

The Specific Factors for Strategic Leadership Style and Its Impact on Competition Strategy Selected

MAHMOOD JASIM ALSAMYDAI

Professor Department of Marketing, Faculty of Economic and Administrative Sciences, Al-Zaytoonah University of Jordan. Jordan, Box130, Amman, 11733 Jordan.

Email: Mahmod_jasim2000@yahoo.com

JASSER ABDELRAZZAQ YACOUB ALENSOUR

Assist Professor Department of business administration, Faculty of Economic and Administrative Sciences, Al-Zaytoonah University of Jordan. Jordan, Box130, Amman, 11733 Jordan

Abstract

The study endeavors to explain the specific factors for strategic leadership style and its impact on competition strategy selected, which is chosen by this leadership for a targeted organization that belongs to it. Therefore, this study attempts to approach such important and difficult subject because of many factors that affects strategic leadership style and selection of competition strategy that will be approved in the organization. Based on that, many factors were included especially administrative, environmental and personal ones. Along with the common strategic leadership style in organizations that are part of study sample and its effect range on competition strategy selection. The special technique related to administrative studies was used to achieve objectives of this study. Questionnaire of (26) questions was designed and developed in order to gather and collect information, it was distributed to 72 organizations which performed domain study. The collected information was based on primary exploration study with the purpose of constructing and designing a study model. Six assumed hypotheses were based on literatures related to the subject. The study model was divided into six dimensions; each dimension is related to a relevant hypothesis. The sixth hypothesis was assumed to know the relation between the strategic leadership style and the selection of competition strategy. Many statistical methods were used to achieve the results and test study hypothesis like Descriptive Statistics, Cronch's Alpha, Pearson's Correlation and One Sample t-test to measure reliability. Results of this study indicate towards acceptance of all of the six hypotheses, which means that there is an impact for the specific factors on strategic leadership style and on competition strategy selection. This study also explained that there is a positive moral relation between strategic leadership style and competition strategy selection. In spite of the limitation of this study but it remains as an attempt that can be developed by adding other sides and other factors in the future studies. I would like to mention that many factors are involved in this study as an attempt to explore its impact on strategic leadership style and the effect of this leadership on competition strategy selection.

Key Words: *Strategic Leadership, Competitive Strategy, Administrative Factor, Environmental Factor, Personal Factors.*

Introduction

Determination of strategic leadership styles is not new subject as many attempts were done for that and many wrote about it, like Khanldowalla (1976), Wissema (1980), Aclizes (1979) and others which is considered to be a base for modern studies within this scope. Leadership styles are to analyze them from

all alternative styles in personal theory, mutual relations theory, center theory and the social theory, according to Pearson (1989) point of view. No matter what style the administrative head manager leader is, he will be focusing on taking decisions during his work that are concerned with following six areas specifically: Performing job environment, strategic placement, assigning resources, managers development, organization building, and operations following up. Isenberg (1984) added to them the importance of managers' evaluations to their expectations concerning relation degree between changes that control their work success and simplification of this relation to the subordinates.

Many studies recently approach strategic leadership styles like Khan and Anjum (2013), Ozere and Tinaztepe (2014), Tamallee (2007). The differences between leadership and management in spite their integrity, according to Kotter (1990), each of them has his own activities and functional sides that are different from the other. As it is explained in the following:

Leadership

- Accommodate among complications in the environment.
- Manipulates, confirms and depends on planning and budget.
- Depends on organization and employment to achieve plans.
- Takes control, supervision and trouble-shooting a style to ensure plans implementations.

Management

- Define (specify) directions and train employees to achieve objectives.
- Create motivation, promotion, and inspiration in order to move employees to achieve objectives.
- Mobilization and stirring of employees expectations to achieve objectives.

General speaking leadership is a complicated phenomenon and most of the personal characteristics are styles that make the differences between a person in his mutual relations and others. How a person is talented in using organization operations? How good is he in manipulating basic issues with inferior groups? All this is counted, with variable degrees, in leadership roles.

Strategic leadership means the special capabilities of the manager that enables him to deliver properly the chosen strategy for other members in the organization. Design the suitable organization structure to apply it and prepare different administration systems for that. It includes definition and explanation for aims and objectives. It also means manipulating policies, procedures, programs, detailed plans and ensures the start of major moves for all different activities.

