

COLLABORATIVE LEADERSHIP MODEL IN MSME DEVELOPMENT

Toufan Aldian Syah
UN Sunan Kalijaga Yogyakarta
Email: toufan.aldiansyah@uin-suka.ac.id

Copyright © 2025 The Author



This is an open access article

Under the Creative Commons Attribution Share Alike 4.0 International License

DOI: [10.53866/ajirss.v4i4.1123](https://doi.org/10.53866/ajirss.v4i4.1123)

Abstract

This study aims to evaluate collaborative leadership in the development of Micro, Small, and Medium Enterprises (MSMEs) in the eyelash production center of Purbalingga Regency. Using a descriptive qualitative approach, data were obtained through in-depth interviews with three MSME actors and one manager of a sharia cooperative, supported by observation and documentation. The findings indicate that government support remains normative and populist, access to funding is inconsistent, and collaborative leadership practices are underdeveloped. The study emphasizes the need for a structured collaborative leadership model to strengthen the MSME ecosystem sustainably. It proposes the importance of active participation, the role of community leaders, and cross-sectoral synergy as strategies for institutional strengthening of MSMEs.

Keywords: collaborative leadership; MSMEs; community synergy; sharia cooperative; Purbalingga

Abstrak

Penelitian ini bertujuan mengevaluasi kepemimpinan kolaboratif dalam pengembangan Usaha Mikro, Kecil, dan Menengah (UMKM) di sentra produksi bulu mata Kabupaten Purbalingga. Menggunakan pendekatan kualitatif deskriptif, data diperoleh melalui wawancara mendalam terhadap tiga pelaku UMKM dan satu manajer koperasi syariah, serta diperkuat oleh observasi dan dokumentasi. Temuan menunjukkan bahwa dukungan pemerintah masih bersifat normatif dan populis, akses pendanaan belum konsisten, dan praktik kepemimpinan kolaboratif belum terlembaga. Penelitian ini menekankan perlunya model kepemimpinan kolaboratif yang terstruktur untuk memperkuat ekosistem UMKM secara berkelanjutan. Studi ini juga mengusulkan pentingnya partisipasi aktif, peran pemimpin komunitas, dan sinergi lintas sektor sebagai strategi penguatan kelembagaan UMKM.

Kata Kunci: kepemimpinan kolaboratif; UMKM; sinergi komunitas; koperasi syariah; Purbalingga

1. Introduction

MSMEs are the backbone of the national and regional economy, including in Purbalingga Regency. In the Indonesian context, MSMEs contribute 60.5% to national GDP and absorb more than 97% of the workforce (Ministry of Cooperatives and SMEs, 2023). At the local level, Purbalingga Regency is known as one of the areas with creative industry centers, especially the production of false eyelashes, which involves thousands of small and micro-scale business units. The strategic role of this sector is not only as a driver of the household economy, but also as a provider of informal employment for rural communities.

The dominance of the MSME sector in Purbalingga shows great potential in building locally-based economic resilience. However, this potential has not been fully supported by a management and leadership system that is adaptive to market dynamics. In the context of development, MSMEs in eyelash production centers still face structural challenges, especially in terms of long-term planning, collaboration between business actors, and active involvement from the government and financial institutions. This shows the importance of evaluating the leadership system that applies in this sector.

Although the central and regional governments have rolled out various programs to support MSMEs, their implementation in the field is often normative. The findings of interviews from MSME actors in Purbalingga stated that many government programs are only ceremonial and populist, such as one-time training or non-sustainable assistance. The support has not been directed at building a strong ecosystem foundation, such as strengthening supply chains, opening up export market access, or increasing the capacity of business organizations. This indicates that there is a gap between macro policies and the real needs of MSME actors.

Data from BPS Purbalingga Regency (2023) shows that of the more than 26,000 MSMEs recorded, only about 8% have access to sustainable coaching or formal funding from financial institutions. This disconnect between supporting institutions and business actors is also reinforced by the testimony of one of the managers of sharia cooperatives, who stated that cooperatives also have difficulty gaining access to revolving funds or consistent government programs. As a result, it is difficult for MSME actors and their supporting cooperatives to design effective and measurable long-term development programs.

