



Exploring The Moderating Effect Of Strategic Leadership On Organizational Performance And Operational Strategy; A Scoping Review

Dr.S.Fakruddin Ali Ahmed^{1*}, Dr.Syed Abid Hussain², Dr.D.Baranikumar³, Dr.T Lavanya Kumari⁴

^{1*}Associate Professor, School of Management Presidency University, Bangalore, shaik.fakruddin@presidencyuniversity.in

²Associate Professor, School of Commerce and Economics, Presidency University Bangalore, syedabid.hussain@presidencyuniversity.in

³Associate Professor, School of Management Presidency University Bangalore, barani.kumar@presidencyuniversity.in

⁴Associate Professor, School of Management CMR University, Bangalore, lavanya.k@cmr.edu.in

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ABSTRACT

Empowering leadership positively influences organizational innovation, confirming previous research that suggests supportive leadership styles are conducive to fostering a culture of innovation within organizations. Job complexity moderates the relationship between empowering leadership and organizational innovation. Despite its recognized importance, there remains a gap in understanding the precise mechanisms through which strategic leadership influences these outcomes. The gap hinders organizations' ability to effectively develop and implement leadership strategies that drive sustainable performance and competitive advantage. Additionally, existing research often lacks a nuanced understanding of the contextual factors that moderate this relationship, such as industry dynamics, organizational culture, and environmental uncertainty. Addressing the gap in the literature is essential for organizations seeking to optimize their leadership strategies and enhance their ability to navigate complex and rapidly changing business environments. A sample of 200 respondents was obtained using the simple random sampling procedure. The study involves conducting qualitative research, such as interviews or surveys with organizational leaders and employees, to gather insights into the leadership practices that drive success. By providing a structured framework for setting goals, defining strategies, and allocating resources, strategic planning enables organizations to navigate complexity, seize opportunities, and achieve their full potential. Vision and Mission Organizational Culture, Stakeholder Engagement, Performance Measurement and Market dynamics significantly influence organizational performance and operational strategy. The researcher stated that strategic leaders must be adept communicators, capable of articulating their vision and strategy in a compelling and persuasive manner. By effectively communicating the rationale behind strategic initiatives, leaders can garner support and commitment from stakeholders, facilitating the implementation of strategic objectives.

Keywords: Operational strategy, Talent Management, Stakeholder Engagement, Environmental Scanning, Ethical Leadership and Performance Measurement, Market dynamics, Regulatory changes and Feedback

Introduction

The need for organizations to conduct a thorough assessment of their internal resources and capabilities, identifying areas of strength and potential areas for improvement. The concept of dynamic fit, which refers to the organization's ability to align its strategy with both its internal capabilities and the external environment. The researcher argued that successful organizations are those that can adapt and evolve in response to changing circumstances, maintaining a dynamic equilibrium between internal strengths and external opportunities. This implies that in environments where tasks are more complex and require greater autonomy and decision-making from employees, empowering leadership has a more pronounced impact on stimulating

innovation. Alameri and Bhaumik (2019) explored the relationship between empowering leadership and organizational innovation. Empowering leadership is a style characterized by delegating decision-making authority, providing support, and fostering autonomy among employees. The authors conducted their research using a survey-based approach, gathering data from a sample of employees across various industries. They utilized structural equation modeling (SEM) techniques to analyze the relationships between empowering leadership, job complexity, and organizational innovation. They create a supportive climate for knowledge sharing and collaboration, incentivizing employees to contribute their expertise and insights to collective endeavors. Grant (1996) discussed the implications of organizational capability for achieving sustainable competitive advantage. The researcher argued that organizations with strong capabilities for knowledge integration are better equipped to respond to environmental changes, anticipate emerging trends, and capitalize on new opportunities. By continuously updating and refining their knowledge base, these organizations create a dynamic and adaptive resource that serves as a source of enduring competitive advantage. By achieving dynamic fit, organizations can enhance their agility and resilience, positioning them for long-term success in a rapidly changing world. Thomas discussed the role of strategic communication in effective leadership. By mapping the territory of strategic leadership, Thomas provides leaders with a roadmap for navigating the complexities of the business landscape and driving sustainable performance.