Hosmer (1982) concluded that strategic leader job is to ensure the completion of all stages of strategic management, from the start until the end, in spite of uncertain future possibilities, planning difficulties, interactions between managers' efforts of different levels. Not to mention also complication degree, modifications, changes in external and internal environment inside the organization. (Alsamydai, 2010). The subject of strategic leadership took a wide range of interest from researchers. Many researches and studies covered it and discussed the topic in details, as example: Schoemaker, et al (2013), Pasmore (2014), Agyapong (2013), Safarzadeh et al., (2015) and others. Competition strategy is the directed strategy by competition property (feature) which was defined by Porter (1980) as an important means (tool) to show how an organization deals with competitors of same industry sector or same market.

While choosing any of those strategies it must go in harmony with the external and internal circumstances of organization work, as well as competition circumstances inside the industry or the market. Alsamydai and Rudaina (2012). Competition strategy includes more things other than define the direction like boldness, courage, risk. In fact, you must know the relative power sides of the organization and determine how to use those sides to create characteristic that needs to maintain. By using experienced strategic

leadership, that has a good knowledge about work circumstances and potential environmental changes; to achieve and create work characteristics' that needs to be reserved.

According to Porter (1980), competition characteristic classified into two types: Low cost competitive and differentiation, which the organization can deal with. Required performance accomplishes by interaction of the two properties (types) with targeted market divisions to produce general strategies to fulfill this performance. Alsamydai and Rudaina (2012). Competitive strategies, according to Porter (1980) analysis, for organization strategic feature or business activities is the capability to demonstrate the product with minimum cost or customer awareness that the organization is distinguished by specific feature, product or thing in the market.

Strategic objectives determined by the following three strategies: cost control, differentiation and concentration, the wide range industry or a certain division of the market. In fact, concentration is a combination from the first and the second. Baker (2008) indicated that competitive strategies of Porter based on two dimensions, strategic strength and dimensions strategic scope. The last one accomplished through product differentiation and market segmentation. Each type of these competitive strategies has an organization requirements, skills and essential resources to apply the strategic implementation. The successful strategic leadership implementation requires good acknowledgement and awareness about advantages and potentials of the selected competitive strategy and its compatibility with organization competencies and potentials along with the external environment circumstances. The leadership selection has to be taken as a work approach, not as some of competitive strategies. There must be a harmony between the strategic leadership and the competitive strategy as well as the selected or the applied one. Strategic leadership style plays an important role in selection of competitive strategy or its' implantation method and its' execution.

This current study attempts to focus the light on specific factors for strategic leadership style and the impact on selection of competitive strategy in an attempt to enrich studies and researches in this vital and important field.

Research Questions

This study focuses on knowledge of defined factors to strategic leadership style and the impact of this on selection of competitive strategy adopted by this leadership.

That leads us to the following summary of questions for this study:

- What are the specific factors for a selected strategic leadership, and which one is more effective?
- What is the impact of strategic leadership style in the selection of competitive strategy?
- What are the range of the relation that combines strategic leadership style and the selection of competitive strategy?

Research Objectives

On the light of the problem, the objective of this study is to know the substance of the specific factors for strategic leadership and the impact of this on the way of selection for competitive strategy.

For that, the objective of this study pivots around the following issues:

- To know the substance of the specific and effected factors for strategic leadership style.
- Determine effects of competitive strategic leadership style on type selection for competitive strategy.
- Define the relation that combines strategic leadership style with the selected competitive strategy type.

Literature Review

Historically, many studies that tried to link between management and leadership, as an example Wissema (1980) focused on start units' model, which depend on the following two points: The first point is leadership potentials. They will still lead in spite of the change in their leadership style but they may lose the required flexibility to work efficiently in all organization in leadership field. The second point is that attitude nature that leaders work within effects on their efficiency level consequently type of managers must be linked to strategy selection decisions Leontiades (1982), Rumelt(1979) study focused on development stages model. This modele, theory, assumed that organizations are developing from a simple organization of one product focus, to an organization with many divisions and large variation of many industries. Because of that, the administrative characteristics for a manager varies from a stage to another consequently a competitive strategy must be followed according to development stages. Kerr and Jackofsty (1982) presented the rewarding model in his study. This model assumed that any manager is capable to do any type of desirable administrative behaviour, opposite to administrative entrances that seek to find harmony (symmetry) between strategic positions and personal characteristics. Therefore, the situation depends on the type and value of the reward offered to the manager if he succeeded in implementation of the strategy. This rewarding varies according to the stages of business activity growth, that manager is doing. Miles et al (1978) presented a model called functional matching model, which based on the need (necessity) of organizational adaptation as a dynamic complicated process for organization modification. It concentrates on simultaneous solution for the following three problems: Define pioneer range, Technical range, parallelism between operations and organization. Many of recent studies manipulated strategic leadership, leadership styles, and competitive strategy; for example, Schoemaker et al (2013) treated the essential skills and strategic leadership.

