



## STRATEGIC LEADERSHIP AND ALIGNMENT AFFECT ORGANISATION PERFORMANCE

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### Abstract

A fast-changing world has created a speed-obsessed society. In this development-seeking and innovation-driven environment, leaders and individuals must adopt more strategic leadership techniques in their work and duties. Global competition presents challenges and opportunities. Strategic leadership is a commercial and intellectual topic that is testing modern businesses. Absence of strategic leadership affects an organization's success and performance when facing economic issues. Strategic alignment requires a highly structured, cohesive, and synergetic organisation. Without communication or connectedness between departments, individuals, and teams, the company would certainly fail. Harvard Business School has studied alignment for over 30 years, and integrated organisations outperform their rivals financially. Organizational effectiveness from alignment techniques ensures competitive advantage. Strategy, teams, personnel, essential processes, and customers align to create growth and profits.

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Aligned firms would have happier customers and employees and perform better. Effective strategic leadership helps organisations perform in a volatile environment. Thus, strategic leadership level effects provide empirical data on organisational processes with strategic value. Understanding the leadership and alignment methods that drive organisational success would encourage organisations to take more action. This study will show the importance of leadership and alignment in high-performing firms. This study employed qualitative research to show the impact of strategic leadership and alignment on businesses.

## Introduction

If you dig deep enough, you'll find that people's overall impressions of the world are different now than they were in the past [1]. To this end, the world is characterised by globalisation, mass development, excess power on most markets, time-based competition, surplus intellect, connection productivity, and enhanced bearing production [2]. The current trajectory of economic growth and technological advancement in the United States makes healthy, productive competition with other businesses essential to the long-term viability of any one enterprise. On the other hand, concurrency is impossible. In today's economy, competition makes sense across many fields, despite the difficulties that arise [3]. Researchers are always on the lookout for useful patterns that can provide strategic advantages for firms. Studies conducted over the past two decades have indicated that internal organisational expertise may provide more stable strategic gains than do external resources when it comes to establishing competitive advantages. One of these rivals is leadership [4]. When it comes to gaining a competitive edge, strategic leadership is a leadership style that stands out from the crowd. Gaining more corporate success is impossible [5]. The ultimate choices are made by the representatives. One of the most pressing issues facing modern businesses is the development of capable strategic executives. Strategic leadership is the ability to foresee and prepare for the future, to maintain adaptability, to think creatively, and to take the initiative to make reforms that will provide the business a competitive edge in the future [6-12]. The organisation has a long history of studying leadership, but it has only just begun to apply that knowledge to its operations [13].

Organizations can reap enormous benefits from the alignment [14]. Therefore, it is crucial for firms to achieve synergy between their operational and support divisions. Consequently, it is more important for an organisation to align its policies with the company's, but it can still adapt its workforce and management structures to fit the plan [15-19]. Nothing will be accomplished, however, if the company's employees are not motivated to back the company's policies. Globalization, along with rapid and constant change in policy, culture, culture, technology, and the atmosphere, define today's business environment [20]. Leaders in large corporations can use strategic management to adapt their companies' internal culture to the increasing economic instability they face. However, a lack of leadership, particularly strategic leadership, by the organization's senior management was a major obstacle to the successful implementation of the strategy [21]. Meanwhile, strategic alignment illustrates the need of synchronising the company's internal and external environments. " When a company's leadership and employees lack a track record of effective reform, any attempts to implement change are more likely to be met with resistance, frustration, and a subsequent diluting or abandonment of those efforts [22-25]. Any new reform programme or representatives who try to offer it without stakeholder involvement and leadership adoption will be visibly "out-attended" by these groups [26-33].

## Purpose of the study:

The purpose of this investigation was to establish if strategic alignment aided in effective leadership [34]. The research shows that strategic leadership can assist an organisation become more efficient through better alignment and hence more successful in the marketplace [35]. This article's content aims to investigate the link between strategic leadership and strategic alignment in high-performing businesses [36]. The focus of current studies is to provide in-depth answers to the following queries:

- What problems and challenges does the leadership team have to overcome to raise the bar for performance throughout the organisation?

