

Organizational Effectiveness and the Moderating Role of Strategic Leadership Behavior



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Abstract

Competition in today's global economy is complex, challenging, and filled with competitive opportunities and threats which has made organizational effectiveness a key concern in the corporate world. Organizational forms organizational effectiveness a challenging job for organizational leaders. To enhance the firm performance while competing in turbulent and unpredictable business environment. The firm's leadership practices with strategic acumen lead to better firm performance. The use of this strategic leadership can contribute significantly to achieving strategic competitiveness and earning above-average returns for the organization. The best-performing organizations are consciously strategic in their leadership planning. Leaders with the ability to effectively align human resources directly to the business strategy are key concern for better firm performance. In a rapidly changing world, strategic leaders face incredible pressure to deliver immediate results, do more with less and manage an ever-increasing personal workload, the pace and urgency of daily demands can make it difficult to be more than a step ahead into the future. However, in a world of changing conditions and priorities, leaders and individual contributors alike should be able to look beyond their approach to their work and responsibilities. The global economy has created a new competitive landscape, in which events change constantly and unpredictably and where competition is complex, challenging and fraught with competitive opportunities and threats, strategic leadership plays its role.

Keywords: Organizational Effectiveness, Strategic Leadership, Leadership in the Competitive Landscape.

Introduction

Today, the corporate world is experiencing an unprecedented change. New developments in services and technology, media revolution globalization and the expanding environment are revolutionizing the corporate scene in the organization. With this changing environment high value leadership has increasingly become an important part for better organization. The importance of leadership for the development of better organizational effectiveness cannot be undermined. This has necessitated a sound strategic leadership for the development of effective organization. Strategic leadership with effective strategic organization can contribute organizational effectiveness in which the efficiency remains the sole criterion to evaluate performance. The strategic leadership is found efficacious in making an organization to face and overcome the inevitable challenges of the dynamic volatile competitive business environment and contributing organizational effectiveness. 21st Century is making a paradigm shift in corporate functioning that has resulted into both threats and opportunities. It has brought new challenges and an opportunity for leadership. Leadership in corporate culture is undergoing a rapid change the challenges ahead are multifaceted and multi-dimensional. Some of the best and most vulnerable organizations are forcing to adopt to change, implement their strategic plans successfully and prepare for a more uncertain future for it has remained a challenge for want of strategic leadership. Globalization and privatization are imposing new challenges but the organizations are still entangled in solving basic problem of looking for challenging leadership. Organizations depend upon capable leadership to guide them through unprecedented changes. In the wake of transition from leadership to strategic leadership, organizations worldwide are under pressure to have strategic leadership on one hand and to bring and maintain organizational effectiveness on the other hand. The study for strategic leadership and organizational effectiveness has gained

unprecedented attention among the academicians and is reflected in the amount of corporate attention being focused on leadership and leadership development in the new knowledge economy. Numerous changes in the technology, economy and political environment has given more importance in the competitive world in the new economy. According to (Kelley, Serfontein, and 2009: 69), this new economy can be defined in terms of the following three distinguishing characteristics: it is global, it favors intangible things (ideas, information, and relationships) and it is intensely interlinked. These three attributes produce a new type of marketplace and society referred to as the "new economy", one that is rooted in ubiquitous electronic networks. According to Ireland and Hitt (1999: 45), certain conditions of the new competitive landscape provide companies an opportunity to improve their financial performance, organizations with new competitive mindset in which mental agility, organization flexibility, speed, innovation and globalised strategic thinking are highly valued will be able to identify and competitively exploit opportunities that emerge in the new competitive landscape. This makes the organizations as strategic organization mechanism. Through effective strategic leadership, an organization can be mobilized in order to adapt its behaviors and exploit different growth opportunities (Heifetz & Laurie, 1997). Wheeler et al. (2007: 4). They maintain that the challenges faced by leaders of organizations are huge in a rapidly changing world. Leaders face incredible pressures to deliver immediate results, do more with less and manage an ever-increasing personal workload. However, in a world of changing conditions and priorities, leaders and should be able to look beyond the "now" and adopt a more strategic leadership approach to their work and responsibilities. Leadership is a social influence process whereby leader seek the participation of his/her subordinates in order to reach the organizational goals, it is a process where a member enlists and mobilizes the aid of others in order to lead towards the goal achievement, The style of leadership adopted is considered by some researchers (e.g. Awamleh, 1999; Conger, 1999; Dubinsky et al., 1995; Yammarino et al., 1993) to be mainly important in accomplishing organizational goals and in invoking the performance among the subordinates. (Barling et al 1996: Berson et al 2001; Zacharatos et al.2000) Field marshal Lord slim maintain that leadership involved people whereas management was concerned with money and materials. Organizational effectiveness is extent to which an organization with defined and finite resources can achieve its growth and profit without destroying its internal resources (Silver & Sherman, 1974)". Thus organizational effectiveness is getting it together, to keep the enterprise afloat and competitive. Strategic leadership is about transforming an organization through its vision and values, culture and climate, and structure and systems as well as through its strategy. In doing so, managers and executives can establish greater clarity, make stronger connections and expand their leadership repertoire-and contribute to their organization's well-being. The key to developing a