Theoretical framework of the study

Strategic Leadership Theory: Strategic leadership theory emphasizes the role of leaders in shaping the direction and trajectory of the organization through strategic visioning, decision-making, and execution. Strategic leaders are responsible for setting clear goals and objectives, formulating coherent strategies, and aligning organizational resources and capabilities to achieve desired outcomes. By effectively translating vision into action, strategic leaders can enhance organizational performance and competitive advantage.

Resource-Based View: Strategic leaders play a crucial role in identifying, developing, and leveraging organizational resources to create value and achieve superior performance. By aligning strategic initiatives with the organization's unique strengths and assets, strategic leaders can enhance operational efficiency, innovation, and resilience.

Contingency Theory: Contingency theory suggests that the effectiveness of leadership styles and practices depends on the situational context in which they are applied. Contextual factors such as organizational culture, industry dynamics, and environmental uncertainty can influence the impact of strategic leadership. Strategic leaders must adapt their approaches to fit the specific demands of the situation, employing different leadership styles and strategies as needed to achieve desired outcomes.

Dynamic Capabilities Perspective: Strategic leaders who possess dynamic capabilities, such as sensing and seizing opportunities, reconfiguring resources, and orchestrating change, are better equipped to navigate uncertainty and drive strategic renewal. Integrating these theoretical perspectives provides a comprehensive framework for understanding how strategic leadership influences organizational performance and operational strategy.

