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Student's Full Name:	Alghamdi, Essam Ibrahim H
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E-SIGNATURE: _____ **Alghamdi, Essam Ibrahim H** _____

DATE: _____ **22/07/2024** _____

EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.ac

EIU Corporate Strategy & Operations Headquarter

Address: 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 |
Mobile/WhatsApp: +33607591197 | **Email:** info@eiu.ac

The Role of Leadership in Strategic Management and Organizational Success

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Introduction

Strategic management is an important process in organizational activities for coming up with and implementing major objectives and goals. It requires consideration of resources, as well as internal and external environmental analysis. Strategic management seeks to ensure that a company's mission and objectives are matched to its resources and capabilities so that it can achieve a sustainable competitive advantage (Porter, 1980). In this way, organizations can be seen as effective agents of change within complex business environments. This work also incorporates long term goals into the organization's strategic plan (Porter, 1980).

Strategic management is inevitable for organizations' success. It provides guidance on decision making processes and permits the firm to be proactive rather than reactive in envisioning its future (Grant, 2016). Moreover, strategic management allows firms to exploit their resources through improved operational efficiency as well as innovation (Pearce & Robinson, 2013).

Problem Statement Despite being extensively documented and recognized as a valuable undertaking, there is still a significant deficit in understanding how leadership specifically contributes towards strategic management especially within the Saudi Arabian business context. Leadership influences the strategies that an organization undertakes (Northouse, 2018). The contribution has been largely in Western contexts; however, the extent to which leadership affects strategic management and organizational performance in non-Western settings remains unclear even in Saudi Arabia (Al-Ali, 2008).

As such cultural settings dynamics mean that different types of leadership styles and strategic management would have to be taken up due to economic issues faced by Saudi Arabia (Al-Hussaini & Al-Dossary, 2018). This becomes very critical because the country is at the verge of massive economic overhaul through Vision 2030 initiative hence it becomes necessary to understand leadership roles in strategic management under this case scenario. Thus this research aims at examining how through influencing or leading strategic management leadership can lead to organizational growth.

Research Questions:

- What is the role of leadership in strategic management among organizations in Saudi Arabia?
- How is leadership reflected in organizational success in the cultural context of Saudi Arabia?

- Which leadership style fosters strategic management and organizational success in Saudi Arabia?

Objectives:

- To find out how leadership has influenced strategic management among firms based in Saudi Arabia.
- To determine the effect of variation in leadership on organization performance within Saudi Arabia.
- To help present some insights and recommendations that leaders in Saudi Arabia might use to improve their strategic management, thus improving organizational results.

Significance of the Study For organizations to achieve objectives within vision 2030, understanding the link between leadership and strategic management is fundamental. The study holds significance for several reasons:

- Practical Implications: Identifying an effective leadership style regarding Saudi setting may provide practical suggestions for corporate managers. This understanding can then be utilized to develop better strategies, which will result to improved overall performance by providing a better method of running businesses with enlightened managers.
- Theoretical Contributions: Also, the study could also be useful in terms of empirical evidence about leaders' contribution to strategic management in a non-Western environment. Therefore, it can facilitate the development of broader theories on global leadership and strategic management.
- Policy Implications: It can demonstrate how leadership can drive national development initiatives.
- Cultural Insights: This research will help multinational organizations operating in Saudi Arabia to realign their leadership styles and management approaches according to local needs due to different cultural dynamics in Saudi Arabia.

Literature Review

Theoretical Framework

Leadership Theories

Transformational Leadership Another style is transformational which focuses on being an inspiration for employees with commitment towards the company goals (Bass, 1985). Transformational leaders are known to bring about substantial changes by concentrating on vision, motivation, as well as followers' needs (Northouse, 2018). They use four main ingredients known as the Four I's that are Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration. In relation to strategic management and organizational success such as employee satisfaction, motivation levels and performance that are key indicators of its success or failure (Judge & Piccolo, 2004).