simple, clear, and useful statement of strategy lies in the concept of the "Driving force". Research has identified nine strategic areas that impact and influence the nature and direction of any organization. They can be grouped into three basic categories. Product/markets: (Product offered market needs) Organizations with products offered as its driving force will continue to produce products similar to those it has. New products will tend to be similar to the current products. Capabilities: production capability method of sale and distribution of natural resources. It determines its products or services from needs in the market or market segment it serves. Results: Size/ Growth: An organization is driven by production capability when it offers products or services that can be performed using its production know-how, equipment and processes. Return/Profit: Organization driven by this will have a very specific return/Profit targets that may be quite different from its current level of performance. These targets are the basis for developing or acquiring future products or markets.

Aim of the Study

Contemporary business world has undergone drastic change in all aspects of business affairs corporate have transformed their resources to attain sustainability competitive advantage in highly saturated and technically compact markets. To get success in such endeavors presence of strategic leadership in the organization with strategic organizational culture is compulsory. The study aims at although strategic leadership remains relevant, there is still need for strategic leadership to develop, communicate and work towards vision of the organization. Strategy to be executed need to be understood for which it need to be described more intangible (Knowledge, capabilities, relationship) constant changes in technology and comparative environment dictate that all business units need to support units and employees to link to strategy-strategy focused organizations can transform from performance management tool into strategic tool to blend with strategic leadership for its execution facilitating organizational effectiveness.

Leadership in the Competitive Landscape

The global economy has created a new competitive landscape in which events change constantly and unpredictably (Ireland and Hitt 1999: 44). For the most part, these changes are revolutionary and not evolutionary. Revolutionary changes happen swiftly, are constant, even relentless in their frequency, and affect virtually all parts of an organization simultaneously (Greenwood & Hinings, 1996). The uncertainty, ambiguity and discontinuity resulting from revolutionary changes put a challenge to organizations and their strategic leadership to increase the speed of the decision-making processes through which strategies are formulated and implemented (Kessler & Chakrabarti, 1996). In the global economy, knowledge and knowledge workers are the primary source of economic growth – for both individual organizations and nations. Thus, in the 21st century, the ability to build, share and leverage knowledge will largely replace ownership and/or control of assets as a primary source of competitive advantage. The second decade of the century has