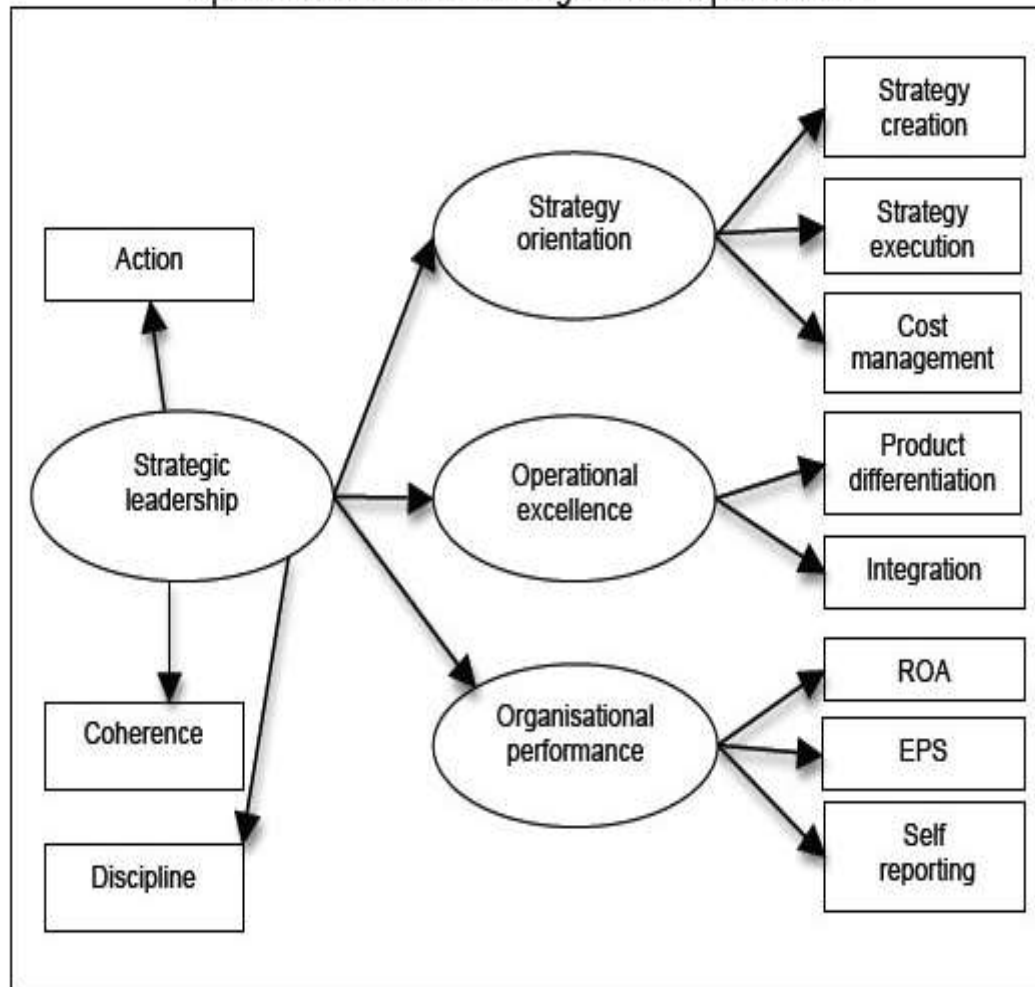
Research background

The study highlights the importance of organizational structures and processes in enabling innovation and performance. Organizations that adopt flexible and decentralized structures, encourage cross-functional collaboration, and provide resources and incentives for innovation tend to outperform their peers. The researchers collected data from a sample of organizations across different industries, using validated measures to assess organizational culture, innovation climate, and performance metrics. The results suggest that certain types of organizational culture, such as adhocracy culture characterized by flexibility and external focus, are positively associated with innovation climate and performance outcomes. Organizations that prioritize innovation, experimentation, and risk-taking tend to outperform their competitors and achieve higher levels of performance. The study identified the role of leadership in shaping organizational culture and fostering innovation. Leaders who espouse and embody the values of flexibility, creativity, and openness to change are more likely to cultivate a culture that supports innovation and drives performance excellence.. Mohammadi Fateh et al.(2020). The study investigated how intelligence competencies, including cognitive abilities, emotional intelligence, and social intelligence, contribute to leadership effectiveness and organizational performance within the unique context of government agencies. The authors argued that effective leadership in government organizations requires a combination of cognitive, emotional, and social skills to navigate complex bureaucratic structures, manage diverse stakeholders, and achieve organizational goals. Through a review of existing literature and empirical research, the authors explore the relationships between intelligence competencies, leadership performance, and organizational outcomes in government settings. The findings suggest that leaders who possess high levels of intelligence competencies are better equipped to handle the

challenges and demands of public sector leadership, leading to improved decision-making, communication, and stakeholder engagement. The study concludes by highlighting the implications of these findings for leadership development and training programs within government organizations, emphasizing the importance of fostering intelligence competencies among leaders to enhance organizational performance and effectiveness in the public sector. Mohammadi Fateh et al.(2020).