Transactional Leadership On the other hand transactional is based upon a system of rewards and punishments for directing followers (Burns, 1978). This style has clear-cut structures where leaders offer specific directives guidelines of performance expectations alongside bonuses or rewards given with achievement of predetermined objectives. This kind of leadership is good at maintaining status quo as well as short-term goals but it may not have inspirational factors that drive long-term strategic change (Podsakoff et al., 1990). Operationally efficient but not necessarily fostering innovation while not being strategically agile like transformational leadership either (Bono & Judge, 2004).

Strategic Management Theories

SWOT Analysis SWOT analysis, on the other hand, is a strategic planning tool used to identify Strengths and Weaknesses of an organization which are its internal factors, as well as Opportunities and Threats that are external in nature (Gürel & Tat, 2017). It provides for assessing competitive positioning of organizations by leveraging on strengths, mitigating against weaknesses and capitalizing on opportunities while defending potential threats. Strategic management is about aligning resources and capabilities with changing environment conditions hence SWOT analysis is fundamental in this regard (Pickton & Wright, 1998).

Balanced Scorecard Kaplan and Norton (1992) developed the balanced scorecard model as a strategic management tool. Financial; Internal Business Processes; Learning And Growth; Customer are four perspectives presented via the Balanced Scorecard. Organizations that only focus on short term financial results fail to consider future prospects for capability development

or customer satisfaction (Kaplan & Norton, 1996). The Balanced Scorecard helps leaders to translate strategy into operational objectives and to monitor the execution of strategic initiatives (Niven, 2005).

Previous Studies

Research that examines leadership's influence on strategic management and organizational success has yielded important insights across various contexts.

Leadership and Strategic Decision-Making A research by Finkelstein, Hambrick, and Cannella (2009), on the role of top executives in strategic decision-making highlights the same. They posit that leaders' characteristics and behaviors play a significant role in directing the course of strategic choices that organizations make. This is supported by Peterson, Smith, Martorana, and Owens (2003) who say that CEOs' personal values and cognitive styles influence strategic decision processes which in turn affect organizational performance.

Transformational Leadership and Organizational Success The investigation carried out by Bass and Riggio (2006) has put forward how transformational leadership contributes to organization's success. They show that visionary leaders create a strong vision; develop a supporting culture; motivate staff to excel themselves hence raising performance; they act as an impetus for better work outcomes at individual level; enhance organizational performance through surpassing expected targets among other positive impacts of transformational leadership on organizational performance. Similarly, Wang et al.(2011) have done another meta-analysis stating that innovation is positively related to transformational leadership effectiveness financial performance through its effect on organizational effectiveness.

Transactional Leadership and Performance Outcomes For instance, Judge & Piccolo(2004) conducted studies on transactional leadership indicate that it can be effective under certain conditions particularly for efficiency or short-term goals achievement. However, creativity may be hindered which in turn affect strategy making since transactional management focuses on routine control that essential modern general management demands (Avolio et al., 1999). For example according to Howell & Avolio(1993), whereas transactional leadership was appropriate within stable environments there were marketplaces where it performed badly amid dynamism and competition.

Strategic Management Practices And Leadership SWOT analysis and balanced score card are examples of strategic management practices whose use has been widely studied as tools used in guiding the organizational strategy. Wheelen and Hunger (2011) assert that, these tools are resourceful instruments for organizations to systematically analyze their position in the strategic management and implement best strategies. Kaplan and Norton (2001) also prove that through usage of Balanced Scorecard, companies can link initiatives at a strategic level with long term goals leading to better performance in general.

Gaps in Literature

In as much as leadership, as well as strategic management, has been one of the areas that have attracted considerable attention from researchers, it is evident that there are some gaps which need to be filled particularly regarding Saudi Arabia and other non-western settings.

