RELATIONSHIP FIT BETWEEN LEADERSHIP STYLE & BUSINESS STRATEGY IMPLEMENTATION ON ORGANIZATIONAL PERFORMANCE -A BRIEF CONCEPTUAL REVIEW

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ABSTRACT

The likely paths toward achieving an organization's goals are reflected in its strategy. Effective leadership and organisational strategy implementation lead to successful organisations. To attain performance effectiveness and organisational objectives, the study looked at the connection between organisational strategy and leadership. In-depth research on various peer-reviewed publications that focuses on organisational performance and leadership strategy is done in this article. To demonstrate the causal link between organisational strategy and performance, the findings of several authors are taken into account. Through the analysis of many findings from various writers, this study establishes various hypotheses and validates them.

Key words: Effective leadership, Organisational strategy implementation, goals, Organisational performance.

INTRODUCTION

An organization's ability to succeed depends on its top management and executives adapting organisational strategy and leadership philosophies to the environment. Leadership is still a practised art in business. With the application of organisational strategy, leadership has become one of the organisational issue's for performance effectiveness that has received the most research. In recent years, interest in strategic leadership has grown (Finkelstein & Hambrick, 1996; Hitt & Ireland, 2002; Zaccaro & Klimoski, 2001). For an organisation to perform effectively, several leaders must work together. Leadership is the art of motivating others to work together to complete tasks. Because of this, it is believed that employing effective leadership

techniques will improve both the output of employees and the firm's ability to succeed (Sunday et al., 2014). The leadership style that will help the organisation expand more quickly will be identified through an effective organisational strategy. A strategy is the course of action that an organization's leadership takes for its members to achieve goals (Caroline, 2002). Leadership, in the words of Peter Drucker, "is all about results." The leadership style a leader chooses has a big impact on how they interact with their team or how well they perform. Leadership has a direct cause and effect, says Michael (2011) organisations' success and the relationship between them. To accomplish the goals of the organisation, leaders decide on values, culture, change tolerance, and employee motivation. In order to achieve performance efficiency, this paper will propose a combination of organisational strategy, strategic thinking, and leader concepts. The degree to which a company can achieve its goals, survive, and sustain favourable earnings, financial resources, and resource value is referred to as performance efficiency. Organizational effectiveness is influenced by three main performance factors: (1) Process dependability and efficiency, (2) Human Capital, and (3) Environment Adaptation. Leadership styles refer to the decision-making and behaviour of leaders that affect performance determinants (Yukl, 2008).

PROBLEM STATEMENT

In this cutthroat business environment, success is what every corporation strives for. To achieve the objectives, they develop a plan, a strategy, policies, and programmes. They also determine the organization's leadership approach. However, most organisations consistently fail to match their organisational strategy and leadership in order to achieve performance efficiency. This study will look at how the interaction between organisational strategy and leadership might boost performance effectiveness.

OBJECTIVES OF THE STUDY

The study's main goals are to determine how organisational strategy and the leadership style that the organisation chooses to employ affect performance and operational efficiency. The study's secondary goals include the following:

1. To determine how the organization's strategies contribute to the intended performance.
2. To evaluate the significance of choosing a leadership style based on an organization's strategies.
3. To investigate how leadership decisions can improve performance efficiency.
4. To develop plans for selecting a leadership style to achieve performance.
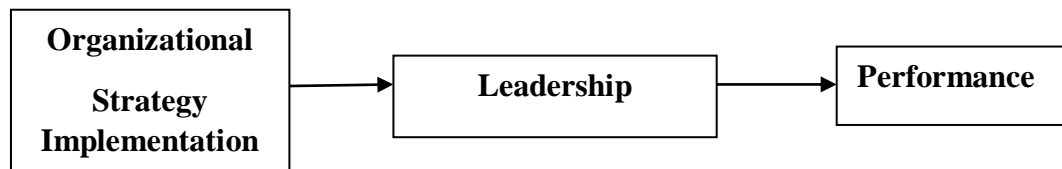
REVIEW OF LITERATURE