Chart: 01

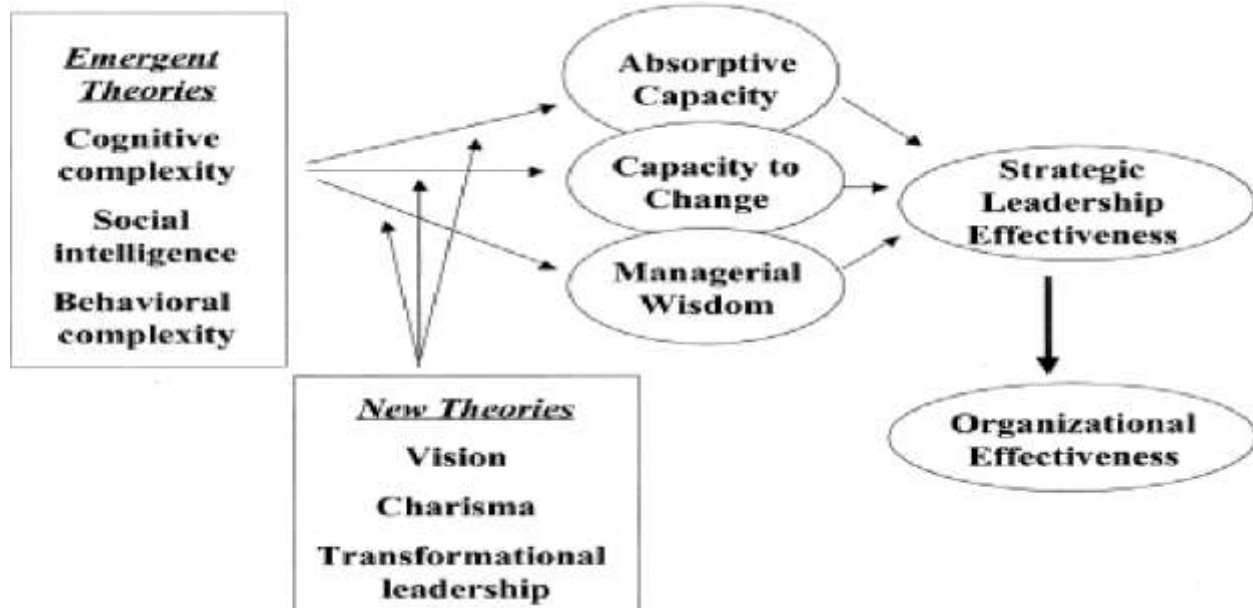
An illustration of the conceptual correlation model of strategic leadership, strategy orientation, operational excellence and organisational performance



Source: <https://scielo.org.za/img/revistas>

An integrative framework for strategy-making processes

Traditional strategic management theories often fail to capture the full complexity of strategy-making, as they tend to focus solely on either internal capabilities or external opportunities and threats. The study argued that for a more holistic approach that considers the dynamic interactions between these dimensions. Hart (1992) addressed the limitations of traditional approaches to strategy formulation and offers an innovative framework that integrates various dimensions of strategy-making. Through his framework, Hart aims to provide scholars and practitioners with a more nuanced understanding of how organizations can navigate the dynamic and turbulent landscape of modern business environments. The importance of setting a clear and compelling strategic vision that guides organizational actions and decision-making. Strategic intent serves as a unifying force, aligning the efforts of individuals and departments toward a common purpose. By articulating a coherent and inspiring vision of the future, organizations can mobilize their resources and capabilities more effectively, driving strategic alignment and coherence. In addition to strategic intent, Hart (1992) framework emphasized the critical role of the external environment in shaping organizational strategy. The researcher argued that organizations operate within a dynamic and constantly evolving ecosystem characterized by technological advancements, regulatory changes, and competitive pressures. To thrive in such environments, organizations must maintain a keen awareness of external trends and developments, adapting their strategies accordingly. By scanning the environment for emerging opportunities and threats, organizations can position themselves strategically to capitalize on market trends and gain a competitive edge.

Chart: 02 Theoretical framework

Source: <https://d3i71xaburhd42.cloudfront.net>

Mediating roles of strategic leadership and innovation

The dynamics of organizational capability and its pivotal role in navigating complex and rapidly evolving business landscapes. Grant (1996) posits that in today's dynamic and competitive environments, organizations must possess the ability to integrate and leverage diverse knowledge sources effectively to prosper. Grant (1996) argued that organizational capability, defined as the ability to integrate and apply diverse knowledge sources, emerges as a critical determinant of competitive advantage. Central to Grant's argument is the concept of knowledge integration, which he identifies as the process by which organizations combine and synthesize disparate pieces of knowledge to create value. Knowledge integration involves not only accessing and acquiring external knowledge but also assimilating and applying it within the organizational context. Grant (1996) emphasized that successful knowledge integration requires both technical capabilities, such as information systems and communication networks, and social capabilities, such as collaboration and knowledge sharing among employees. The researcher argued that organizations develop routines, such as cross-functional teams or knowledge-sharing platforms, to facilitate the flow of information and knowledge across organizational boundaries. These routines serve as mechanisms for coordinating and aligning individual efforts toward common goals, enabling organizations to harness the collective intelligence of their members effectively.