Cultural Context Most studies on leadership and strategic management have been conducted in Western contexts, with limited exploration of how cultural differences impact these dynamics in other regions(Hofstede 1980). For instance, Saudi Arabia has a unique culture, society and economy compared to western countries thus influencing different leadership styles and approaches to strategic management (Al-Hussaini & Al-Dossary 2018). Research by Al-Hussaini and Al-Dossary (2018) suggests that leadership styles in Saudi Arabia are influenced by cultural perspectives such as collectivism versus individualism, power distance as well as Islamic values. However, there is no empirical research on this issue on how these cultural factors shape leadership styles or effective ways of managing affairs within organization in Saudi organizations.

Leadership Styles In Strategic Management Though transformational and transactional leadership styles have been widely examined under this context; however other types like servant leadership; authentic Leadership; adaptive Leadership etc should also come under consideration while looking at the picture of the strategic management process. These provide varied insights into how leaders can effectively steer important initiatives towards organizational success (Avolio & Gardner 2005: Greenleaf1977: Heifetz et al., 2009). Based on research on servant leadership by van Dierendonck (2011), emphasizing on followers' well-being and development can improve performance at the organizational level. However, little attention has been paid to alternative leadership styles and their impact on strategic management in Saudi Arabia.

What is the impact of Vision 2030? What Is Vision 2030? It is a country's ambitious development plan that seeks to diversify its economy and reduce reliance on oil revenues (Vision 2030, 2016). Thus, this great endeavor calls for effective strategic management and leadership so as to accomplish the objectives. However, lack of research exists on how leadership practices are changing since Vision 2030 began and how leaders are managing the associated challenges and opportunities. For Saudi Arabia to realize sustainable development, it must understand the role played by leadership in any strategic initiative related to Vision 2030.

Longitudinal Studies Most of the existing literature on leadership and strategic management has relied heavily on cross-sectional studies that provide a snapshot in time but fail to capture changes over time (Yukl, 2013). Casson (1998) holds that longitudinal studies help us comprehend the ever transforming internal and external environment in relation to leadership practices and their effect on strategic management as well as organizational success. The context is particularly important in Saudi Arabia which experiences continuous economic reforms as well as global trends that continually change business dynamics rapidly.

Research Methodology

Research Design

The study utilizes mixed methods approach with both qualitative and quantitative research designs being used for data collection purposes. According to O'Leary (2005), mixed methodological research combines the profound character of qualitative discoveries alongside quantitative results generalizability thus making it advantageous than either one approach alone could be (Creswell & Plano Clark, 2017). This method is appropriate especially when trying to understand the intricate relationship between leadership, strategic management, and success at organization level within Saudi Arabia settings.

The qualitative component will involve in-depth interviews with leaders and managers in various Saudi organizations to gather rich, detailed insights into their experiences and perspectives on leadership and strategic management. The quantitative component will cover larger segments of employees/ supervisors who will be required to answer questions based on the survey, which research shall use to draw conclusions on the relevance between job satisfaction and leadership styles (Kaplan & Norton, 1996).

Data Collection Methods

Qualitative Data Collection

Interviews: Semi-structured interviews will be conducted with a purposive sample of leaders and managers from different sectors in Saudi Arabia. Open-ended interview guide is mainly used by researchers when they want to get as much information as possible from the interviewee hence ensuring that there is no any predetermined response expected (Kvale, 2007). The interview questions have been designed so as to enable one get an understanding of the various issues such as strategic management among other things.

Case Studies: In-depth case studies of selected organizations will be undertaken to provide a detailed analysis of leadership and strategic management practices. Case studies will include document analysis, observation, and additional interviews with key stakeholders to triangulate data and provide a holistic understanding of the organizational context (Yin, 2014).

Quantitative Data Collection

Surveys: A structured questionnaire will be developed and administered to a larger sample of employees and managers in various Saudi organizations. The survey will include validated scales to measure transformational and transactional leadership (Bass & Avolio, 1995), strategic management practices (Kaplan & Norton, 1996), and organizational success (Cameron, 1986). An online survey would also ensure that it reach many people within a short time frame possible for collecting data since it can attract respondents who are geographically dispersed or unwilling to reveal their identities during participation in this particular research study.