- Why is it that businesses who take a harmonisation approach to their strategies tend to fare better than those that don't?

The results of the study should indicate the expanding value of guidance at both the technical and educational levels, show the primary social implications, and outline possible directions to enhance the guidance that could be considered for implementation in the near future. Improving one's company fortunes is not a game of chance. Political leaders' personal preferences are decisive [37]. The purpose of this research is to isolate the concept of strategic leadership and, more specifically, to examine the connection between strategic alignments in successful businesses [38]. In order to determine whether or whether the critical leadership needs are pertinent to strategic alignment, this paper gives a synopsis and theoretical history of the literature on strategic leadership and strategic alignment [39-44]. This paper provides a literature assessment on the topic of strategic management and leadership in today's competitive, complicated business environment [45]. This article examines the connections between leadership theory, strategic leadership imperatives, company culture, and long-term goals [46-51].

### Leadership themes and theories

Leadership has been the focus of numerous studies that have advanced multiple perspectives. Dissatisfaction with the characteristic theory's ability to accurately describe and predict the efficacy of top leaders prompted a paradigm shift at the start of the 1940s, when researchers began to zero in on the consequences of managers' actions and the significance of contextual circumstances [52-55]. There has been a revitalization and a metamorphosis in strategic management in the 20 years before to 2001. According to them, the drive to mould, shape, and control information is at the core of effective strategic management. Three distinct schools of thought and academic inquiry are then critically examined [56]. The first consists of a strategic management ethos and its associated theoretical framework for aging exams [57-61]. The second theory and line of research investigates the question of whether or not the newest theories about leadership have been implemented. Leadership concepts that are charismatic, innovative, and visionary are covered. Emerging leadership theories make up the third area of research [62-71].

In the late 1970s and early 1980s, leadership studies hit a dead end [72]. No new ideas were being developed, and respectable academics began to doubt not only the future of leadership studies but also the necessity of leadership itself [73-81]. Skeptics in organisational sociology in the 1970s and 1980s believed that leadership techniques had less of an impact on organisational results than environmental or interpersonal influences, causing wide disagreements on the impacts of leadership on performance [82-88]. In the middle of the 1980s, there was a shift in the study of strategic leadership, as seen by the "supervisory" leadership research that emerged at the time. After the paradigm shift, a new set of worries emerged, with roots in TMT analysis, "new" leadership theories, and the theory of top levels [89]. In their earliest studies of leadership, academics focused on how middle- and lower-level managers could better support their subordinates by listening to and acting on their ideas and feedback [90]. In response to doubts about the leadership effect, three distinct schools of thought on the topic have developed [91].

Next, Hambrick devised a comprehensive research agenda to strengthen the argument for leadership within the framework of strategic management literature. Critics have pointed out that strategic leadership activity has not been seen explicitly, despite the fact that the top-down perspective has widened strategic management experience [92]. The group relied on demographic stand-ins and assumed conduct instead. Western economies are home to several of these test beds [93-95]. Therefore, how strategic leadership attitudes vary between regions is unknown and under-researched [96]. All of the fresh concepts centre on the transformative, innovative, and visionary power of leadership. Instead of focusing on the upper echelons and strategic leadership, these ideas highlight the mechanism between leaders and followers. Some theories of leadership, known as charismatic theories, place an emphasis on the founders' unique personalities [97-99]. Effectiveness, loyalty, repute, devotion, and inspiration are all outcomes that charismatic concepts seek to emphasise [100]. Inspiring followers to feel a connection to the leader on an emotional level is a key component of the theory of charismatic leadership [101].