Chart: 03 The Drivers of Effective Strategic Management

Source: <https://www.google.com/url>

Strategic leadership and its implications for organizational success

In today's rapidly evolving business environment, traditional hierarchical models of leadership are no longer sufficient. Strategic leaders must be agile, adaptable, and forward-thinking, capable of anticipating emerging trends and seizing opportunities for growth. Thomas emphasizes the importance of strategic foresight, encouraging leaders to scan the external environment for potential threats and opportunities, and to adjust their strategies accordingly. A comprehensive exploration of strategic leadership, delineating its key components and highlighting its significance in navigating the complexities. The recognition that effective leadership is instrumental in shaping organizational strategy and driving long-term performance. The researcher emphasized that strategic leadership goes beyond mere management functions, encompassing the ability to envision the future, formulate strategic direction, and inspire organizational change. A unique blend of visionary thinking, analytical acumen, and interpersonal skills that enable them to guide their organizations through periods of uncertainty and transformation. The multifaceted role of strategic leaders in shaping organizational culture and fostering innovation. The researcher contends that strategic leaders play a crucial role in articulating a shared vision and values that resonate with employees, inspiring commitment and alignment across the organization. The researcher emphasized that strategic leaders must be able to make tough decisions under uncertainty, weighing risks and rewards to chart a course of action that maximizes value for the organization. The need for leaders to solicit input from diverse stakeholders and leverage collective intelligence to inform strategic choices.

Strategic decision-making in the context of leadership.

Strategic leaders, through their visionary thinking and forward-looking mindset, create a culture that encourages creativity, experimentation, and the implementation of novel ideas. By articulating a clear strategic vision and empowering employees to think innovatively, strategic leaders inspire a sense of purpose and commitment that drives organizational performance excellence. They prioritize innovation as a strategic imperative, allocating resources and creating incentives to support innovative initiatives. Strategic leaders play a crucial role in driving organizational innovation through their leadership behaviors and actions. They lead by example, demonstrating openness to new ideas, willingness to experiment, and resilience in the face of failure. Strategic leaders provide the necessary support and resources to enable innovation to flourish within the organization, removing barriers and facilitating collaboration across teams and departments. Furthermore, strategic leaders leverage their strategic acumen and market insights to identify emerging trends and opportunities for innovation. They scan the external environment for technological advancements, shifts in consumer preferences, and changes in industry dynamics that may present opportunities for new products, services, or business models. Strategic leaders design flexible and adaptive organizational structures that facilitate collaboration, communication, and knowledge sharing across the organization. They implement innovation-friendly processes and systems that streamline idea generation, evaluation, and implementation, enabling the organization to respond quickly to market changes and customer needs. Moreover, strategic leaders recognize the importance of investing in talent and capabilities to drive organizational innovation. They attract and retain top talent with diverse skills and perspectives, creating multidisciplinary teams that bring together expertise from different areas.

Research objectives and methodology

Strategic leaders play a critical role in driving this process, guiding the organization through a journey of discovery, analysis, decision-making, and execution that ultimately leads to enhanced performance and competitiveness. This involves conducting statistical analyses to identify correlations. A sample of 200 respondents was obtained using the simple random sampling procedure. The study involves conducting qualitative research, such as interviews or surveys with organizational leaders and employees, to gather insights into the leadership practices that drive success. By providing a structured framework for setting goals, defining strategies, and allocating resources, strategic planning enables organizations to navigate complexity, seize opportunities, and achieve their full potential.

Analysis, findings and Results

Strategic leaders play a pivotal role in driving this process, guiding the organization through a journey of discovery, analysis, decision-making, and execution. Strategic planning begins with a comprehensive assessment of the internal and external environment, facilitated by strategic leaders who possess the foresight and analytical acumen to identify opportunities and threats.

This informed understanding forms the basis for setting strategic priorities and formulating action plans that capitalize on strengths and address weaknesses. Furthermore, strategic planning under strategic leadership ensures alignment between organizational goals and operational strategies. Strategic leaders engage stakeholders across the organization in the planning process, fostering collaboration and buy-in for the strategic direction.