created a new complex competition and fraught with competitive opportunities and threats (Drucker, Dyson, Handy, Saffo, & Senge, 1997). Strategic leadership in a knowledge-based economy and maintain that strategic leadership is the leadership of and for the new types of relationships that are emerging in the knowledge-based economy (Gibney, Copeland and Murie 2009: 9). It is a form of leadership that seeks to generate, renew and sustain the collective learning cycle. It is not time limited but time extensive – it is leadership that is able to look beyond the short-termism of performance goals, the “statutory” and the “contractual”. Strategic leaders are leaders of communities, elected political leaders, appointed officials who operate at chief executive and senior executive levels and individuals who hold the equivalent of board-level or cabinet-level positions in the public sector. At strategic level, leadership is the key issue facing organizations in the 21st century (Ireland & Hitt, 1999: 43). Without effective strategic leadership, a company’s ability to achieve or sustain a competitive advantage is greatly constrained. The conceptualization of leadership at strategic level should be based on the notion that the relational components of leadership constitute the core of strategic leadership. Furthermore, the members of TMTs should be considered the key participants in the strategic leadership process, which conceivably could influence innovation processes at organizational level (Elenkov, 2008: 38).

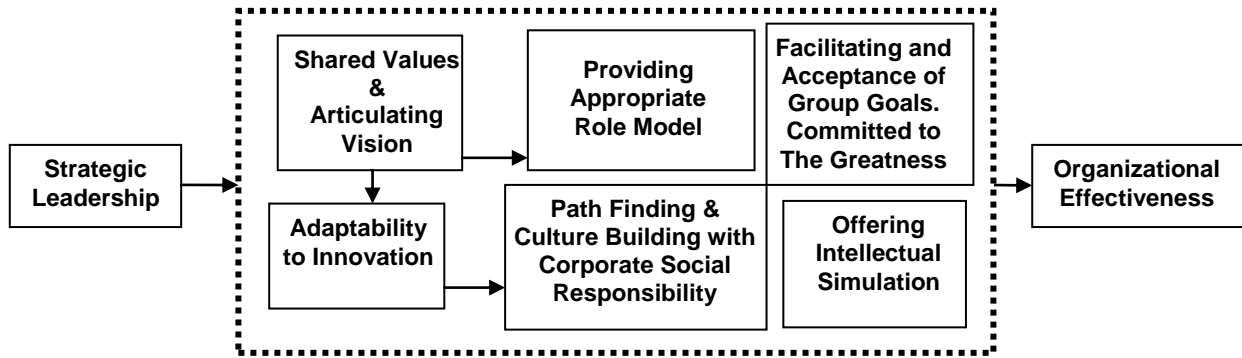
Strategic Leadership in the Strategic Organization

Since the mid-1980s, a growing body of leadership research has focused on strategic leadership, in contrast to managerial and supervisory leadership. Strategic leadership focuses on how top leadership makes decisions in the short term which guarantee the long-term viability of the organization (House and Aditya (Serfontein, 2009: 32). The strategic leadership has increasingly become a topic of focus (Waldman et al. (2004: 355). Strategic leadership theory refers to the study of people at the top of organizations, while leadership research focuses on the relationship between leaders and followers. The presence of a strategic leader leads to a number of outcomes of an organization that are ultimately linked to shared values in both the short and long term (Rowe & Nejad, 2009: 7). These leaders tend to pay particular attention to building their organization’s resources, capabilities and competencies in order to gain an appropriate, sustained competitive advantage. Strategic leaders know that focusing on the short term and forgetting about core competencies in the face of changing circumstances and a turbulent environment are likely to lead to organizational failure. Defining the concept of strategic leadership is one thing – developing its construct has proven to be more difficult. Researchers acknowledge that strategic leadership “is a complex, multifaceted competency that has many nuances and subtleties, making it difficult to easily codify”. The same is true of foresight or futures research (Gary, 2005: 1). This difficulty is due in part to the broad scope of strategic leadership, which can encompass structure, organization or environmental variables. This demands a more holistic perspective than is usually is found in leader-follower or supervisory