There is empirical support for the idea that those in positions of leadership tend to fare better than those who are not in charge [102]. Managers that have a variety of leadership roles tend to exercise their subordinates, a practise that is seen favourably by higher-ups. Successful leaders need the freedom to take several different courses of action and to strategically choose their deployment [103]. Leadership in this context calls for depth of thought and flexibility of action. That voters expect their representatives to understand their needs and concerns, and provide them the chance to shape their policies accordingly, is clear. Leaders should carefully consider the impact on their relationships with subordinates, peers, and superiors while determining the appropriate level of leadership [104]. Complicated actions require a more nuanced definition of repertory and a more restricted use of it [105].

The theory's underlying premise is that persons with greater cognitive complexity are better able to acquire and apply this knowledge than those with lesser cognitive complexity, because they are able to see more categories or metrics as alternatives to stimuli. Some groups or dimensions have more in common [106]. People with higher cognitive complexity tend to be more detail-oriented and spend more time thinking about specifics. According to Boal and Hooijberg, cognitive complexity is the primary differentiating factor because of its ability to handle uncertainty on a personal level [107]. A leader may have an intellectual understanding of the preferences of their subordinates and superiors, but this is not necessarily accompanied by actions that are sufficiently differentiated in behaviour to satisfy all groups. Executives at the helm of a company have a lot on their plates, including the global and cultural standing of their industry and the company's place within it [108-111]. Organizational communication with society and governments may necessitate additional behavioural interventions outside of the normal scope of business [112-115]. Having high levels of both cognitive and social intelligence is crucial for any manager, but especially so for upper-level management [116]. It has been observed that complex leaders employ a greater variety of leadership strategies, are more open to and adept at capitalising on cooperative leadership, are more likely to make use of ideas, receive generally more favourable evaluations, and oversee more productive groups [117]. The mental process of acquiring, sorting, playing back, interpreting, rearranging, evaluating, justifying, drawing judgements, making decisions, and acting upon information. The capacity for thought is an abstract mental operation [118]. The volume and complexity of information to be processed can be structured and optimised, depending on the size and complexity of the surrounding environment. Due to the increased crude mental capacity, people are now able to keep more complex mental processes going than ever before [119-123].

Scientists that study leadership agree that, in addition to the above-mentioned cognitive abilities, leaders also require essential interpersonal abilities like empathy, inspiration, and communication. Proper application of these abilities requires in-depth familiarity with the social world, although this fact has received significantly less attention. Social knowledge was the name given to it [124]. That's the general consensus, anyway. In the realm of interpersonal interactions, relational information is essential for making informed decisions. Distinguishing one's own emotions from those of others is a key component of social intelligence. Since making choices, implementing solutions, and implementing organisational change rarely occur in a vacuum, this skill is essential for any effective leader. Successful leaders who have developed their social intelligence can more accurately assess available social resources, create and introduce expectations, build trust and credibility, and accomplish their goals [125-133].

Performance is the most pervasive of the organization's procedures that can have a positive influence purposefully or consciously and lay the foundation for running all other elements of the agency; it is, thus, vital to leadership and its growth [134-139]. When people have faith in one's knowledge, skills, and talents to lead others, that person is said to be a highly effective leader. According to Bandura and Locke, "efficacy values determine whether people perceive themselves in a way that strengthens or debits themselves, how well they motivate and continue to live in the face of obstacles, the character of their well-being, and their sensitivity to pressures. The challenges facing leaders today are reflected in the importance and specificity of their success [140]. Any company attempting to navigate the challenges of today's global economy will find it far more difficult to achieve even mediocre results without the direction of capable executives [141]. To be a strategic manager, one must be willing to convince people to make choices on a consistent basis that increase the organization's long-term sustainability while maintaining its short-term financial stability [142].