One of the main challenges in the development of MSMEs is to build a sustainable ecosystem, where all supporting elements such as capital, training, regulation, and market networks work synergistically. In Purbalingga, despite the presence of nationally and internationally known eyelash production centers, the sustainability of small businesses in this sector still depends on seasonal markets, access to raw materials, and stable working relationships with large collectors or exporters. The lack of coordination efforts from the government and the weak collaborative forum between business actors cause the MSME ecosystem to run partially and sporadically.

The absence of a structured collaborative mechanism causes MSME development efforts to be hampered in the long term. Business actors often run independently without a collective strategic direction, while supporting institutions such as cooperatives, related agencies, and financial institutions face limitations in designing targeted interventions. When program support is inconsistent and inter-agency coordination is weak, MSMEs become vulnerable to changes in markets, policies, and global conditions. This creates stagnant conditions that make it difficult for MSMEs to upgrade or expand strategically.

This article aims to critically evaluate the form and effectiveness of collaborative leadership in building an MSME ecosystem in the eyelash production center of Purbalingga Regency. The main focus is to see the extent to which small business actors, supporting institutions such as sharia cooperatives, and government institutions are able to establish synergistic and sustainable cooperative relationships. This research also aims to uncover the structural and cultural constraints that hinder the realization of strong collaborative leadership in local contexts.

With a qualitative approach based on field interviews, this article presents the factual realities of informally formed leadership patterns, as well as weaknesses in cross-sectoral integration. This research is expected to provide a new understanding of the importance of an inclusive and participatory leadership model in the context of MSME development. In addition, this article aims to provide strategic recommendations to stakeholders to build a collaborative system that is able to support the growth of MSMEs consistently and sustainably.

This research is motivated by the reality in the field that support for the development of MSMEs in the Purbalingga eyelash production center is still normative and has not built a solid ecosystem foundation. Despite various initiatives from the government and Islamic financial institutions, the implementation of existing programs has not fully answered the real needs of business actors, especially in terms of funding sustainability, sustainable coaching, and structured cross-sector collaboration. In this context, collaborative leadership models are important to examine, considering the great potential that Purbalingga has as a hub for community-based creative industries.

Based on this background, this research is designed to answer several key questions, namely: what are the leadership characteristics of MSME actors in the Purbalingga eyelash production center? What is the form of collaboration between MSME actors and other stakeholders such as sharia cooperatives and local governments? What are the structural and institutional barriers that hinder the realization of effective collaborative leadership? And what is the role of collaborative leadership in building a sustainable MSME ecosystem?

In line with the formulation of the problem, this study aims to identify and describe the leadership characteristics of MSME actors that develop in the Purbalingga eyelash center area. In addition, this study also aims to analyze the form and intensity of collaboration between business actors and supporting institutions such as sharia cooperatives, local governments, and associations. This research also aims to evaluate various structural barriers that hinder the formation of collaborative leadership, as well as to develop strategic recommendations that can strengthen collaborative models in the sustainable development of MSMEs at the local level.

2. Literature Review

2.1 Definition of Collaborative Leadership

Collaborative leadership is a leadership model that emphasizes the role of collective and participatory in decision-making and the implementation of organizational responsibilities. This model emerged in response to the limitations of a hierarchical approach that is top-down and tends to be exclusive in the leadership process. According to Lawrence (2017), collaborative leadership moves the center of power from the individual to the group, with the basic principles of democratization in action, open dialogue, and trust between parties. This model is very relevant to be applied in the context of MSME development, where collaboration between business actors, cooperatives, and the government is the main requirement for the formation of a sustainable business ecosystem.

