

THE RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT AND LEADERSHIP: A CRITICAL LITERATURE REVIEW

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2022

Background / Introduction

The line of reasoning that prompted the current research to embark on taking an excerpt from this particular research paper is logically linked to my proposed research study which is briefly discussed in the next pages:

Research proposal topic: (Impact of Good Leadership and Strategic Management on Organizational Excellence)¹

Purpose – The impact of a good leader and the strategic effort toward restoring organizational excellence is indeed inevitable. Therefore, this research showcases the major factors of leadership potential and strategy management to benefit the already existing organization and the upcoming ones.

Findings – Since some decades back, there is confirmation of the fact that; in any entity or an organization, the primary aim and objectives are shaped realizes benefits and profits. Initially, the position of leader can be referred to as a crucial role in the long-term goal of the organization, due to the charges to develop teams (employees), to ensure excellent production or creativity. However, a good leader is liable to be strategized to successfully achieve the organization's goal.

Originality/value – Studies in organizational leadership proposed that the effectiveness of business and organizational excellence got facilitated by the ultimate performance provided by the capable leadership of such an organization. Also, the optimal performance of a leader needed to be derived.

Methodology/approach – This research will adopt the quantitative method in the sense of manipulatory statistics towards the pre-existing data, to elucidate on the part of the leader's ability, and test casual relationships, and the respondents in organizational sectors.

Keywords: Good leadership, Strategy management, Positive impact, Employees, Organizational excellence.

Review of literature

As for the literature study, here is a dissertation presented as partial fulfilment of the requirements for the Degree of doctor of philosophy, titled; The influence of leadership on employees' commitment to the Nigerian public service, conducted at (Capella University, by John A. Olanrewaju, 2009). The researcher established the fact that optimal performance is guaranteed in an organization, only if the leadership has the scope and strategy required to develop their ability to render quality leadership to ensure the adequate commitment of the

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¹¹ This topic represents the proposed research that I am willing to undertake in the doctoral degree program of a great research institution.

employees to the firm.² In an article published on Investopedia, updated, on January 30, 2022. Will Kenton, stated that the term strategic management remains the management of an organization's resources to gain its aim and objectives. This constitutes many aspects, including the strategic way of setting goals, vision, and mission, studying the competitive community of the business, evaluating the strategies, and managing the human resource side of the employees to motivate them toward organizational excellence (Will, strategic management, 2022)³. Moreover, the work of Saeed, Ali & Amiya, entitled: Impact of Strategy management and culture on organization Excellence, published in Jour of Adv Research in Dynamical & Control System, vol.11, 06-special issue, 2019, retains that organizational excellence is the great innovation practiced by an organization to accomplish her ultimate goals.⁴ This is connected directly to an outstanding performance of an organization by setting the strategies way of achieving the said goal in a certain period. Nevertheless, all this literature reviewed effectively contributed to this current study. However, the analysis in this research will mostly base on the qualities of good leadership by setting up a survey questionnaire for data collection from the honest public. Many gaps will also be filled by this research, whilst focusing on connecting leadership with the features that determine strategy management to derive well performance and organizational excellence in business.

Outline

In the chapters of my research, the starting point would establish a breakdown to introduce the major terms of the study, which are; Good leadership, strategy management, and organizational excellence. The expected qualities of leadership that are supposed to lead to strategic management would be identified in the study. Then I will possess a clear picture of the data collected on elucidating the influential components that may largely contribute to a business in an organization. In this course, a random questionnaire procedure followed in the research would be fully detailed, as the table context would quantitatively unveil the interaction between the researcher and each individual randomly.

Based on the literature reviewed in the study, I would strategies to render special interest to the area of lapses, by prescribing the factors that facilitate the effectiveness of leadership and strategic management. I would study the possible way of exposing the facts of leadership and strategy management to help several business organizations achieve their outstanding performance and organizational excellence.

Consequently, due to some uncertain allocations that may occur from respondents during the research, or in the course of the possible application of an inappropriate submission, and a limited outcome like the quantitative method; the results of this study would list the area captured by the current research, while the future researchers would have their part of contribution on the topic, to inclusively secure the amazing business world.⁵

The Excerpt/Writing sample: The Relationship Between Strategic Management and Leadership: A Critical Literature Review

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Coming back to the analysis part of the stated research paper, thoughtful review and the broad studies were applied by the current analyst of this paper; the study is known as academic writing in the social science, Department of Business Administration, Kastamonu University, Turkey. The author established an analytical interpretation of the subject of the study, in several parts, the extermination of strategic management and leadership with the essential study of the relationship between these two terms happened to be the main point and primary assignment in this research. The study orderly actualized its findings with five sections including the introduction and the conclusion of the research. So, section one comprises the general introductory paragraphs, while the second section expressed the definition of management and its purposes, and the researcher then sheds light on strategic management in this same section, the third section now discussed leadership in the sense that involved several dimensions, to gain a clear picture of leadership's definition,

² Olanrewaju, John A. "The influence of leadership on employees' commitment to the Nigerian Public Service: Implications for organizational effectiveness." Ph.D. diss., (Capella University, 2009).