Table 1 Descriptive Statistics

Variables	Mean	Std. Deviation	Mean Rank
S1 Vision and Mission	1.82	1.389	5.75
S2 Strategic Planning	3.10	1.125	5.66
S3 Decision-Making	2.86	1.244	7.31
S4 Organizational Culture	2.72	1.557	6.79
S5 Change Management	2.84	1.230	7.14
S6 Talent Management	3.25	1.133	8.24
S7 Stakeholder Engagement	3.44	1.141	8.67
S8 Environmental Scanning	3.55	1.761	8.56
S9 Ethical Leadership	1.82	1.360	8.75
S10 Performance Measurement	3.10	1.125	8.66
S11 Managing resistance	2.88	1.246	7.35
S12 Market dynamics	2.76	1.576	6.89
S13 Regulatory changes	2.86	1.232	7.18
S14 Feedback	3.21	1.123	8.08

The respondents' perception of the various strategic leadership implemented in IT organizations is assessed using a 5-point Likert scale. Strategic planning also serves as a catalyst for innovation and change under strategic leadership. Strategic leaders encourage creative thinking and experimentation, challenging the status quo and fostering a culture of innovation that drives strategic renewal. Strategic planning under strategic leadership is a fundamental driver of organizational performance and operational strategy.

Organizational performance and operational Strategy

A well-crafted strategic plan provides a roadmap for achieving desired outcomes, guiding resource allocation, and prioritizing initiatives that create value. Strategic leaders monitor progress against strategic goals and make timely adjustments to ensure alignment with changing circumstances. This proactive approach to strategic planning enables organizations to anticipate challenges, seize opportunities, and adapt to evolving market conditions, ultimately enhancing performance and competitiveness.

Table 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.791	0.698	0.714	5.57891
a. Predictors: (Constant), S1, S2, S3, S4, S5, S6, S7, S8, S9, S10, S11, S12, S13 and S14				

The summary of the regression model indicates that the R value is 0.791 and the corrected R square value is 6.98 (69%). The explanation states that the independent factors account for 71% of the variance in the dependent variable. The vision serves as a strategic compass, guiding strategic decisions and initiatives that drive long-term growth and sustainability. Operational strategies are designed to translate the organization's vision into actionable plans and initiatives that achieve specific goals and objectives. Strategic leaders ensure that operational strategies are aligned with the organization's overarching vision and mission, fostering coherence and synergy across all levels of the organization. Moreover, strategic leaders play a critical role in fostering a culture that supports the organization's vision and mission. They embody the organization's values and serve as role models for desired behaviors, shaping the organizational culture through their actions and decisions.

Table 3 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13221.320	11	834.325	23.393	0.000
	Residual	5140.721	188	32.291		
	Total	18362.051	199			
a. Dependent Variable: Strategic Leadership						
b. Predictors: (Constant)						

The ANOVA test yielded a calculated F value of 23.393, indicating the model's fitness with a p-value of 0.000. Strategic leadership plays a pivotal role in shaping the vision and mission of an organization, ultimately impacting its performance and operational strategy. The vision and mission statements serve as guiding principles that articulate the organization's purpose, values, and long-term aspirations. Strategic leaders are responsible for crafting and communicating these statements in a way that inspires and aligns stakeholders toward a common direction. At the core of strategic leadership is the ability to establish a compelling vision for the future. Strategic leaders possess a forward-thinking mindset and possess the visionary capacity to anticipate industry trends, market opportunities, and emerging challenges. By articulating a clear and inspiring vision, strategic leaders provide a sense of direction and purpose that energizes employees and stakeholders. This shared vision serves as a rallying point for organizational efforts, guiding decision-making processes and shaping strategic priorities.