theories of leadership (e.g. path-goal, contingency and LMX). (b) Value creation Organizations led by strategic leaders are more successful in learning, both at individual and group level. Studies have shown that both the managerial and visionary aspects of leadership are essential for the success of organization-wide learning initiatives. While a strategic leader’s articulation of a vision helps alter the institutionalized learning of an organization, his or her managerial approach helps spread and reinforce current learning initiatives. This combination is necessary because the organization always needs to learn new things and at the same time institutionalize newly discovered avenues of learning (Rowe & Nejad, 2009). Strategic leadership has a direct effect on an organization’s strategic flexibility and competitive advantage (Hitt et al., 1995: 26). Strategic flexibility and competitive advantage are affected by strategic leadership through the major actions of (1) developing dynamic core competencies; (2) focusing and building human capital; (3) using new technology effectively; (4) engaging in valuable strategies; and (5) building new organizational structures and culture. The ultimate goal of a business is to create, capture and distribute wealth in a sustainable manner (Rowe & Nejad, 2009: 9). Managerial leaders will, at best, maintain the level of wealth that has been created in the past, but over time may cause wealth to be slowly destroyed. Visionary leaders may or may not create value. If they do, their style of leadership is rare and difficult for other organizations to duplicate (Rowe, 2001: 85). Unfortunately, some visionaries who are capable of creating value are not supported by their organizations with appropriate structures, controls and rewards, and are more likely to achieve below-normal performance. Strategic leaders are different from managerial and visionary leaders in the sense that they dream and do something about their dreams. They are a synergistic combination of managerial leaders who never stop to dream, and visionary leaders, who only dream. A strategic leader will probably create more wealth than a combination of a visionary leader and a managerial leader. These strategic leadership types will create the most wealth for their organizations (Rowe, 2001: 86). Because strategic leaders are concerned with the future viability and the present financial stability of their organizations, they make decisions that achieve above average returns, and therefore create wealth for their organizations. Organizations require strategic leadership and need to pursue corporate strategies that allow strategic leadership among a critical mass of the senior management team and middle and junior managers. Strategic leadership theory is more of a theory of group composition than leadership, (Boal & Hooijberg, 2001: 524). Supervisory theories of leadership are about leadership in an organization, whereas strategic leadership is of an organization what transpires that there is consensus among authors in the writings that suggest a direct link between strategic leadership and organizational effectiveness and maintain that strategic leadership is marked by concern for the whole organization, its evolution, its changing aims and the selection, the development and maintenance of the requisite resources and capabilities to enable it to compete.

Owing to the significant choice of options available to the CEO as the organization's key strategic leader, this individual often works alone in shaping the organization. Strategic leadership is specific to the "nominal" head of the organization whose responsibility in this role is to create an effective organization. The principal components of this

strategic leadership role are path finding and culture building (Nicholls 1994: 11). However, leadership is not confined to the head – all managers have a role to play in their area of responsibility, which is confirmed in the views of (Boal and Hooijberg (2001)). Fig 1 represents the model of strategic leadership how it lead to the effectiveness of an organization.



Corporate Culture

Culture is an abstract concept applied across multiple academic and social fields with changing contextual meaning. The rapid increase in attention paid to the subject generated fundamental disagreements about what culture is and how it should be studied. Not only is culture difficult to describe, but organizations and their leaders are in constant pursuit of "good" or "right functionally effective culture. Most authors agree to the concept of organizational culture refers to the shared value, underlying assumptions and behavioral expectations that govern decision making (Schien,1985, Barney, 1986, Alverson, 1990, hofstede, 1998, christein, 2006, senge, 200, Kissak & Callahan, 2009, Cameron & Quinn, 2011). In other words culture treats social order, Continuity and a collective identity that generates commitment to rules about "how we do things "and "how to get the job done". Within organization (Cameron and Quinn, 2011).Organic environment characterized by technological, economic and political change increasingly requires organizational agility among the organizations. Perhaps a primary indicator of this need is growing inventory and increasing use of management tools like strategic planning, total quality management, and reengineering that assist administration in beating strategies, long-term and outcome oriented approach to problem solving

Strategic organizational culture that includes leadership, mission, decision, systematic thinking, feedback loop, personnel development and change champions.