³ Will Kenton, Investopedia.com, Accessed October 02, 2022, <https://www.investopedia.com/terms/s/strategic-management.asp>.

⁴ Saeed Allhefity, Ali Ameen, and Amiya Bhaumik, *Impact of Strategy Management and Organizational Culture on Organizational Excellence*, Jour of Adv Research in Dynamical & Control System, 11, 749 (2019), <https://bit.ly/3TeCChS> (accessed October 15, 2022).

⁵ Note: Information from the first page until this very footnote number is referred to as the general overview of our proposed study. However, the idea is to have the picture and outline of future research work; to realize the connection between the work and our current analytical result on Hassan's research work which remained the targeted study in this paper.

meaning, theories and its style, section four of the study elaborated on the relationship between the strategic management, leadership and impact of these terms on the strategic decisions, and lastly section five of the research was the result and conclusion part.

Accordingly, we shall initiate the concrete academic review of each section of the paper by giving details of each part. This task will represent the act of captivity of the research study, then we would critically conduct an analytical statement to provide our readers with an adequate review and informative literature record of the paper. Afterward, the comparison between the proposed work of the current researcher will be generated to picture the connections between these studies⁶ in their subjects of study. These Subjects also stand out to mean major keywords of the research usually known to be organizational leadership, strategic management, and organizational excellence. However, the following lines will indicate the majority parts of this research work on the course of a quick review as follow:

In the first section, the author followed the notable step in the starting of academic writing, that is the introductory paragraphs to all discussed topics. This section further explains the purpose of the study, which constantly stands based on analysis of the term management, its definition, strategy, leadership style, and theories, then the discussion on the relationship between strategic management and leadership, their science, interrelation of these two terms, and their impact in making a strategic decision. This particular part of the research provides a rapid guide and understanding of what was covered in the research work.

The second part of the research deals with management as a concept, the research gives some analysis to address the features of management which means achieving the organizational primary objective and leading the organization's affairs to the effective stage, by having positive engagement with the interest in gaining people's commitment. Nevertheless, the management turns out to utilize the available resource to strive towards meeting the targeted go of the organization. Therefore, the inevitable attributes of management in this part were listed as follows: Subscribing to several progressive activities, there must be a total focus on the strategy of achieving the goal of the organization, then the acceptance of involving humans and other resources to achieve the targeted mission.⁷ This same part also mentioned the four functions of management that are noted to be an important factor in building a solid and productive organization, these functions are; planning, organizing, influencing, and controlling.

Duly, a serious organization that is aiming to achieve its vision and strategic management, and effective decisions will not afford to neglect these management functions. Moreso, the research discussed strategic management to evidently means the move from management to run planning with the intention of achieving the long/short goals of an organization. The term strategic management can also be defined as the 'systematic analysis' of certain aspects of the business, like customers and competitors who are the external stakeholders. It also can be expressed in meaning, as the internal environment that provides grounds to the managerial practices, other implementations, and formulation that allows transformation in managing the available resources, to truly attract the interest of shareholders or owners of the organization. And it also can mean a process of achieving the aim and objective and the long-term goal through strategies about the employment of genuine policies of an organization.

Lastly, the section ends with an analysis of management and leadership, where the author goes further in identifying the fundamental role of these terms, it was noted that the leadership function ensures the motivational influence and inspiring the people for building trust in an organization, while the management responsible for features such as; *problem-solving, planning, organizing, controlling* and ruling out the vision and mission for the organizational leadership with the possible strategy needed to use in tackling future problems and obstacles to achieve the targeted goal for the organization.⁸

The third section of the article emphasizes the definition of leadership and its components, the author, therefore, agreed with the fact that there is no sufficient universal definition for the word leadership. However, some superb definitions were provided, such as "Leadership is a method to influence others, make them understand the needs, and agree about what needs to be done to achieve a shared objective".⁹ This definition

⁶ Studies here means the research work of Hassan that we are currently excerpting the fieldwork from it, while the second work ordinarily means the proposed work of the current researcher.