In order to choose the best course of action for the organisation, it is necessary to develop a long-term strategy and set of priorities. Every employee's efforts contribute to the larger organisational goal [143]. There is a clear sense of purpose, and both members understand and work to fulfil the organization's objective [144]. There is a lot of enthusiasm and initiative, and members are proud to talk about the group's aims [145]. According to Nel, a company's future direction and objective must inspire employees to feel a sense of passion and commitment. The administration is primarily responsible for this [146]. Leadership that is both confident and unwavering is crucial to the long-term success of an organization's vision [147]. The company's founders must maintain open lines of communication with members and individuals at all times to ensure that they understand and support the organization's objective and direction. One of the most important factors in an organization's success is the clarity of their mission and goals. Crucial organisational abilities that boost an organization's competitive edge include the ability to create a shared vision and manage the change that comes with it. Successful businesses have made the transition from "just doing our job" to "doing business," and one of the key factors in this transformation is the company's long-term strategic purpose, which links employee behaviour and beliefs with a challenge [148]. The strategic plan calls for ambitious new targets for growth and innovative uses of existing resources [149].

Competencies in critical areas provide a company an edge over its competition. Core competences, rather than the markets, have become the cornerstone for organisations' long-term plans as a result of innovation, competitive complexity, and the wide diversity of technical improvements in the modern, competitive environment [150]. An organization's primary skill is a vital strategic activity that it prioritises above all other large domestic practises. According to Clardy, the foundations are the organization's ability to handle any aspect of a production function in a way that is superior to its competitors, which adds to above-average organisational efficiency. Having a solid foundation in essential abilities allows a company to adapt to changing conditions and maximise productivity [151-156].

Intellectual resources consist of the knowledge and skills of the company's employees. One of the most pressing challenges is coming to terms with the fact that all companies need to cultivate novel skillsets, practises, and perspectives in order to adapt to changing environments and take advantage of emerging opportunities [157-161]. There are three components of citizenship that are equally important: willingness, empowerment, and capability. Leaders with a strategic mindset see their company's employees as a treasure trove of skills and knowledge from which they may get tangible benefits [162]. In order to remain competitive in today's market, the company recognises the importance of investing heavily in its intellectual resources. Long-term economic progress, according to some economists, requires investments based on knowledge, skill, and information rather than guesswork. Organizational capacity is increased by ongoing systemic work on the efficiency of information and knowledge workers. Gaining skills and confidence in the workplace is the result of worker development. personnel have the potential to succeed [163].

A company's "corporate culture" consists of the various ideas, symbols, and guiding principles that permeate an organisation and have an impact on how it does business. The success of a company hinges on a common culture that all or most employees share [164]. To stimulate innovation, creativity, and productivity, strategic leaders should create an environment where employees feel comfortable sharing knowledge and resources between departments and departments inside the company [165]. The right kind of company culture encourages innovation, motivates and facilitates long-term planning, and places a premium on the implementation of strategic initiatives related to the creation of high-quality goods and services. Organizational culture is of relevance because of the widespread perception that culturally sensitive workplaces perform better as a whole [166]. Institutions that are deeply ingrained in a culture are more important than those that are not. The economic benefits of a company's culture have been discussed at length in publications on corporate culture and organisational success [167].

Control within corporations has traditionally been seen as crucial during the implementation stage [168]. To guarantee the strategic competitiveness and above-average returns that businesses need, they must employ effective control mechanisms. Executives in charge of a company's strategy need to be aware of the internal procedures being used by each of its operational units. Effective strategic control is exercised by corporate

management, while allowing sufficient independence for the divisions to achieve long-term profitability and market dominance [169].

In this book, Rowe examines the importance of strategic leadership in the development of a company's resources. Consistent decisions that benefit the organization's long-term viability and financial stability can be made thanks to strategic leadership [170]. An important company strategy is to encourage employees to work together toward common goals. One method is to encourage methodical thinking throughout the company [171]. To perform well in the many duties and responsibilities of strategic leadership, leaders need to be open to new ideas and have strong emotional intelligence [172]. It takes a wide repertoire of skills and years of practise for them to select the optimal action blend for any given situation [173].