Strategic Leadership and Turbulent Environment

Today's organizations face a dizzying array of complex global, technological and strategy implementations obstacles often associated with not only with dynamic increase in the pace of the change but adaption of strategic leadership. Thus for strategic leadership role of organizational design so as to facilitate the implementation of a strategy designed to cope with current operational dilemmas while simultaneously seeking ways and develop new capabilities on the surface this approach makes, perfect sense and would mostly likely be regarded as

a solid approach to organizational design. Therefore, organizational design is to release the creative energies of the employees who facilitate strategy implementation by anticipating the need of internal and external stake holders. These organizations create synergy by integrating compelling vision with the leadership philosophy-strategic leadership. The relationship between organizations and environment is perhaps the most popular and conceptually appealing aspect of the structural-contingency model (Hrebiniak and Snow, 1980). Present day theorists view the interaction between the organization and the environment as the critical variable in determining the nature of internal strategies and processes and point to the need to develop appropriate systems of differentiation and integration, depending on the degree of turbulence within the environment (Shipton, Dawson, West and Patterson, 2002).

The organizational environment is typically divided into two levels. The most influential level is termed the task environment and consists of firms that directly influence the setting and achievement of goals for a particular organization. The general environment, on the other hand, has no out boundary and includes the source of conditions, trends, political pressures, norms and social trends. Changes originate in the general environment and, in turn, influence task environment phenomena (White, 1998) and it is also suggested that organizational uncertainty is derived from failure to understand a task environment and from interdependence with elements of task environment (Lang and Lockhart, 1990).

Environmental uncertainty has also been defined as the degree to which an environment is stable-unstable, simple-complex, and concentrated-dispersed (Karimi, Somers and Gupta, 2004). The stable-unstable dimension refers to whether the elements in organization task environment are dynamic. Organizational task environments, "include all the sectors with which organizations interact directly and have the potential to impact organizations' ability to achieve their goals and typically include industry, market sectors, raw materials, human resources, and, perhaps,

international sectors” (Daft, 2001). Under unstable conditions, organization task environment shift abruptly, and companies react with aggressive moves and countermoves regarding advertising and new products. Dynamism is characterized by the rate of change and innovation in production and service technologies, as well as the uncertainty of customer taste and actions by the firm’s main industries. Firms in more unstable environments face a number of similar external elements that change frequently and unpredictably. Environmental dynamism poses the challenge of planning and control as managers must cope with unpredictable external events and must seek to integrate and improve operating processes. To do so the managers and decision-makers require detailed, timely information that allows them to coordinate the flow of activities, at all levels in organization, with an understanding of process dynamics and their relationship to organizational performance. As environmental uncertainty increases, interdependency becomes more important due to increased need for coordination for internal resolutions and the need to link the organization with the key elements in the task environment to detect, bring, and send information about changes in the environment (Maier et al. 1997; Schwab et al. 1985).

The simple-complex dimensions concern environmental complexity and refer to heterogeneity, which is the degree of similarity or differentiation within the organization task environment. Firms in these environments face many distinctive elements that remain the same or change slowly and require very different marketing, production, and administrative practices. Organizations in such environment have a great need for information processing to reduce uncertainty and it is expected that the decision-makers in these organizations are more likely to face a higher frequency of non-routine and interdependent tasks.

New Directions in Leadership and Organizational Effectiveness

Organizations are by definition composed of people involved in dynamic social relationships. It is through these relationships between leaders and followers, superiors and subordinates, managers and workers, that the work and thus the fundamental purposes of organizations are achieved. The effectiveness of these relationships undoubtedly influences the effectiveness of organizations. However, the effectiveness of these relationships depends largely on the effectiveness of the behavioral inputs supplied by the participants in these relationships relative to organizational goals. Hence leader effectiveness must be an input to and determinant of organizational effectiveness and leadership effectiveness is likewise a function of organizational effectiveness (Sanders & Davey, 2011: 46). A synthesis of the leadership theories indicates at least three elements that are essential to the construct of leadership effectiveness, namely task focus, people focus and development focus (Sanders & Davey, 2011: 42). Task focus involves those processes that are aimed at the accomplishment of the basic purpose of the group (e.g. goals, objectives and results). Leadership inputs that are people focused include the following: consideration; participative decision making;