2.2 Theoretical Framework of Collaborative Leadership

1) Transformative Learning Theory

Collaborative leadership is strongly influenced by transformative learning theories that emphasize the importance of individual consciousness changes as the basis for collective behavior change. This theory explains that a person needs to experience disorientation or challenge old values in order to open themselves up to new ways of thinking and acting. Mezirow (2009) and Lawrence (2017) state that this transformation allows leaders to adopt a more open leadership approach to diversity and participation. In the context of MSMEs, this approach can encourage business actors to not only focus on the continuity of their respective businesses, but also build business solidarity based on shared values.

2) Experiential Learning Theory

In addition to consciousness transformation, collaborative leadership is also closely related to experiential learning. The experiential learning theory introduced by Kolb (1984) emphasizes that individuals learn effectively through cycles of concrete experience, reflection, conceptualization, and active experimentation. In practice, MSMEs that conduct learning through cooperation and collective discussion tend to be more adaptive and innovative. Thus, the application of experiential principles in collaborative leadership can increase the resilience of business actors in dealing with market dynamics and structural challenges.

3) Feminism Theory in Leadership

Feminism theory makes an important contribution to the development of collaborative leadership models by highlighting the importance of inclusivity, equality, and empowerment of marginalized groups. Clover et al. (2017) and Lawrence (2017) argue that collaborative leadership must reject dominant, masculine power structures, and instead open up space for alternative narratives from women's groups and local communities. In the context of MSMEs, where many business actors are women, this approach is very relevant to create a participatory, equitable, and community-based leadership space.

2.3 Characteristics of Collaborative Leadership

Collaborative leadership has unique characteristics that set it apart from conventional leadership styles. Some of its key characteristics include the formation of a shared vision and values, a collective distribution of responsibility, the ability to build meaningful personal relationships, and the courage to work in uncertainty. Lawrence (2017) underlines the importance of empathy and communication skills in bridging differences, as well as fostering mutual trust between community members. This characteristic shows that collaborative leadership is not only about strategy, but also about building strong quality social relationships which is very important in the context of community-based MSME development.

2.4 Intersubjective Themes in Collaborative Leadership

In addition to structural aspects and individual characteristics, collaborative leadership is also rooted in intersubjective themes that are cultural. Lawrence (2017) identifies four main themes, namely: inclusion, authentic personal relationships, anti-hierarchy, and resistance to power domination. These four themes explain that collaborative leadership is more than just a managerial technique, but a social practice that challenges dominant structures and opens up space for equal participation. In the practice of MSMEs in Purbalingga, this approach can encourage the growth of business solidarity and mutually reinforcing joint work mechanisms, regardless of the formal position or authority possessed by each actor

2.5 Key Practices in Collaborative Leadership

Effective collaborative leadership is characterized by a number of key practices that are interconnected and centered on creating a safe, inclusive, and trusting environment. This environment becomes the foundation on which true collaboration can be built and nurtured. In an ecosystem such as MSMEs, the existence of this kind of collaborative environment is very important because it allows various actors, both business actors, cooperatives, and the government to interact with each other equally and productively.

One of the key practices in collaborative leadership is to create a shared purpose. Leadership will not run effectively if each actor moves with his own interests. Collective goals act as anchors that unite the vision and direction of all parties involved. Lawrence (2017) emphasized that the collaborative process must begin by building an understanding of the direction and meaning of joint work.

In addition, it is important for collaborative leaders to be able to identify and manage conflict. Conflict is a natural part of interaction between parties with different backgrounds and interests. Instead of being avoided, conflict should be seen as a source of learning and innovation if managed in an open and respectful atmosphere. In the context of MSMEs, successfully managing conflict is often the difference between sustainable collaboration and fragile partnerships.

Another practice that is no less important is sharing decision-making processes. Collaborative leadership requires the active involvement of all parties in determining common directions and policies. It's not just about efficiency, it's also about fostering a sense of ownership, responsibility, and trust between actors. This process must be inclusive and transparent so that the resulting decisions truly reflect a shared consensus.

On the other hand, collaborative leadership must also be sensitive to power dynamics (manage power dynamics). Inequality in influence, access to information, or resources can damage collaborative relationships. Therefore, collaborative leaders need to have a critical awareness to create a balance of power through fair role sharing and open communication. In practice, this is very relevant for MSMEs that are often in a subordinate position to financial institutions or government agencies.