Table 4 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.414	2.776		3.668	0.000*
Vision and Mission	1.320	0.657	0.179	2.151	0.041*
Strategic Planning	0.333	0.589	0.063	0.670	0.527
Decision-Making	0.252	0.534	0.029	0.325	0.678
Organizational Culture	2.728	0.510	0.361	4.624	0.000*
Change Management	0.176	0.5332	0.045	0.298	0.782
Talent Management	0.189	0.658	0.066	1.036	0.321
Stakeholder Engagement	1.321	0.561	0.148	2.154	0.048*
Environmental Scanning	0.867	0.660	0.112	1.272	0.188
Ethical Leadership	-0.150	0.657	-0.039	-0.266	0.685
Performance Measurement	1.423	0.540	0.166	2.590	0.017*
Managing resistance	-0.710	0.398	-0.059	-1.131	0.387
Market dynamics	1.651	0.576	0.164	2.627	0.019*
Regulatory changes	-0.017	0.599	-0.002	-0.019	0.770
Feedback	-0.258	0.521	-0.027	-0.652	0.625

The t values of Vision and Mission (2.151), Organizational Culture (4.624), Stakeholder Engagement (2.154), Performance Measurement (2.590) and Market dynamics (2.567) are more than 1.96. Hence, it is concluded that the leadership strategies significantly influence on the five factors. Talent management, stakeholder engagement, and environmental scanning are crucial elements that intersect with strategic leadership to influence organizational performance and operational strategy. Talent management encompasses the processes of attracting, developing, and retaining top talent within an organization. Strategic leaders recognize that human capital is a valuable asset and invest in initiatives to attract and nurture talent. Moreover, strategic leaders align talent management practices with strategic priorities, identifying and developing key talent that can drive innovation, creativity, and high performance. Stakeholder engagement is essential for building relationships and fostering collaboration with individuals and groups that have a vested interest in the organization's success. Strategic leaders understand the importance of engaging stakeholders proactively, including employees, customers, investors, suppliers, and community members. Strategic leaders leverage stakeholder insights to inform strategic decision-making and ensure that organizational strategies are aligned with stakeholder expectations and values. Strategic leaders recognize that the business environment is dynamic and complex, characterized by technological advancements, regulatory changes, competitive pressures, and market trends. By conducting environmental scanning, strategic leaders gain insights into emerging opportunities and threats, enabling them to anticipate challenges and capitalize on opportunities.

Implications

The study sheds light on the nuanced relationship between empowering leadership, job complexity, and organizational innovation. The research underscores the importance of aligning leadership approaches with the specific demands of the organizational context to promote innovation and drive competitive advantage. For practitioners, the study offers valuable insights into how leaders can leverage empowering leadership practices to foster innovation, particularly in environments with high job complexity. By empowering employees with the autonomy and support they need to tackle complex tasks, leaders can create an organizational culture that encourages creativity, experimentation, and the implementation of novel ideas. Alameri and Bhaumik (2019). By fostering a culture of innovation, supporting innovative initiatives, leveraging market insights, and investing in talent and capabilities, strategic leaders create an environment where creativity thrives, and innovative ideas are transformed into tangible outcomes.

Conclusion

Talent management, stakeholder engagement, and environmental scanning are integral components of strategic leadership that contribute to organizational performance and operational strategy [10]. Strategic leaders recognize the importance of nurturing talent, engaging stakeholders, and monitoring the external environment to ensure that the organization remains agile, resilient, and responsive to change [12]. By aligning these components with strategic priorities and values, strategic leaders create a culture of excellence and innovation that drives organizational success in today's dynamic business environment. Integrative framework for strategy-making processes offers a comprehensive and holistic approach to understanding the complexities of strategic management. By emphasizing the interplay between strategic intent, environmental context, internal resources, and dynamic fit, the article provides scholars and practitioners with a powerful tool for navigating the challenges of today's business environment [17]. Through his framework, Hart (1992) [7] encouraged organizations to adopt a more strategic and proactive approach to managing changes, driving innovation, and achieving sustainable competitive advantage. Strategic leaders inspire and align stakeholders

around a compelling vision for the future, shaping organizational culture and guiding strategic decision-making.

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