### Research Design and Methodology

Multiple theories of leadership have been examined in the academic literature, including the charismatic theory, the transformation theory, and the visionary theory. Multidisciplinary research has led to the formation of the theory of leadership. Much discussion centred on how to identify leaders, what makes an effective organisation, who are the most influential people, and if leaders are born or made. Nonetheless, interest in strategic leadership has increased since 1989, corroborating the findings of a number of other recent studies [174-179]. The role of policy leader is quickly rising to prominence. in the fields of academia and commerce In the 21st century, strategic leadership has become the biggest challenge for businesses. Without strong strategic leadership, a company will have a much harder time gaining or keeping an edge in the market [180]. A strategic leader can be recognised by their contributions to the success of the organisation and the successful implementation of their strategy, which are two outcomes of the leadership actions listed below [181].

The most crucial elements are a clear sense of where the organisation is headed, the development and protection of its core competencies, the expansion of its human resources, the maintenance of an effective corporate culture, the promotion of ethical business practises, and the implementation of well-balanced controls throughout the organisation [182]. In light of the critical nature of these parameters for effective leadership, we conducted an in-depth investigation to determine how U.S. lawmakers rank the relevance of these factors [183-188]. Based on this analysis, there is now more reason to be concerned about the quality of strategic leadership and strategic coordination [189]. Many businesses are interested in and do research to identify the factors that contribute to their high performance [190-192]. The purpose of this study is to examine if and how strategic coordination aids effective strategic leadership [193]. The study's objective is to learn how strategic leadership impacts business results by analysing the interplay between strategic leadership and strategic alignment [194]. We'll dive into the report's findings in this section.

### Findings

For any leadership strategy to be put into action and coordinated effectively, a number of tools and processes are required. Organizational features and initiatives that increase productivity and inspire employees should be prioritised. Give them the chance to learn the skills and tactics they'll need to succeed in their roles as leaders on a consistent basis. Furthermore, management must effectively guide staff to success in reaching goals. The leaders' job therapy, employees' understanding of motivations, and the recording of interactions will all contribute to a reduction in stress and its causes among workers. Increasing personnel and departmental alignment ensures a unified organisational structure and pleasant working environment. Organizational expertise is dependent on exchanging knowledge, even with competitors, therefore alignment with other organisations will boost.

The study did not evaluate the company's approach to see if it was effective. Even yet, it focused on the organization's capability to deploy and enforce the strategy across the enterprise, where leadership planned and expressed it and employees perceived their own participation in the strategy's implementation. Remember that a business will only adopt the best strategy if its leaders agree on it on every level and if all internal processes are coordinated to achieve the desired outcomes. Because a larger sample would produce more reliable and generalised data and include more insight on the effect of strategic leadership and policy

coordination on organization's efficiency, the analysis is being slowed down by the small number of people (leaders, customers, and employees) who do not represent the entire regional region.

Evidence from this study lends credence to the idea that strong strategic leadership is crucial to an organization's ability to achieve and sustain a competitive advantage. There is a lack of scientific data on the effects of leadership on strategically vital company structures, and effective strategic leadership shows that innovation may aid firms in achieving and maintaining a competitive advantage over the long term. The thesis builds on the theoretical foundations of previous research in strategic management, ushering in a new school of thinking on the topic of strategic leadership and coordination in high-performance businesses. The following topics for testing are generated by the effects of this analysis: A bigger sample size would allow for replication of the analysis. Every company that operates in a specific industry demonstrates the usefulness and generalizability of the analysis conducted across all sectors. So, before the thesis can be generalised, it's valuable to repeat the analysis for a wider range of companies and markets.

## Conclusion

The study's most important contribution was an analysis of the direct and indirect connections between strategic leadership and thriving businesses in the private sector. The six essential qualities are important for leaders. Successful implementation is guaranteed for aligned groupings, and aligned entities are high-performing organisations. In high-performing businesses, research shows that the six crucial factors are significant. The success rate achieved by these criteria is, however, insufficient. Giving "lip service" to these essential principles does not indicate buy-in from the C-suite. When companies are led by strong executives who are unwavering in their commitment to enforcing these vital regulations, the results are positive. Challenges posed by a competitive economy's competition will persist as a complex and difficult issue throughout the remainder of the 21st century. The purpose of this study was to identify the elements necessary for future leaders to successfully steer high-performance organisations.

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