All of these practices will only be effective if they are carried out in a supportive environment, namely a safe, inclusive, and trusting environment. This environment encourages authentic participation and strengthens inter-stakeholder relationships. Lawrence (2017) asserts that successful collaboration does not depend only on structure or strategy, but also on the quality of social relationships that grow among those involved.

Key practices for effective collaborative leadership



Image 1. Key practices for effective collaborative leadership

The image above shows a visual model that explains key practices for *effective collaborative leadership*. This diagram forms a dynamic cycle that illustrates the interconnectedness between two main components, namely *build and maintain relationships* and *create a safe, inclusive and trusting environment*.

Within the circle are four core elements that are interconnected and form the basis of collaborative leadership:

1. Create a shared purpose – Emphasizing the importance of building a shared purpose as the foundation of meaningful collaboration.
2. Surface and manage conflict – Refers to the ability to identify and deal with conflict constructively in order to maintain team integrity.
3. Share decision-making processes – Shows the importance of involving all parties in the decision-making process to strengthen a sense of shared ownership and responsibility.
4. Manage power dynamics – Refers to managing power dynamics to create a fair and inclusive distribution of authority in collaboration.

The interaction between these four elements takes place within the framework of two main processes that reinforce each other: creating a safe environment and building sustainable relationships. Overall, this picture illustrates that the effectiveness of collaborative leadership relies heavily on simultaneous efforts to develop trust, engagement, and participatory cooperation mechanisms. This model is in line with participatory and transformational leadership

theories that emphasize the importance of interpersonal relationships and contextual management in achieving shared goals.

3. Research Methods

The research method used in this study is a descriptive qualitative approach that aims to describe in depth the practice of collaborative leadership in the development of MSMEs in the eyelash production center of Purbalingga Regency. This approach was chosen because it allows the exploration of meaning, experience, and social dynamics that develop between MSME actors and local stakeholders (Creswell, 2014). Data collection was carried out through semi-structured interviews, direct observation, and document analysis. The interviews focused on the experiences and leadership strategies of three MSME actors and one manager of sharia cooperatives who are active in funding and mentoring activities. Observation is carried out to understand collaborative practices in daily business activities, while documentation involves examining business records, cooperative reports, and local government program documents to strengthen the validity of the data. The selection of informants is carried out through purposive sampling techniques so that the data obtained is relevant and in-depth (Patton, 2015).

The research location is centered in Purbalingga Regency, Central Java, which is known as one of the largest eyelash industry centers in Indonesia. This area was chosen because it represents a complex MSME ecosystem and is full of institutional interactions between business actors, cooperatives, and government agencies. The data analysis process uses the Miles, Huberman, and Saldaña (2014) model, which includes three main stages: data reduction, data presentation, and conclusion/verification. Data reduction is carried out by sorting out important information from the results of interviews and observations. The data that has been organized is then presented thematically to identify patterns and relationships between categories. Conclusions are drawn iteratively with the principle of triangulation and cross-checking between sources to increase the validity of the findings.

4. Results and Discussion

4.1. Normative Government Support

The results of interviews with MSME actors show that most of the programs launched by local governments for MSMEs are still normative and tend to be populist. Assistance such as one-time training, distribution of production equipment, or business capital without long-term assistance is considered to have not answered the real needs of business actors in the field. One of the speakers said that training activities tend to be formalistic and unsustainable, and do not involve business actors in the preparation of materials and program planning. This indicates that policy orientation is still more focused on image aspects than substantive empowerment.

The lack of evaluation of the effectiveness of these programs is also an important note. The absence of a feedback mechanism or follow-up monitoring makes the program often stop at the initial implementation stage without improvements for subsequent implementation. This condition causes stagnation in the capacity building of MSME actors, as well as strengthens dependence on instant assistance. Without planned evaluation and follow-up, it is difficult for public policies to have a real impact on the sustainable MSME ecosystem.