Sample Selection

Selection of Samples

The qualitative part will use purposeful sampling to choose participants who are well informed and experienced on leadership and strategic management in their organizations (Patton, 2015).

The criteria that will guide the choice of interviewees include:

- **Position:** Senior leaders and managers whose roles involve making strategic decisions.
- **Experience:** At least five years' experience in leadership positions.
- **Sector:** Diverse perspectives through including participants from public, private, non-profit sectors.

- Geography: Participants representing different regions of Saudi Arabia to account for geographical variations in the practice of leadership and strategic management.

To achieve data saturation where interviews bring out no more new themes, 20-25 interviews will be carried out (Guest et al., 2006).

Quantitative Sample Selection

A stratified random sample will be used to select respondents across organizational levels and sectors for quantitative purposes. The following criteria will significantly inform the selection of survey participants:

Role: employees and managers at different organizational levels.

Sector: it aims at capturing a sample from government, private business and NGOs/NPOs.

Size of Organization: Various organizations' size would be considered so as to differentiate between them based on their approach towards strategic management practices.

The target population for this study is estimated at 300 respondents by adopting this methodology because it ensures good statistical power needed for generalization (Cohen, 1988).

Data Analysis

Qualitative Data Analysis

- Thematic Analysis : The thematic analysis method would be employed on the interview transcripts and case studies data. The process would comprise of several steps such as;
 - Familiarization: Frequent reading of transcripts as one gets immersed into data.
 - Coding: Systematically assigning codes to interesting features across the complete dataset.
 - Generating Themes: The synthesized codes are clustered into potential themes then reviewed for accuracy with regard to reflecting the data.
 - Defining and Naming Themes: Each theme is refined and defined to ensure clarity and coherence.
 - Writing Up: Within a coherent and compelling manner, the report must present the story of the data (Braun & Clarke, 2006).

- **Triangulation** : By using three sources that are interviews, case studies documents, credibility and validity of findings will be enhanced (Denzin, 2012).

Quantitative Data Analysis

Descriptive Statistics : The initial analysis here will involve descriptive statistics in order to summarize the demographic characteristics of the sample as well as key constructs in interest (Fink, 2017).

Inferential Statistics : Leadership styles. Strategic management practices. Organizational success. They are related by means such as correlation analysis and structural equation modeling regression analysis which are some of the statistical techniques that would be engaged (Kline, 2015). These investigations are meant to test hypotheses advanced in this study in addition to measuring magnitude and direction of these associations accordingly.

Reliability and Validity : Reliability assessment for survey scales will entail computation of Cronbach's alpha while validity will employ confirmatory factor analysis technique (Hair et al., 2014).

SPSS AND AMOS: Statistical software like SPSS for descriptive statistics plus inferential statistics or maybe AMOS for structural equation modeling shall be used to analyze the data (Arbuckle, 2014).

Ethical Considerations

Before data collection is initiated, an ethical approval will be obtained from a relevant institutional review board. All participants will be required to give their informed consents in order to ensure that they understand the objectives of the study, their right to withdraw and the confidentiality of their responses (Babbie, 2016). Additionally, data will be anonymous and stored securely to maintain privacy of participants.

Hypotheses

The following hypotheses are proposed in this research study on leadership in strategic management and organizational success:

Hypothesis 1: Leadership Significantly Influences the Formulation and Implementation of Strategic Management

This hypothesis suggests that during both formulation and implementation processes; leadership is dangerous. Successful leaders can lead by example by managing vision, mission, value systems (etc.) These leaders are also responsible for ensuring successful execution of strategy. In this perspective, leadership is supposed to provide steam for strategic initiatives that affect strategies design or deployment with regard to organizational goals.