⁷ Bateman, Thomas S., and Scott Snell. *Management: The new competitive landscape*. (McGraw-Hill/Irwin, 2004), Retrieved from <https://bit.ly/3EI6Sgy>.

⁸ Kotter, J.P. *A Force for Change: How leadership differs from management*. (New York: The Free Press, 1990).

⁹ Yukl, Gary. "Managerial leadership: A review of theory and research" *Journal of Management* 15, no. 2 (1989): 251-289.

seems to stand out among others to better explain to the leadership, notwithstanding it does the definition did not mention the conquest connected to the process or achieved the goal.¹⁰

Then the study continues to elaborate on the effective style of leadership, the styles remained an approach to addressing issues in an organization, so, the leaders are held responsible for knowing the appropriate approach to use at a given time. According to the recorded information by the author, these styles were mainly listed in the work of Sadler as follows: *Democratic Style, Autocratic Style of Leadership, Bureaucratic Style Leadership, and Laissez-fair Style Leadership*. Then some transformational theories like, *Style theory, Contingency theory, Path-Goal Theory, and Transformational leadership theory* were attributed to leadership and were also showcased in this part of the study. Initially, these theories are needs to be practically adopted by leaders to effectively transform personalities or the manager of an organization.

The fourth part of the study maintained its rapid analysis of the relationship between strategic management and leadership, with the overall results that discuss the impact of leadership and management on strategic decision-making. Talking of the interrelations, the management is known to carry out the act of planning tasks and assuring the development of this planned task with optimal managerial skills, while strategic management possesses the superb assessment to help shape and reform an organization with a genuine focus on strategic plans toward archiving the organizational aims and objectives. Whereas, according to the findings and evidence, the author briefly explained that leadership implies structuring and leading the organization to achieve the pre-decided goal at the agreed moment. So, therefore the strategic leaders and managers portray strategic management skills which help them influence others, this let them prepare for the managerial role to manage the affair of the organization, and as strategic managers/leaders; they could involve in making plans and implementing them, they also employ their effort to ensure workflow in the organization, therefore, the main task of these terms is to achieve an organization success and restore an effectiveness organization.

Consequently, the study in this last part ended with the impact of leadership and management on strategic decision-making, here the author tried to argue based on the claims said to be revealed by case studies, that the world of businesses is now enjoying good development in the course of availability of theories and effective styles of strategic management and leadership. This is because many leadership styles and strategic theories were put into practice by strategic managers and leaders whom strategies with the employees to motivate them as individuals to reflect with an amazing commitment to their jobs. However, strategic organizational leaders are advisable to be flexible, tolerant, and humble to their team/employees, they should try to adapt by doing the right thing at the actual time. As their positive impact on the organization is essential and inevitable since they are the master of the final decision made in the organization.

Generally, with a reference to the above overview, the author's outline claimed with several available theories, that the concept of leadership embarks on providing an organization with optimal edge and incomparable performance, and strategic management remains the entity that contributes to the growth and sustainability of the business, it leads an organization to a survival point even within an economic calamity. However, the common relationship between strategic management and leadership was spicily ruled out. So, an organizational strategic management and leadership style charges the leaders of an organization to focus on the course of strategic decisions and effective leadership, so as to achieve productivity and a successful organization. Nevertheless, the author has demonstrated the critical literature review with appropriate effort within wonderful academic capability.

Yet, the research would be subjected to an outstanding worksheet more than it was; if some tables or frameworks were displayed at the point of the main subject, which is the interrelation between strategic management and leadership with its theories and styles. This suggested idea will let the argumentation look clearer. Moreso, the research was claimed to be organized based on five parts at the very beginning, meanwhile, the numerical arrangement seems confusing, although, this is not big deal when considering expert researchers or mature readers.

Overall, this research work had something in common parts with the proposed research by the current researcher, and the interrelation between these works has been noted as the elaboration on the notion of leadership and management, theory and style connected to strategic management leadership. However, there is a difference between Hassan's work and the proposed study, in a nutshell, Hassan's work studied relations between strategic management and leadership and then derive their impact on the strategic decision-making in an organization. On the other hand, the proposed research would have a bit similar piece of explanation; at the

¹⁰ Ademola Amussah, *Leadership Style and Its Impact on Employee Performance*. Master's Thesis, (Near East University, 2020).

same time, the main study would critically focus on the examination of the impact of strategic management and effectiveness of leadership and its styles on organizational excellence. As for the methodology, the current researcher would prefer the quantitative research method to realize standard research in the proposed project, to achieve descriptive analysis and educative study.

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