The study of Fairholm (2009) focused on leadership and organizational strategy. The study found that there is integration between strategic thinking and traditional planning activities. Tamallee (2007) study focused on business strategy, leadership style, their fits and performance of manufacturing firms in Thailand, leadership style characteristics, business strategy, performance in organizations, leadership style and performance in organizations. Consequently, the study tried to link among business strategy, leadership style and performance in industrial projects. As for Agyapong et al (2013) study, it focused on business strategies and competitive advantages of family businesses in Ghana; the role of strategic leadership. The study investigates the moderating influence of strategic leadership on business strategies and performance of family businesses in Ghana. The results indicate that cost leadership, differentiation and strategic leadership enhance the performance of family hotel businesses in Ghana.

Ozer and Tinaztepe (2014) study inspected the effect of strategic leadership styles on performance. It is a study in a Turkish SME. The aim of the study is to interrogate the strategic leadership in terms of different leadership styles and test the effect of them on performance.

Khan and Anjum (2013) study examined the role of leadership style and its impact on getting competitive advantage. This study conducted to provide the impact of leadership on the competitive advantage. Safarzadeh et al (2015) study examined and checked the relationship among strategic leadership, competitive advantage and organizational performance with mediating role of innovation. This study argued the relationship which strategic leadership could have with competitive advantage and organizational performance through innovation. Mryan (2012) study focused on analysis of relationship between strategic planning and competitive advantages in Jordanian banks. The results of the study indicated that there is a statistically significant relation between research and development processes and the central bank monitoring with regard to competitive advantages. Fathali (2016) study examined the impact of competitive strategies on corporate innovation. The results reveal that competitive strategies of porter have a positive and significant influence on corporate innovation.

Study Model

The study model designed based on many studies related to the subject, for example Safarzadeh (2015), Khan et al (2013), Agya Pong et al (2013) and Tamalee (2007). In the following the study model diagram:

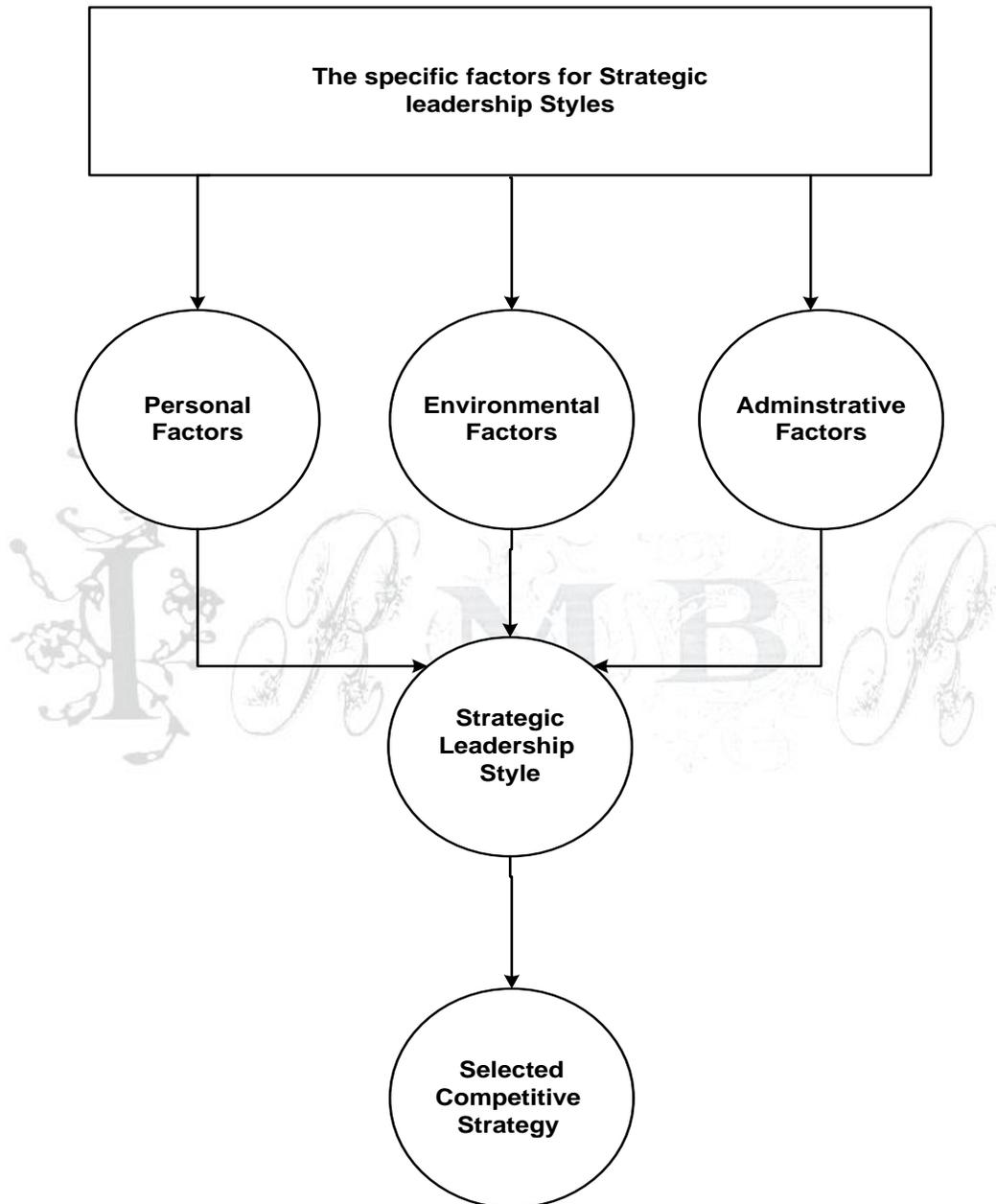


Figure 1: Study Module

Hypotheses of the Study

Hypotheses represent an answer to questions stated by the study problem. Hypotheses established after pinning the problems in previous research and study model for the researcher and the previous studies. Alsamydai (2015). A study might have one hypothesis or many hypotheses depending on the nature of the study and its comprehensiveness. Khedt (2013).

These hypotheses are:

- H1: Administrative factors have a significant effect on strategic leadership style.
- H2: Environmental factors have a significant effect on strategic leadership style.
- H3: Personal factors have a significant effect on strategic leadership style.
- H4: Strategic leadership style in the business organization has a significant effect on selected competitive strategy.
- H5: The specific factors have a significant effect on selected competitive strategy.
- H6: There is a significant relationship between strategic leadership style and selected competitive strategy.

Methodology

Study Instruments

A special questionnaire was designed as a tool for this research and it was designed according to the study model, utilizing the Likert scale (strongly agree, agree, disagree, and strongly disagree). In addition, this study was divided into six dimensions, related to the different components of the study model.

Test of natural selection

Several statistical techniques were used including Cronbach's alpha, Descriptive analysis and one sample t-test. The t-test was employed to accept / reject the hypotheses through testing the average mean of single sample, based on the value of scale midpoint, the higher the value the more favorable the attitude and vice versa. A midpoint equal to (3) was chosen by adding the low-coded value of the Likert scale (1) and the upper coded value (5) of the Likert scale while using the Pearson correlation coefficient for testing the hypotheses (6) of the study model.

Result

Test of Reliability

By using Cronbach's alpha coefficient has been used with a value of Cronbach's alpha ($\alpha=74.6$) for all variables of the study which is f=good and suitable value for the purposes of the study being higher than the accepted percentage of 60% .

Table 1: Reliability coefficients

N of cases	Cronbach's alpha	N of items
71	.746	26

General Results

By using descriptive analysis it was determined that the mean of all questions are over the midpoint (3) except for questions (6, 16,18 and 26). These results are shown in table (2).