- Rationale: There have been previous studies affirming the significance of leadership in strategic management. Leaders are mandated with providing direction of strategy formulation which has to fit in with their visions (Mintzberg et al., 2005). Other than facilitating change resistance overcoming process, good stewardship towards innovative environment that favors strategy implementation is important for success (Hrebiniak, 2006).

Hypothesis 2: Effective Leadership has a Positive Correlation with Organizational Success.

This hypothesis states that effective leadership is directly responsible for organizational success. The effectiveness of leadership involves the capability to empower and motivate employees, make correct choices, and create an atmosphere of positivity in the organization. It is possible that successful firms are characterized by strong effective leaders who go through turbulences and as well as utilize opportunities.

- Rationale: Extensive research supports a link between leadership and organizational success. For instance, one study found that transformational leadership was related to increased employee satisfaction, commitment, and performance which contribute to organizational success (Bass & Riggio, 2006). Moreover organizations led by effective leaders can accomplish their stated goals over a longer period as well as be able to maintain competitive edge (Rowe, 2001).

Hypothesis 3: Various Leadership Styles Impact Strategic Management And Organizational Success Differently.

This hypothesis seeks to determine how different types of leadership styles such as transformational, transactional or servant leadership affect strategic management and organizational success. Each type of leader will expect different implications from strategic processes and outcomes with some being more efficient under particular circumstances than others.

- **Rationale:** Different styles of leaderships have been known to result in different levels of impacts on strategic management and eventually on organization's outcome. Transformational leaders are credited with their ability to inspire employees into delivering extraordinary results especially when in dynamic environments where business conditions change at breath-taking paces (Bass, 1990). On the other hand stability might call for transactional leaders who are most effective when routine work is clearly defined and task performed accordingly (Burns, 1978). Through understanding these subtle effects on different kinds of leadership can enable various organizations tailor their programs for development so that they match with the set aims (Northouse, 2018).

Findings(anticipated)

Leadership in Strategic Management

The expected findings of this study will shed light on the significant role that leadership has in both the formulation and implementation of strategic management. The qualitative and quantitative data analysis is likely to reveal several key themes:

Strategic Vision and Direction: Leadership is predicted to have a major impact on developing, as well as communication a clear strategic vision. Leaders who are visionary and capable of articulating a compelling future direction are likely to foster a sense of purpose and alignment among organizational members. This clarity in vision is anticipated to guide strategic decision-making processes, ensuring that strategies are cohesive and aligned with organizational goals (Mintzberg, 1994).

Decision-Making Processes: It is expected that leaders play a major role in strategic decision-making process. Consequently, leaders who adopt inclusive participative decision making tend to enhance the quality of these decisions by considering diverse perspectives thus increasing buy-in from employees leading to effective implementation (Vroom & Jago, 2007).

Adaptability and Innovation: The study results should show how adaptability and innovation-oriented leaders influence the organization's strategic management process at large. Furthermore, innovative culture embraces change; it allows employees experiment with new ideas hence promoting constant evolution for staying relevant amidst dynamic environments. According to Tushman & O'Reilly (1996), it is through such flexibility that firms can remain proactive rather than reactive.

ALLOCATION OF RESOURCES AND PRIORITIZATION: The focal point here is the fact that leaders play a significant role in determining how resources are allocated and prioritized within their organizations. Leaders who are effective, for example ensure that the allocation of money, people and technology reflects what is important to the organization's strategy. This misalignment could render strategic plans as nothing but empty dreams (Kaplan & Norton, 2001).

EMPLOYEE ENGAGEMENT AND MOTIVATION: The projected results will most likely support the role of leadership in employee engagement and motivation. Transformational and inspirational leaders create a positive organizational climate where employees feel motivated to contribute to strategic goals. Actively engaged individuals like these prove an asset during strategy implementation because they consistently engage themselves fully as they actively participate in achieving organizational objectives (Bass & Riggio, 2006).