4.2. Limited Access to Consistent Funding

Limited access to stable and sustainable funding is also a serious challenge in the development of MSMEs in Purbalingga. One of the managers of sharia cooperatives said that although his institution is active in providing microfinance to business actors, they often experience difficulties in accessing funding programs from the government that should be able to strengthen the capacity of cooperatives. Inconsistencies in revolving fund allocation and long bureaucracy make cooperatives unable to develop long-term plans optimally.

The impact of this condition is strongly felt by MSME actors, especially in terms of business stability and sustainability of coaching. Without clarity on funding sources, cooperatives have difficulty in designing periodic training programs, business assistance, and product diversification. As a result, MSMEs remain in subsistence business circles that do not experience a significant increase in capacity. The absence of planned and sustainable financial support makes cooperatives only able to carry out basic roles, not as a catalyst for transformative business development.

4.3. Lack of Collaborative Leadership Practices

Another finding that is quite striking is the weak practice of collaborative leadership among MSME actors, cooperatives, and local governments. Relationships between actors in the MSME ecosystem tend to be functional and intermittent, without any effort to build solid and long-term coordination. The resource person mentioned that business actors tend to work individually, while supporting institutions also run with their respective programs without alignment of direction. This shows that there has not been a collective leader who is able to bridge the interests of various parties in one strategic platform.

The absence of regular communication forums that bring together MSME actors, cooperatives, and policy makers causes the lack of structured synergy space. Collaborations that occur are only informal and casuistic, for example when there is a certain project or marketing event. In the long term, this condition is not enough to create a strong business ecosystem, due to the absence of a common information system, agreement on long-term goals, and a clear division of roles between actors. Collaborative leadership requires more than just good relationships between individuals; He demanded a structure, process, and shared commitment that is currently not visible.

4.4. The Need for a Structured Collaborative Leadership Model

Seeing this situation, there is an urgent need to build a more structured and community-based collaborative leadership model. A figure of MSME community leader is needed who is able to be a bridge between business actors, cooperatives, and the government. These leaders should ideally not only have managerial capacity, but also social legitimacy at the local level. With the presence of visionary and communicative leaders, MSME actors can be directed towards a collective vision, while supporting institutions have a single point of coordination that makes it easier to build a joint strategy.

In addition to strong leadership figures, participatory and transparent planning mechanisms between actors are also needed. The involvement of all parties in designing the business development agenda will increase the sense of ownership and commitment to program implementation. This model can be facilitated through cross-sector MSME forums, cooperative consortiums, or village/sub-district-based deliberative spaces. With this approach, collaborative leadership is not only a slogan, but can be realized as a real framework that is able to answer the structural needs of MSMEs in Purbalingga.

4.5. Collaborative Leadership Practices to Develop Eyelash MSMEs in Purbalingga Regency.

The eyelash industry in Purbalingga Regency is a labor-intensive sector that absorbs thousands of workers, with the majority of workers being female and formally educated on average at the junior high school level. In this context, a collaborative leadership approach is the key to improving the performance and competitiveness of MSMEs. First, the development of a shared vision is an important foundation that encourages workers to understand the strategic direction of the business and their role in it. An inclusive and mutually agreed vision is able to create a higher sense of belonging and work motivation (Raelin, 2016). Second, participatory decision-making practices allow for the involvement of workers in relevant managerial processes, especially in the improvement of production flows or product design, which makes room for field experience to become an internal policy input (Yukl, 2013). Third, the distribution of leadership among management levels and senior workers allows for the creation of informal leadership that strengthens collaborative work cultures and encourages operational sustainability, especially in work environments with limited supervision (Spillane, 2006). Fourth, the practice of knowledge sharing helps to overcome the limitations of educational background, because knowledge and work skills can be transferred horizontally through peer learning, informal training, and peer mentoring (Nonaka & Takeuchi, 1995). Finally, empowerment through recognition and rewards creates a supportive work environment and motivates workers to innovate in technical skills as well as production efficiency (Avolio & Bass, 2004).