Table 2: General results

Questions	Mean	Std. Dev	T. valley	Sig (2) failed
First dimension : Administrative factors				
Q 1 Dealing with risk level	3.76	1.29	4.96	.000
Q 2 Current technology Level	3.66	.87	6.35	.000
Q 3 Predilection to Organized way	3.39	.85	3.89	.000
Q 4 Sharing in decisions	3.88	.91	8.14	.000
Q 5 Use of force	3.53	1.03	4.34	.000
Second dimension : Environmental factor				
Q 6 Volatility degree	2.92	1.09	-.54	.59
Q 7 Level of severity	3.91	0.75	10.27	.000
Q 8 Degree of variance	3.62	1.28	4.08	.000
Q 9 Complexity level	3.32	0.50	5.45	.000
Q 10 The degree of Technology Progressing	4.17	0.83	11.89	.000
Third dimension = personal factors				
Q 11 Way of thinking	4.23	0.66	15.71	.000
Q 12 Personality strength	4.25	0.60	17.52	.000
Q 13 Vital and activity	3.78	0.95	6.96	.000
Q 14 Rules compliance	3.66	0.83	6.74	.000
Q 15 Social side	4.00	0.87	9.59	.000
Four dimension : Strategic leadership				
Q 16 Pattern of economic director	2.63	0.77	-3.96	.000
Q 17 Pattern of severity director	4.18	0.54	18.37	.000
Q 18 Pattern of Diplomat director	2.54	1.20	-3.15	.002
Q 19 Pattern of Management director	3.95	0.90	8.95	.019
Five dimension : Competitive strategy effect factors				
Q 20 Personal factors affect on the choose of competitive strategy in your organization	3.38	1.33	2.40	.019
Q 21 environmental factors affect on the choose of competitive strategy in your organization	3.86	0.88	8.19	.000
Q 22 Administrative factors affect on the choose of competitive strategy in your organization	4.19	1.01	11.33	.000
Q 23 Pattern of Management director affect on the choose of competitive strategy in your organization	4.08	0.81	10.00	.000
Six dimension : competitive strategy selected				
Q 24 Your organization's used cost leadership strategy	3.77	0.512	12.73	.000
Q 25 Your organization's used differentiation strategy	4.12	0.71	13.26	.000
Q 26 Your organization's used strategy of focusing	2.15	0.95	-7.48	.000

Test results of hypotheses of the study are shown in table (3) .

Statistical analysis of this table Illustrates an overall mean score of respondent which measure the dimensions (D1,D2,D3,D4,D5 and D6) the mean values of values of these are (H1=3.64 ,H2=3.59, H3 =3.98 ,H4=3.33 ,H5 =3.88 and H6 =3.35) .

These values are above the scale midpoint (3) with the standard deviation showing small dispersion. These result were further validated by the one sample t-test which revealed that the overall mean difference for these dimensions as a whole was statistically significant (N=0.000)v at (Ns=0.05) with a height T-value (H1=15.72, H2=10.65 ,H3=21.14,H4=7.79,H5=24.64 and H6 =6.69) these scores are higher than tabular T=1.99.

As result the set of these six hypotheses is accepted, these results are shown in table (3).

Table (3) test hypotheses

Test value =3				
The hypotheses	Mean score	Std. dev	T value	Sing 2 tailed
H1 : Administrative factors have a significative effect on strategic leadership style	3.64	0.34	15.72	.000
H2 : Environmental factors have a significative effect strategic leadership style	3.59	0.46	10.65	.000
H3 : Personal factors have a singnificative effect strategic leadership style	3.98	0.39	21.14	.000
H4: Strategic leadership style in the business organizations has competitive strategy selected	3.33	0.35	7.79	.000
H5: The specific factors have a signfiacative effect on strategic leadership style	3.88	0.30	24.61	.000
H6: There is significant relationship between the strategic leadership style and competitive strategy selected	3.35	0.44	6.69	.000

To choose the relation between specific factors and strategic leadership style and the relation between strategic leadership style and selected competitive strategy type, Pearson combination factor is used and the result as in the following table:

Table (4) Pearson Correlation

Dimensions	D4	D5	D6
D4	1.000	0.541	0.635
D5	0.541	1.000	0.603
D6	0.635	0.603	1.000

** Correlation is significant 0.01, level 2 -tailed.

From table (4), noted that there is a moral relation among all factors impact strategic leadership style and selected competitive strategy type is of value 0.635, which is a positive sign and above middle. As for relation between strategic leadership style and selected competitive strategy type has the value 0.603, which is a positive sign and above middle. Based on that, hypothesis (6) is accepted.