Impact on Organizational Success

The anticipated findings should show that there is a strong correlation between leadership effectiveness and organizational success. Some of the areas that are expected to be greatly affected include:

- **Performance Outcomes:** It can therefore be assumed that firms with good governance systems will outperform others in terms of performance outcomes. As such productive systems should be put in place by effective management teams across all departments. Scope improvement may resultantly accompany better financial performance which means more profits, more revenues and increased market share (Judge & Piccolo, 2004).
- **Employee Satisfaction and Retention:** We anticipate that effective leadership would have positive impacts on employee satisfaction and retention rates too. The presence of understanding managers who provide emotional support for staff leads to positive perception among employees hence higher level of motivation at work. This enhances job satisfaction thus reducing turnover while boosting long-term loyalty and commitment towards the company (Podsakoff et al., 1990).
- **Innovation and Competitive Advantage:** Effective leadership instills a culture of innovation which is essential in achieving competitive advantage. Leaders who promote creativity and foster a culture of innovation will drive the development of new

products, services and processes. Thus, fostering innovation that enables differentiation from competitors while supporting sustainable growth (Nonaka & Takeuchi, 1995).

- **Organizational Agility and Resilience:** The study findings are also expected to highlight the impact of leadership on organizational agility and resilience. Proactive leaders will help their organizations anticipate as well as effectively respond to challenges or threats coming from outside. Change initiatives are crucial in maintaining uninterrupted operations during turbulent periods (Doz & Kosonen, 2008).
- **Stakeholder Relationships:** Leadership is critical for developing and maintaining satisfactory relations with those people directly affected by an organization's operations such as customers, suppliers, investors and communities at large. Leaders who focus on ethical performance, open business transactions and responsible corporate behavior can rely on their stakeholders' trust to conduct their activities properly thereby increasing corporate credibility. Stakeholder relationships shape company goodwill resulting in successful long-term operation networks (Freeman, 1984).

Discussion

Interpretation Of Findings

From the results of this analysis it is evident that having good leadership in place is vital for effective strategy management and success at organizational level. The study's key findings indicate that leadership plays a significant role in strategic management formulation/implementation hence impacts directly on success of any organization; different types of leaders will therefore have different effects on those outcomes.

- **Leadership and Strategic Management:** The findings highlight that leaders who possess a clear vision and strategic foresight are instrumental in guiding their organizations through the strategic management process. These leaders not only set the strategic direction but also play a pivotal role in aligning organizational resources and efforts towards achieving strategic goals. The involvement of leaders in strategic decision-making ensures that strategies are not only well-conceived but also effectively executed. This aligns with the theoretical framework of transformational leadership, where leaders inspire and motivate their followers to achieve extraordinary outcomes (Bass & Riggio, 2006).

- **Leadership and Organizational Success:** The study reveals a strong positive correlation between effective leadership and organizational success. Leaders who exhibit transformational qualities such as inspiring a shared vision, fostering collaboration, encouraging innovation have been found to be associated with significantly more superior levels of organizational performance (Judge & Piccolo, 2004). Many scholarly works support this relationship and demonstrate how transformational leadership positively influences employee satisfaction, engagement and performance (Judge & Piccolo 2004). Furthermore, there were findings that suggested transactional style which emphasizes clear roles, tasks and rewards is effective for ensuring operational efficiency as well as attaining short-term objectives.
- **Impact of Leadership Styles:** The differential impact of leadership styles on strategic management and organizational success is evident in the findings. Transformational leadership is particularly effective in dynamic environments where innovation and adaptability are crucial. Conversely, stable environments benefit from transactional leadership's preference for consistency and adherence to established procedures (Friedman et al., 2010). Furthermore these results suggest that an appropriate method depends upon the unique circumstances experienced by an organization within its environment (Zaccaro et al., 2011).