One of the key practices in collaborative leadership is to build a shared vision between business owners and workers. This practice has become relevant in the context of the eyelash industry in Purbalingga Regency, which consists mostly of female workers with a high school education. Due to the limited level of education, the vision formation process must be participatory and communicative so that all elements in the organization understand the direction and goals to be achieved. With this inclusive approach, workers are not only the object of policy, but also active subjects in business development.

The implementation of the shared vision has been proven to be able to increase loyalty and work motivation, which ultimately boosts the productivity of MSMEs. Studies by Pearce and Conger (2003) show that collaborative leadership increases a sense of ownership of processes and work outcomes, especially in labor-intensive sectors. In the case of the Purbalingga eyelash industry, workers who are involved in discussions regarding production or quality targets tend to show higher performance. This is important considering that the industry relies heavily on the precision and consistency of manual work, so that the success of the business cannot be separated from the involvement of workers at all levels.

The second key practice is participatory decision-making. In a sector dominated by women with a background in lower secondary education, involvement in operational decision-making can increase their confidence and social competence. This process also opens up space for dialogue between management and workers on technical issues such as production efficiency or work comfort, which is often overlooked in a top-down approach.

Participation in decision-making strengthens a collaborative and adaptive organizational culture. Yukl's research (2013) stated that participation increases decision effectiveness and employee job satisfaction. In the context of Purbalingga, several MSMEs have formed a small forum between foremen and workers to evaluate daily work

constraints. This approach not only improves efficiency, but also reduces turnover rates because workers feel heard and valued.

The third practice is the distribution of leadership, where responsibility is not only centered on the owner or manager, but also delegated to specific individuals or work groups. In the eyelash industry, this model can be implemented through the appointment of production group leaders or mentors among senior workers. This system allows for micro-level problem solving without having to constantly wait for instructions from superiors, thus accelerating the response to daily work dynamics.

Leadership distribution supports efficiency and flexibility in HR management in labor-intensive sectors. According to Spillane (2006), the distribution of leadership increases the capacity of an organization to manage complexity and uncertainty. In practice in Purbalingga, some employers implement a group leader rotation system to encourage collective leadership and expand the managerial capacity of workers. This approach also creates an internal cadre regeneration path that strengthens business sustainability.

The next collaborative practice is to share knowledge and skills. Workers in the eyelash industry generally learn through hands-on practice or informal training from colleagues. Therefore, creating a work environment that supports the transfer of knowledge between workers is essential to maintain production quality and accelerate adaptation to technical changes, such as new eyelash models or stricter export standards.

A culture of knowledge sharing strengthens innovation and enhances collective competence. Nonaka and Takeuchi (1995) emphasized the importance of knowledge sharing in creating sustainable competitive advantage. In Purbalingga, MSMEs that encourage experience sharing sessions between workers, especially related to production techniques or technical problem solving, showed an increase in production speed and a decrease in error rates. This practice also strengthens solidarity between workers, which is important in creating a healthy and productive work environment.

5. Conclusion

This research shows that the development of MSMEs in the Purbalingga eyelash production center still faces significant structural challenges. Government support for MSMEs is normative and does not touch the real root of the problem. Programs tend to be populist, unsustainable, and lack impact evaluation, so they have not been able to strengthen the business ecosystem comprehensively. On the other hand, limited access to consistent funding is the main obstacle for sharia cooperatives in providing sustainable financing services. This condition has a direct impact on the stagnation of cooperative institutional strengthening and the weak capacity of MSMEs in developing their businesses strategically. Collaborative leadership practices have not developed optimally. Interaction between actors is still informal and fragmented, without an institutionalized and participatory strategic forum.

The results in this study underscore the importance of building a collaborative leadership model that is structured, community-based, and able to bridge communication between business actors, cooperatives, governments, and financial institutions. Local leader figures who have social legitimacy and managerial capacity are key in forming an adaptive, inclusive, and sustainable MSME ecosystem.