Discussions and Conclusions

Discussions

The study objective is to know impact of specific factors for strategic manager type on the selection of competitive strategy for the organization. For this study, form was designed and developed by including many factors related to subject.

These factors divided into six dimensions to cover all different sides of the study, i.e.: administrative factors, Environmental factors, Personal factors, Strategic leadership style, competitive strategy and finally selected competitive strategy.

To achieve study objectives, six hypotheses assumed, each one is concerned and related with one dimension of the study different dimensions. Add to it the sixth hypothesis that is related with relation between Strategic leadership style and selected competitive strategy.

Data analysis was trusted depending on descriptive statistics to abstract standard deviation means afterwards one sample t-test used from the first five hypotheses test. Concerning the sixth hypothesis, Pearson correlation coefficient was used to test it.

The answers for study samples of the questionnaire, which included (26) questions, were all positive except four questions (they are 6, 16, 18, 26). Their middle values were less than (3), which is the value of midpoint.

First dimension related with administrative factors, sharing in decisions came with the highest middle value (3.88); after that dealing with risk level with middle value (3.39), but the total middle value for this dimension was (3.64) and comes on the third order among all dimensions.

Concerning the second dimension, environmental factors, came on fourth order with middle value (3.59) within this dimension. Dealing with technology progress, it gained the highest middle value (4.17). As for dealing with risk degree factor, it came on second order with middle value (3.91). However, variation degree factor came in the last order within this dimension with middle value (2.92) and it located a negative direction because it is less than midpoint (3).

As for the third dimension, it gained the highest middle value among all dimensions with value equivalent to (3.98) which explains the impact of personal factor in defining strategic leadership style. While gaining highest middle value, yet the strong personality factor with value equivalent to (4.25) which indicates the role of strong personality in determining strategic leadership. The way of thinking came on the second order with middle value (4.23) which is close to strong personality factor. This indicates that the way of thinking is related with strong personality and important to accomplish decisions including the strategic ones.

Regarding least middle value, it was for complying regulation with middle value (3.66) which indicates that sometimes, especially in extraordinary circumstances, maybe it is required from manager not to comply with regulations particularly in sudden exchanges.

As to the fourth dimension, related to the prevalent strategic leadership style in the organization, it came in the last order with middle value (3.33). The risk factor of strategic leadership style gained the highest middle value (4.18). This explains the tendency of some administrative leaders to take the risks aiming to get more options and alternatives in the case of success.

Regarding type of supervisory administrative leadership, it came in the second order with middle value (3.95) which explains that supervisory leadership who has administrative behaviour and style minimizes many administration problems for the staff. We found that economic and diplomatic strategic leadership have middle values of (2.63) and (2.54) respectively, which is less than midpoint (3).

About the fifth dimension, the specific factors that have a significant effect on selected competitive strategy, it came in third order with total middle value (3.88). The personal factors took the highest middle value (4.19) which complains with what stated before that personal factors are the most influencing factor in strategic leadership and in the same time have more impact on selection of competition strategy. The supervisory leadership came in the second order with middle value (4.08) which is a high value indicates to the impact of strategic leadership style on selection of competition strategy. As for the type of the selected competition strategy, the distinguishing strategy came in the first order with middle value (4.12) which is a high value as for concentration strategy came in the last order with middle value (2.15) which is less than midpoint (3). This dimension came in order five with middle value (3.35). All study hypotheses were accepted because calculated T value is higher than its tabular value (1.99) and at the same time this study clarified that there is a moral positive relation between strategic leadership style and the selected competition strategy.

Conclusions

This study focused on the following three axes (hubs):

The first axis is the specific factors for strategic leadership style, and which of these factors is more effective on determine strategic leadership style. For that, many administrative, environmental and personal factors were entered to know the impact of each one on strategic leadership style. The second axis is related to prevalent strategic leadership style in organizations within study samples (in Jordan). The third axis is impact of strategic leadership style on its selection for competitive strategy type.

The result was that the distinguishing strategy is the most prevalent strategy in those organizations and the reason for that because Jordan market is very competitive. It is also required from business organizations to distinguish themselves so that they can outstand and stay within the market. This study tried to address and manipulate the impact matter of specific factors for strategic leadership style and its relation with that leadership by selecting competitive strategy, which was not manipulated nor addressed deeply by researchers. Because of that, it is locating indicators for the future studies to manipulate other sides of this subject that were not addressed. As another option, this study can be developed in a way that it takes in consideration work environment for different business organizations.