Organizational strategies outline the steps needed to accomplish the goals of the organisation. However, leadership is a managerial talent that comprises the capacity to motivate a group of people toward shared objectives. Leadership has a direct causal relationship with an organization's success, claims Michael (2011). Over the past 50 years, the majority of empirical studies on leadership effectiveness have focused on middle or lower-middle managers rather than the organization's top management (Yukl, 2006). Research on how a single leader might persuade subordinates to work harder or perform better than anticipated has been

undertaken over the past five years. The theories of chrematistic and transformational leadership provided the majority of the empirical study on leadership behaviour in the past (Bass,1985). Numerous studies show that transformative leadership behaviour can increase subordinates' motivation and performance. According to Bass (1985), there are four dimensions of leadership that are used to transform subordinates, the organisation, inspire motivation, give individual attention, and stimulate the mind. These dimensions are attributed charisma and idealised influence, inspired motivation, and individual consideration. Only 36% of the organisations polled in a 2008 study were ready to fill a leadership post right away (Harvard Business Review, June 2009). According to Deal & Kennedy, good leaders may bring about effective change for an organisation. Leadership responsibilities are crucial when tackling the issue of organisational transformation (Deal & Kennedy, 2000). A leader thinks strategically to maximise performance. The efficiency of an organisation is impacted by the "degree of fit" between the environment requirements and the features of an organisation, according to contingent theories and empirical investigations. Another sign of adaptable and flexible leadership is how much a leader modifies strategy and tactics as necessary (Yukl, 2008., pp. 81-93). The factors that affect an organization's success have been researched for many years, and management theory and organisation are major themes in the literature (Melcher, 1967; Katz and Khan, 1978; Mintzberg et al., 1976). Many practitioner-oriented books on studies of successful firms as well as the corporate strategy review of literature(Wernerfelt and Barney, 1991; Teece, et al., 1997) have shed light on the factors that influence organisational performance. With consistent operation for a set period of time, an organization's efficiency can be increased. Miles et al. (1978) explored how strategic types (Prospectors, Analyzers, Defenders, and Reactors) contributed to performance efficiency with the right application of organisational strategies in a set of generic strategies (Cost Leadership, Differentiation, and Focus) in high-performance "gestalts. Redesigning work processes, utilising new technology, lowering the energy or materials cost, lowering surplus inventory, and lowering the cost of labour are just a few strategies to increase performance efficiency (Yukl, 2008).

RESEARCH METHODOLOGY

Research methodology's goal is to provide a work schedule for conducting research. There are two methods for carrying out research. The first one is empirical research or study, which relies on data gathering and analysis for the purpose of fulfilling the researcher's premise. The notion or hypothesis that best characterises the phenomenon being examined is the focus of conceptual research, another type of study. Nothing is tested in conceptual research; however, other people's observations may be used to support a claim. The results of other studies are taken into consideration in this study to demonstrate the cause-and-effect link between organisational strategy and leadership style in terms of performance effectiveness. It is a peer-reviewed publication focused on various propositions and supporting those propositions with reasoning. Lastly, conclusions regarding the major thesis statements for the study problem.

CONCEPTUAL RESEARCH FRAMEWORK

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┌─────────────────┐      ┌──────────────┐      ┌──────────────┐
│  Organizational │      │              │      │              │
│     Strategy    │ ───► │  Leadership  │ ───► │ Performance  │
│  Implementation │      │              │      │              │
└─────────────────┘      └──────────────┘      └──────────────┘
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Proposition-1:Organizational strategy and effectiveness are the first proposition.

Proposition-2:A leader's stance on performance efficiency matters.

Proposition-3:A pertinent leadership style can improve the performance determinants.

Proposition-4: An organisational strategy can improve the performance determinants.

Proposition-5The value of the performance determinants is increased by a collaborative organisational strategy and leadership approach.

Proposition-6: The organisation performs better under the collective influence of leaders at various levels during the process of developing and implementing a plan.

Proposition-7:In order to discover integrative solutions for tradeoffs involving performance determinants, states that different leadership styles are helpful.

Proposition-1

According to Lewis (2008), a strategy is a crucial tool for an organization's success. An organisation can start and carry out actions using the strategy that may help it assert control over its future. According to De zember at el. (2005), a structure is necessary for an organisation to effectively manage its strategies in practise. According to Lewis at el. (2001), an organization's structure serves as both an authority and a duty for achieving results. A leader uses their leadership style to wield both responsibility and authority. According to Slater and Olsen (2005), a firm's performance is significantly impacted by how well its structure and employee behaviour fit. A leader has an impact on how employees behave. Fry (2003) described leadership as the use of a plan to energise employees and maximise their potential for advancement. Leadership style was defined by Stogdill and Coons (1957) as a strategy and set of skills intended to achieve organisational goals and have an effect on performance. Frameworks called strategic topologies help corporate divisions identify various competitive strategies. A theoretical foundation for identifying key groups across sectors is provided by typologies (Zamani, et al., 2013). According to Guth and MacMillan (1986), leadership motivation acts as a link between the successful execution of business strategy and organisational performance. Slater and Olsen (2001) suggested that in order to produce the desired results, a strategy must be well implemented, regardless of how great it is. For an organisation to establish and sustain a competitive advantage over other organisations, they contend that good strategy implementation is essential. According to several experts, efficient strategy design and implementation

ensure a favourable impact on the organization's overall success. In light of the fact that organisational strategy and performance effectiveness are positively correlated.