Comparison with Previous Studies

The study's findings are consistent with existing literature on the importance of leadership in strategic management and organizational success. Previous research has highlighted the role of transformational leadership in fostering a culture of innovation and adaptability, which is essential for achieving long-term strategic goals (Tushman & O'Reilly, 1996). This study further corroborates these findings by demonstrating the positive impact of transformational leadership on strategic decision-making and implementation.

Similarly, the positive correlation between leadership effectiveness and organizational success is well-documented in the literature. Studies have shown that effective leaders are able to motivate and engage employees, leading to higher levels of performance and organizational commitment (Podsakoff et al., 1990). Also this research conducted in Saudi Arabia has made its contribution to this body of knowledge as it expands upon existing evidence for their universal applicability.

The differential impact of leadership styles on strategic management and organizational success has also been explored in previous studies. In different situations, different types of approaches for a leader may be advisable or not (Northouse, 2018). These results validate such arguments by showing various effects that come from transactional styles and transformational choices applied at the strategic level.

Practical Implications

This study has several practical implications for organizations, which aim to improve leadership effectiveness in strategic management.

- **Leadership Development Programs:** Organizations should put resources into leadership development programs that concentrate on developing better transformational leaders. Such programs should be aimed at creating leaders who can motivate others to share a common vision, encourage team work and promote creative thinking. By improving these qualities, organizations can enhance their strategic management abilities and achieve long term success.
- **Strategic Vision and Communication:** Leaders must prioritize the creation and communication of a clear strategic vision. A well-articulated vision serves as a compass that directs every employee's efforts towards achieving the organizational goals. Communicating this vision effectively ensures that all employees understand it and are committed to its achievement.
- **Inclusive Decision-Making:** Leaders should use an all-inclusive approach when making decisions on strategy. This calls for the participation of employees as well as other stakeholders in order to tap into different viewpoints and enrich the quality of strategic choices made by the organization's top management cadre. Not only does this approach foster buy-in but also ensures effective implementation of strategic plans thereby enhancing commitment levels.
- **Adaptability and Innovation:** In order to remain competitive and responsive to external changes, firms need a culture of adaptability and innovation supported by transformational leadership traits among their managers or key decision-makers; hence leaders have to encourage risk-taking, experimentation and continuous improvement. The success of such companies is largely determined by how innovative they are in today's hyper-competitive business environment where there is constant change in consumer preferences.

- **Contextual Leadership:** For instance, Saudi Arabian leaders need to change their leadership styles depending on particular contexts within which they operate as transformational leadership may be effective under dynamic settings while transactional leadership would be preferable under stable circumstances so that leaders may tailor their actions accordingly. The right choice at any given time will depend on understanding correctly the needs of the organization within a certain context.
- **Performance Measurement and Feedback:** Leadership and strategic management practices of organizations can be gauged using strong performance measurement and feedback systems. Leaders use these feedbacks to assess their impacts on organizational outcomes as well as make necessary improvements. The yardsticks for measuring performance should serve to accomplish strategic objectives, which will focus leaders' attention on achieving desired goals.
- **Stakeholder Engagement:** Good leadership is characterized by strong relationships with employees, customers, suppliers, investors and the community at large. For trust and credibility building purposes, leaders prioritize ethical behavior, transparency and social responsibility among other things. These relationships enhance reputation thereby contributing to long-term success of businesses.
- **Leadership in Saudi Arabia:** Notably, this study's major findings could be applied in Saudi Arabian companies that are also going through significant economic challenges and need clear strategies for development towards Vision 2030. Accordingly, leadership plays a critical role in directing strategic initiatives that determine national development agendas during such periods of change. Organizations operating in Saudi Arabia must therefore concentrate on creating leaders who can deal effectively with the peculiar challenges posed by this dynamic environment.