Several limitations emerged from this study. First, the number of interviewees was limited to three MSME actors and one cooperative manager, so it did not fully represent the diversity of perspectives of business actors in this sector. Second, a qualitative descriptive research approach has not allowed for quantitative measurement of program impact or the level of effectiveness of collaborative leadership. Third, the local context of Purbalingga as the focus of research may have different social and institutional characteristics compared to other regions.

Furthermore, the next research is suggested to expand the number and types of informants, including local governments, MSME associations, and other financial institutions in order to obtain a more comprehensive picture. Research can also use a mixed methods approach to quantitatively measure the effectiveness of programs or indicators of collaboration success. For policy makers, it is important to encourage the creation of regular dialogue spaces and cross-sectoral forums that bring together business actors, cooperatives, and the government in a systematic manner. Local governments need to develop policies based on the real needs of MSME actors and ensure the continuity of the program through periodic evaluations. As for cooperatives and MSME community leaders, the role as a catalyst for change must be strengthened through capacity building for leadership and collaborative management.

Bibliography

- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- Beck, T., & Demirguc-Kunt, A. (2006). Small and medium-size enterprises: Access to finance as a growth constraint. *Journal of Banking & Finance*, 30(11), 2931–2943. <https://doi.org/10.1016/j.jbankfin.2006.05.009>

- Bryson, J. M., Crosby, B. C., & Stone, M. M. (2015). Designing and implementing cross-sector collaborations: Needed and challenging. *Public Administration Review*, 75(5), 647–663. <https://doi.org/10.1111/puar.12432>
- Chrislip, D. D., & Larson, C. E. (1994). *Collaborative leadership: How citizens and civic leaders can make a difference*. Jossey-Bass.
- Clover, D. E., Etmanski, C., & Reimer, R. (2017). Feminist leadership: Mobilizing power through grassroots women's organizing. In R. L. Lawrence (Ed.), *Understanding collaborative leadership in theory and practice* (pp. 13–25). Jossey-Bass.
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.
- Gray, B. (1989). *Collaborating: Finding common ground for multiparty problems*. Jossey-Bass.
- Ministry of Cooperatives and SMEs. (2022). *Annual report on performance 2022*. <https://www.kemenkopukm.go.id>
- Kolb, D. A. (1984). *Experiential learning: Experience as the source of learning and development*. Prentice Hall.
- Lawrence, R. L. (2017). Understanding collaborative leadership in theory and practice. In R. L. Lawrence (Ed.), *Understanding collaborative leadership in theory and practice* (pp. 1–12). Jossey-Bass.
- Lawrence, R. L. (2017). Understanding collaborative leadership in theory and practice. *New Directions for Adult and Continuing Education*, 2017(156), 89–96. <https://doi.org/10.1002/ace.20262>
- Mezirow, J. (2009). Transformative learning theory. In J. Mezirow & E. W. Taylor (Eds.), *Transformative learning in practice: Insights from community, workplace, and higher education* (pp. 18–32). Jossey-Bass.
- Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press.
- Nurlina, & Soetjipto, B. E. (2021). The impact of populist policies on the development of MSMEs in Indonesia. *Journal of Economics and Public Policy*, 12(2), 165–180.
- Ospina, S., & Foldy, E. G. (2010). Building bridges from the margins: The work of leadership in social change organizations. *The Leadership Quarterly*, 21(2), 292–307. <https://doi.org/10.1016/j.leaqua.2010.01.008>
- Pearce, C. L., & Conger, J. A. (Eds.). (2003). *Shared leadership: Reframing the hows and whys of leadership*. SAGE Publications.
- Raelin, J. A. (2016). *Leadership-as-practice: Theory and application*. Routledge.
- Spillane, J. P. (2006). *Distributed leadership*. Jossey-Bass.
- Tambunan, T. (2019). Recent evidence of the development of micro, small and medium enterprises in Indonesia. *Journal of Global Entrepreneurship Research*, 9(18). <https://doi.org/10.1186/s40497-018-0140-4>
- World Health Organization. (2016). *Leadership and governance in health systems: Handbook*. WHO Press.
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.