Proposition-2.

A leader's actions enhance the organization's performance. The utilisation of particular leadership behaviours in interactions with team members, followers, and outsiders is one way to exert influence. The choice of management policies, procedures, and organisational design has a second-order impact on an organization's performance. Choosing the organization's competitive strategy is the third form of influence (Yukl, 2008). Effective leadership is regarded as an active strategy to improve management and organisational performance, according to Voon et al. (2011). Understanding performance's consequences is difficult because leadership has been identified as a key factor in any organization's management success, according to academics like Zhu et al. (2005). When businesses face such novel obstacles, academics have hypothesised that a leader's actions can increase performance (Judge and Piccolo, 2004). Therefore, to achieve performance effectiveness, the leadership style should be congruent with the organisational plan. Any organisation depends on effective leadership, so its significance cannot be understated or overlooked. According to Voon et al. (2011), a leader's character and actions are the root of their impact. According to Mehra et al. (2006), firms that are seeking for effective strategies to surpass their rivals frequently concentrate on leading. The relationship between leadership and team performance has been illuminated by the leader-centered perspective (Zhu et al., 2005). Researchers have looked at the strategic role of leadership and how leadership principles and behaviour can be used to enhance organisational performance (McGrath and McMillan, 2000). In order to achieve performance effectiveness, the leader's leadership style inspires the workforce to work for the company.

Proposition-3.

There are various leadership philosophies, such as relationship-, task-, and change-oriented. Each leadership approach has a few goals that line up with the three factors that determine an organization's effectiveness. The best behaviours are those that are task-oriented to increase productivity, change-oriented to increase adaptability, and relationship-oriented to increase human capital and relationships. The three leadership philosophies each have effects on how effectively a company operates (Yukl 2008). Short-term planning and scheduling of work activities, determining resource and staffing needs, assigning tasks, clarifying objectives and priorities, highlighting the significance of efficiency and dependability, directing and coordinating activities, monitoring operations, and dealing with day-to-day operations are all examples of task-oriented behaviours (Yukl 2008). Task-oriented methods are used to increase productivity and cut expenses by getting rid of extraneous tasks, redundant work, wastage of resources, mistakes, etc. Additionally, they expressed the belief that a task-focused leader can improve the performance of employees and small groups (Bass, 1997; Yukl, 2006). Leaders that are change-oriented recognise external elements like opportunities and threats, analyse events to explain why change is necessary, express an inspiring vision, take risks to promote change, assemble a coalition of change-supporters, and decide how to carry out a new change effort (Yukl, 2006). A

change-oriented leadership style can improve team and individual performance, according to research on its inspirational, motivating, and intellectually stimulating elements (Lowe et, al., 1996). Research on the factors that influence creativity and innovation provide more support for the importance of change-oriented leadership (Mumford et al., 2002; Reiter- Salmon and sllies, 2004).

Proposition-4.

Organizational planning can guarantee effectiveness (adaptation). A few examples of organisational strategies are management programmes, systems, and structural designs. To increase performance determinants and organisational effectiveness, various improvement programmes, structural forms, and management and marketing systems can be implemented (Yukl and Lepsinger, 2004). To adapt or implement management programmes, processes, and structural forms, leaders of subunits have greater authority than lower-level managers (Hambrick et al.,1996). To properly implement an organisational plan, the leader must coordinate their efforts across all organisational levels. Aspects of formal organisational structure, such as formalisation, standardisation, and the usage of specialised subunits, have an impact on efficiency as well (Mintzberg et al., 1976). Because they are ineffective, poorly executed, or incompatible with the corporate culture and competitive strategy, many management systems and reform programmes fail (Abrahamson, 1996; Abrahamson & Fairchild, 1999; Benner and Tushman, 2003; Straw and Epstein, 2000).

Proposition-5.