concern for followers' needs; matching personal and group needs; fairness; respect; trust; and equitable rewards. Development focus includes the periodic need to establish new patterns that take cognizance of altered conditions in which the organization operates. Organizational effectiveness is viewed as the primary means of linking leadership theories to the strategic leadership construct, and leadership effectiveness needs to be defined in terms of organizational effectiveness if it is to be considered strategic. Through their organizations, leaders make strategic choices about the strategies they adopt to enhance their competitive advantage. From a strategic management standpoint, organizational effectiveness is the degree to which the composite outputs an organization produces align with the demands of its environment in order to achieve a competitive advantage – and strategic leadership is a primary determinant of this set of outputs. Identifying these outputs and the processes whereby they contribute to effectiveness is the key to understanding organizational effectiveness. “Meta-model” of strategic leadership because this framework draws on the numerous theories of strategic leadership and seeks to incorporate them into an overall paradigm that aligns their interrelationships and their relationships with the leadership effectiveness and organizational effectiveness constructs via the concept of strategic leadership (Sanders and Davey (2011:43-44). In the meta-model, organizational effectiveness is viewed as the ultimate measure of leader effectiveness. To optimally align with their environment, effective leaders have to assess a diverse set of dynamic environmental forces and identify performance demands on the organization in terms of the specific outputs the organization needs to produce (Sanders & Davey, 2011: 45). The challenge of leadership is to envision how to change the organization in order to achieve the set of organizational results that best fits with environmental demands, while maintaining the organization as a functioning social system. Today’s leaders face unprecedented challenges as organizations struggle to adapt to the ever-accelerating rates of change both internally and in the external environment in which they are embedded. Such change challenges not only the knowledge, skills and abilities of leaders, but also perhaps even more important, the self-conceptualizations of their leadership capabilities and psychological resources to meet the ever-increasing demands of their lives (Hooijberg, Hunt & Dodge, 1997; Avolio & Luthans, 2006). Given such complex challenges, it would be hard to imagine anyone being positively influenced by leaders who do not welcome or accept such challenges. Yet how much is known or should be known about such leadership efficacy challenges (Hannah, Avolio, Luthans & Harms, 2008: 669). Leadership efficacy is a specific form of efficacy associated with the level of confidence in the knowledge, skills and abilities required to lead others. Leadership efficacy can thus be clearly differentiated from confidence in the knowledge, skills and abilities associated with other social roles, such as teacher (i.e. teacher efficacy) or statesman (i.e. political efficacy), one fulfils. Hannah et al. (2008) argue that the current conditions require leaders to continually

“step up” to meet complex challenges and to have the requisite agency to positively influence their followers and the organization’s culture, climate and performance. In order to mobilize groups towards collective performance, leaders have to exercise high levels of personal agency and create similar levels of agency in those individuals they are leading by proxy (Bandura, 2000).

Conclusion

The study reveals that we are on the precipice of an epoch- A distinctive, exciting, and challenging time for organizations. The attempt is future organizations and the characteristic required for survival and long term success. Increasing strategic discontinuities and disequilibrium conditions, hyper competitive markets and extreme on peace quality and customer satisfaction. A growing emphasis on innovation and continuous learning, and finally changing employee expectations and careers. These challenges require leaders to balance the need for the stability to conduct interest in balance between strategic leadership and strategic organizational structure both as preferred mode for organizational effectiveness literature has demonstrated that strategic leadership domain given the pressure faced by the typical technological setup quickly adopted organizational structure has extended organizational effectiveness. Strategic leadership draw upon there most impactful experiences in making organizations to work with effectiveness. Effective strategic leadership have to operate under conditions of uncertainty as such, they must view a volatile environment as presenting opportunities and employ a strategic leadership mindset that allow organizations to identify and exploit those opportunities in the context with significant ambiguity. To do this in such a turbulent environment over the coming decades will require that strategic leadership contributing and blending with strategic organizations for their effectiveness. These leaders get the right – or proper – things done and they get them done correctly and swiftly leading to organizational effectiveness.

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