References

- Adizes, T.S. (1979), Organizational passages-Diagnosing and treating lifecycle problems of organizations. *Organizational dynamics*, 8(1), 3-35.
- Agyapong, A. (2013), Business strategies and competitive advantages of family hotels business in china: the role of strategic leadership, 29 (2), 531-544.
- Alsamydai, Mahmood Jasim and Rudaina Authman Yousif, (2012) Strategic Marketing. Dr Almassira for publishing and distribution. Amman, Jordan.
- Alsamydai, Mahmood Jasim (2010), Marketing Strategies. Dr Hamed for publishing and distribution, Amman, Jordan.
- Alsamydai, Mahmood Jasim (2015) The impact of Ostensible Demarketing strategy on improving product reputation in customer's minds, *International Review of Management and Business Research*, 4(4), pp961-976.
- Baker, Michael, (2008) The strategic marketing plan audit. Cambridge strategy Publication Ltd. pp1-120.
- Fathali, A. (2016), Examining the impact of competitive strategies on corporate innovation; an empirical study in automobile industry, *international Journal of Asian social science*. 6 (2), 135-145.
- Fairholm, M.R. (2009), leadership and organizational strategy, the innovation Journal, the public sector innovation Journal, 14(1)1-15.
- Hosmer. L.T (1982), Strategies management; Text and cases on business policy. Englewood cliffs, N.J prentice_Hall.
- Isenberg. D.I. (1984), How senior managers think, *Harval business review*, 81-90.
- Kotter, J.P. (1990), what leaders really do; *Harvard business review*, 103-111.
- Kerr, J.L and Jackofsky, E.F, (1982) Aligning managers with strategies : Management development versus selection, *strategic management Journal*, Vol, 10. Supplement 1, pp157-170.
- Khandowalla, P (1977). Some top management style, their context and performance, *organization and administrative sciences*, 7(4), 21-51.
- Khan, S and Anjum, M.A (2013), Role of leadership style and its Impact on getting competitive advantage, *European Journal of applied science*, 5(2), 53-61.
- Khan, S and Anjum, M.A (2013), Role of leadership style and its Impact on getting competitive advantage, *European Journal of applied science*, 5(2), 53-61.
- Khedet, A.A (2013), Hypotheses of research: what they are, types and conduction and sources, http://www.alukah.net/web/kheder/051442/3e_gkity.

- Leontiades ,M ,(1982),Choosing the right manager to fit the strategy ,Journal of Business strategy, 3(2), pp58-69.
- Miles ,R.E, Snow,C. C , Meyer,A.D and Coleman,H,J.L (1978),Organization strategy ,structure,and process.The Academy of management Review.3(3).pp546-582.
- Mryan, N.N,(2012), Analysis of the relationship between strategic planning and competitive advantages in Jordanian banks, Interdisciplinary journal of contemporary research in business, 4(8) 220-238.
- Ozer,F and Tinazteo. C,(2014), Effect of strategic leadership on firm performance; A study in a Turkish SME, procedia- social and behavioral sciences, 150, 778-784.
- Pasmore, W,(2014), Developing a leader ship strategy, A critical ingredient for organizational success, Center creative leadership, 1-25.
- Pearson, A.E (1989), Six for general management, Harvard business review, 94-101.
- Porter, M(1980), competitive strategy techniques for analyzing industries and competitors. New York, the free press.
- Rumelt ,R.P,(1979) Strategic management :Anew view of business policy and planning ,Bostonl Mass, Little ,Brown and Co, pp196-212.
- Safarzadeh, T,Dahghan, E, Pazrich,M and Poraskari, F, (2015), Checking the relationship between strategic leadership, competitive advantage and organizational performance with mediating role of organizational performance with mediating role of innovation, 5(1),11-18.
- Schoemaker, P.J.H, Krup, S and Howland, S, (2013), Strategic leadership: the essential skills Harvard business review, 1-5.
- Tamallee, K, (2007), Business strategy, leadership style, their fits and performance In Thailand, thesis. Submitted in fulfillment if the requirement for the degree of doctor of philosophy, university sains Malaysia.
- Wissemma, J.G, Van Der Pol, HW and Messer, H.M 91980), Strategic management Archetypes, Strategic management Journal, 37-47.