Organizational culture can be influenced by the combined efforts of leader behaviours and management programmes (organisational strategy) to improve performance (Schein, 1992). If shared values and beliefs are in line with the organization's plan to adapt to the environment, then a strong corporate culture can improve organisational performance (Detert et al., 2000). Through various tactics (management programmes and systems) involving employee recruitment, socialisation, training, performance evaluation, and rewards, a leader can affect the culture of the firm (Yukl, 2008). The plan (Management structures and programmes) may also restrict the application of certain leadership philosophies. Because it is challenging to empower subordinates when they adhere to complex rules and conventional methods for performing tasks (Spreitzer, 1996). Additionally, a strategy can strengthen the results of a leader's actions. When an organisation has a programme to encourage innovation, a climate of psychological safety for risk-taking and creative ideas regarding products or processes will be supported, encouraging thinking or intellectual stimulation is likely to increase innovation (Yukl, 2008). Utilizing particular leadership philosophies, such as keeping an eye on the external world, evaluating dangers and opportunities, recognising key skills, and weighing different tactics, makes it easier to formulate strategies. In order to determine the best strategy for the company, extra information is needed from some programmes and systems for tracking the external environment. A new strategy or change can be implemented using a variety of leadership philosophies (Yukl, 2006). In order to boost performance, organisational strategy and leadership practises must work together to raise the value of performance indicators.

Proposition-6.

Top management can involve more middle and lower level managers (leaders) in making critical decisions in a number of ways (Sundaramuthy & Lewis, 2003). Strategic meetings can be held in person or virtually with managers at various level decisions. To promote and support suggestions for efficiency improvements from lower-level managers, a suitable technique might be adopted. The performance of the organisations will deteriorate if one of them has an incompatible strategy. According to leadership researchers, the CEO makes strategic decisions, and as managers at different levels interact with their employees, influence cascades down the authority ladder (Yammarino, 1994). Therefore, the organisational strategy should be developed while keeping in mind the organisations' current resources as well as the leaders' expertise and skills. In order to implement such a strategy and introduce the most suitable leadership, it is also required to reorganise the organogram. Meaningful involvement by those with the necessary expertise can improve decision quality and commitment to successfully implement the strategy (Vroom & Jago, 1988). That is the combined impact of leaders at various organisational levels on the creation and application of a plan to improve performance effectiveness in the operation process.

Proposition-7.

When separate organisational units are autonomous but nevertheless distinct in terms of their functions or goals, managers and leaders must coordinate and cooperate. elite management groups with specific roles relating to the factors that affect performance (Edmondson et al., 2004; Pettigrew, 1992). A performance factor may not be given sufficient consideration when developing and implementing a strategy if there is no supporter for it on the senior management team. When top management team members have various functions, the organization's leader may be primarily responsible for achieving integration, which can be eased by using the right decision-making procedures (Edmondson et al., 2004). However, when executives, leaders, or managers collaborate to make decisions, the results are higher-quality outcomes if their "mental models" of the factors that influence organisational performance are correct and consistent (Kilmoski and Mohammed, 1994). When it comes to performance determinants of the organisation, the leaders of specialised subunits frequently have distinct information, skills, talents, priorities, etc., and their decisions are frequently based on their particular perspective (Yukl, 2008). Companies are more likely to endure and be successful over the long term if they have a strong, relevant "core ideology." A leader's many leadership philosophies in relation to the organisational strategy for high performance. Therefore, argument seven is in favour.

CONCLUSION

Through the course of the research, various pieces of literature were reviewed to explore how organisational strategy and leadership work together to promote performance effectiveness. Organizations require leaders that are adaptable and flexible to achieve performance efficiency and effectiveness in the tumultuous, uncertain environment of today. These leaders must be able to comprehend the intricate relationships between performance factors and be aware of how to affect them in a positive way. To attain performance effectiveness, organisational leaders must constantly be ready to adapt their leadership style, competitive strategy, and formal programmes and structures to the problems that they face in an environment that is becoming more chaotic and uncertain. The organization's strategy affects how well the organisation performs. The leaders' leadership style also has an impact on the factors that determine performance at the same time. In order to ensure that performance goals are met, leaders decide on the leadership styles to be used in conjunction with the organization's strategy. According to several academics, the effectiveness of the company will either be favourably or badly impacted by the leadership styles used. Furthermore, Howell and Frost (1989), who were mentioned by Fu-Jin et al. (2011), attest to the association between leadership style and organisational performance. Roslan et.al,There is disagreement among researchers (al., 2013) as to whether leadership improves organisational performance. According to Ojokuku et al. (2012), demoralising leadership philosophies might result in high staff turnover rates. Therefore, effective leadership will be crucial to reducing staff turnover and improving organisational performance. The strategy that a leader will use is their chosen leadership style.A few particular methods to influence and motivate employees. The precise actions that must be taken to fulfil the organization's performance objective are known as its organisational strategy.

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