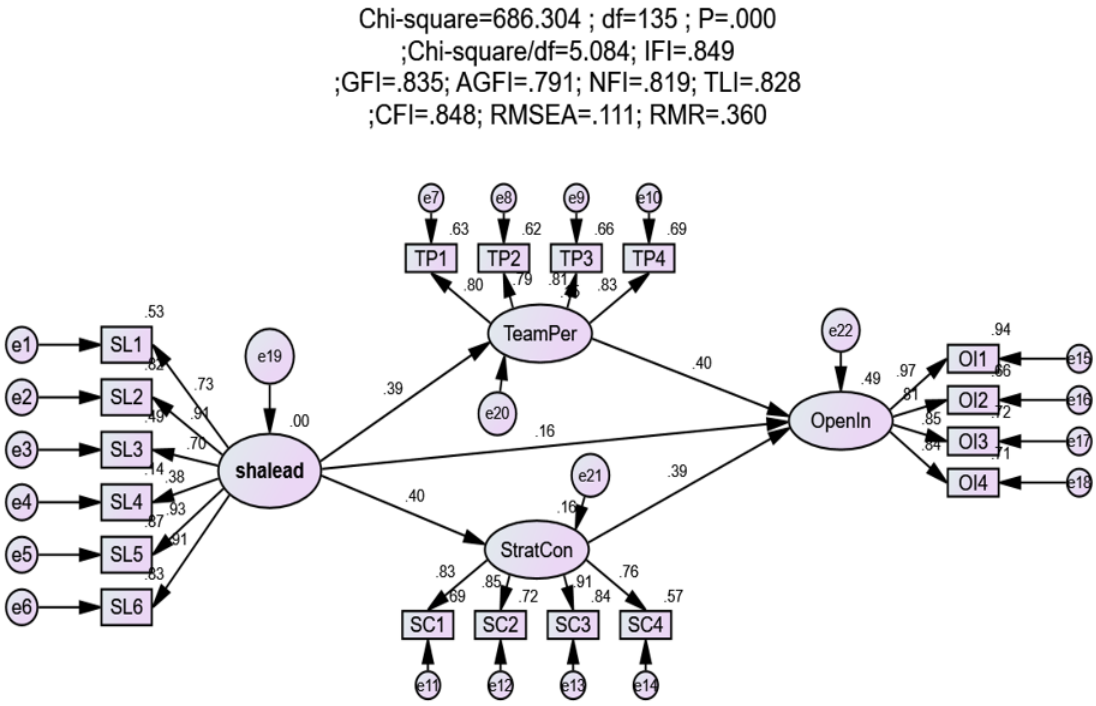

Figure 2: Results of structural equation model (Source: Self-developed)

Table 3 provides the standardized estimation results for the main parameters. Notably, all relationships are found to be statistically significant at the 5% level ($p < 0.05$). Additionally, these findings affirm the validity of the measurement scales for the conceptual variables in the model, as each measurement is observed to be related to other measurements as theoretically expected.

Table 3: Structural model result (direct, indirect and total effects). (Source: Self-developed)

Effect from	To	Direct effects [a]	Indirect effects [a]	Total effects [a]
Shared Leadership	Strategic Consensus	.399**		.399**
Shared leadership	Team Performance	.391**		.391**
Shared leadership	Open Innovation	.160**	0.312***	0.472***
Strategic Consensus	Open Innovation	.394**		.394**
Team Performance	Open Innovation	.402**		.402**
Goodness of fit statistics	Chi–square = 686.304; chi-square/df = 5.084; df = 135; P=0.000; IFI=.849; GFI=.835; TLI=.976; CFI=.848; RMSEA=.111, RMR= .360			
*Note: [a] Standardized Structural Coefficients: *** p<.001.*				

In conclusion, the study findings provide robust support for all proposed hypotheses, indicating significant positive relationships and mediation effects as hypothesized.

The Seybold Report
ISSN 1533-9211
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5. CONCLUSION

5.1. Study Limitations

While this study provides valuable insights into the relationships among Shared Leadership, Strategic Consensus, Team Performance, and Open Innovation, it is essential to acknowledge limitations:

Sample Size and Generalizability: Caution is needed when applying results to broader populations due to the study's specific sample size.

Cross-Sectional Design: The cross-sectional nature limits establishing causation. Longitudinal designs in future research could offer a more nuanced perspective.

Self-Report Bias: Potential bias may exist due to self-reported data, impacting internal validity.

Industry Specificity: Findings are industry-specific; applicability to other industries may vary.

Measurement Tools: Despite efforts to ensure reliability, continuous refinement of measurement tools is necessary.

Mediation Mechanisms: Further investigation is needed to explore the specific mechanisms underlying mediation effects.

External Environmental Factors: The study does not extensively consider external factors, leaving room for exploration in future research.

Despite these limitations, the study contributes significantly to understanding organizational dynamics. Addressing these limitations in future research will enhance the depth and applicability of findings.

5.2. Future Research

In the pursuit of advancing our understanding of organizational dynamics, several avenues warrant exploration in future research. Adopting longitudinal studies will enable a more nuanced examination of the temporal evolution of relationships among Shared Leadership, Strategic Consensus, Team Performance, and Open Innovation, allowing for the identification of causal pathways over time. Exploring these dynamics across diverse industry contexts can shed light on industry-specific variations and enhance the generalizability of findings.

To capture the richness and complexity of organizational phenomena, future studies may benefit from adopting mixed-methods approaches, combining quantitative analyses with qualitative insights. Qualitative data can offer context-specific details, providing a more comprehensive understanding of the underlying dynamics.

In addition to organizational factors, external environmental influences play a crucial role. Future research should conduct a more in-depth analysis of external factors to comprehend their impact on the relationships under consideration, contributing to a holistic organizational perspective.

The Seybold Report
ISSN 1533-9211
DOI: 10.5281/zenodo.10370172

Further exploration into the mediation mechanisms between Shared Leadership and outcomes such as Strategic Consensus, Team Performance, and Open Innovation can uncover the intricate processes driving these relationships. Implementing intervention studies based on the study's findings and assessing their impact in real-world organizational settings can offer valuable practical insights for managerial applications.

Comparative studies across different cultural or geographical settings can reveal cultural nuances influencing the observed relationships, enriching our understanding of the cross-cultural applicability of these dynamics. Additionally, as technology continues to reshape organizational landscapes, incorporating technological factors into the study framework can provide insights into the intersection of technology and organizational behavior.

In summary, future research should embrace these diverse avenues to deepen our understanding of Shared Leadership, Strategic Consensus, Team Performance, and Open Innovation, contributing to the continual evolution of organizational research and practice.

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