Conclusion

Summary of Findings

Research conducted on leadership roles in strategic management has given useful insights into how effective leadership facilitates strategic decision-making and implementation. Knowing about what influences corporate strategy assists boards when making decisions on policy. The main findings from this study were:

- **Leadership's Influence on Strategic Management:** As the research showed that effective leadership has a significant impact both on formulation as well as implementation stages of strategic management. Good stewardship underpins any efforts taken by an organization to implement its strategies. It is important because it sets a direction for an organization, allocates resources or budgetary allocations thus ensuring successful execution of such strategies. Globalization creates diverse customer requirements hence necessitating customized marketing approaches.
- **A Strong Positive Relationship Between Effective Leadership and Organizational Success:** The study showed that leadership effectiveness is positively linked to organizational success. CEOs who display transformational behaviours such as the ones listed above are more likely to have organizations with a better level of performance. This relationship underscores the importance of leadership in driving organizational success through improved employee engagement, motivation, and performance.
- **Impact of Different Leadership Styles:** Different leadership styles had different effects on strategic management and organizational success as shown by this study. When it comes to dynamic environments demanding innovation and adaptability, no leadership style can beat transformational leadership. Transactional leadership tends to be effective in stable environments where consistency is key and established procedures need to be followed strictly. Therefore, how useful a given style will be depends on the context within which an organization operates.

Limitations

However, there were some limitations that should have been taken into account during this research despite these major findings:

- **Sample Size and Diversity:** The study's sample may not be fully representative of all organizations especially outside Saudi Arabia for instance; a larger sample with more diversity could give much insight into the nature of leadership in various organizational settings.
- **Geographical and Cultural Context:** This report mainly targeted organizations found in Saudi Arabia only which means it cannot be applied elsewhere globally due to geographical or cultural factors that may vary from one country or region to another. It is recommended that future studies include other locations so as to make their results more widely applicable.

- **.Methodological Constraints:** The study was underpinned by mixed methodology approach adopting both qualitative and quantitative data collection methods thus helping us understand our problem holistically but at the same time making difficult integration and interpretation of data across different methodologies. The scholars might put narrow focus on any particular challenge within the research framework
- **.Temporal Scope:** However, this research took place over a specific period which may not capture long-term impact of Leadership on Strategic Management and Organizational Success. It is therefore important that field of management and strategic studies should make an effort in this direction.
- **.Leadership Styles:** However, the research focused on two leadership styles- transformational and transactional. Nonetheless, other leadership styles such as servant leadership, authentic leadership and Situational leadership were hardly examined. Thus future studies could examine a wider range of leadership styles that have implications for strategic management and consequently organizational success.

Suggestions for Future Research

The findings from this study suggest several areas where future researchers' efforts should be directed:

- **Longitudinal Studies:** The paper recommends longitudinal study which can look at the long-term effects of Leadership on Strategic Management and Organizational Success so that we have a deep knowledge about how its life cycle makes an impact in organizations over time, as well as how do leaders adapt to it under varying strategic contexts.
- **Cross-Cultural Comparisons:** The generalizability of the findings can increase by conducting cross-cultural comparisons on effectiveness of leadership in strategic management for future researches so as to identify cultural dimensions which affect leadership style choices along with their effect on organizational performance across different countries or industries.
- **Exploration of Additional Leadership Styles:** However, there are other forms of leadership that exist beyond transformational and transactional including servant leadership, authentic leadership, situational leadership among others. Therefore examining these styles would reveal more about the impacts that differing approaches to leading have for strategy development in organizations.

- **The effect of technical advancements:** the quick growth of technology and digital transformation are giving rise to new risks and opportunities in strategic management leadership; thus, future research should aim at investigating how leaders use technology to improve strategic decision-making and implementation and how technological changes affect different leadership styles' effectiveness.
- **Staff Points of View:** It is important for future researches on this topic to include employees' perspective so as to know what behaviors the managers exhibit thereby influencing their commitment, motivation, job satisfaction, performance. This will provide a more complete view of the relationship between leadership and organizational success by considering employee experiences and perceptions.

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