

THE RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT PRACTICE AND LEADERSHIP: A BIBLIOMETRIC ANALYSIS

**Khairun Sofia Awang Amit, Suddin Lada*, Rudy Ansar,
Brahim Chekima and Mat Salleh Ayub**

Faculty of Business, Economics and Accountancy
Jalan UMS, Universiti Malaysia Sabah
88400 Kota Kinabalu, Sabah, Malaysia

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ABSTRACT

Objective: The objective of this study was to identify the relationship between strategic management practices and leadership. A comprehensive analysis was conducted highlighting the contribution of the role of leaders in strategic management. **Research methodology:** This study uses the Scopus database for article searches or literature reviews. For data analysis such as systematic literature review and bibliometric, the reviewer used Excel and VOSviewer. A total of 110 articles were successfully collected from the Scopus database. **Findings:** The results show that the relationship between strategic management practice and leadership is related to each other. Then, 2019 was the year with the most published articles related to the field of study. Not only that, but the researcher also analysed the top 10 most published journals and most cited papers. **Conclusion:** Based on the results of the study, it can be concluded that strategic management and leadership are intertwined ideas that give a firm a competitive advantage.

Keywords: strategic management practice, leadership, strategic planning

*Corresponding author's email: suddin@ums.edu.my

INTRODUCTION

Current understanding

Strategic management supports the organization's long-term survival since it is a method of projecting the prospect derived from the analysis of today's tendencies and indicators, allowing the organization's leadership to choose the best path for success and sustainability. Strategic management and leadership are often used interchangeably, although each has its own definition. Strategic management is mainly associated with conflict resolution, planning, arranging, handling, and impacts whereas leadership involve a wide range of influences to higher prevalence and encourage the public (Elkhdr et al., 2019). Because of the importance of leadership in an organization, previous research has discovered that strategic management is linked to leadership in an organization. If leaders were not successful or captivating, they would not be able to meet their objectives in a timely way. As a result, leaders construct and support the company to reach its objectives that have been established using strategic management techniques. Today's corporate environment is constantly shifting, and most leaders aim to adopt fluid process solutions to ensure that their firms adjust to changes (Mjaku & c, 2020). For example, executives might utilize techniques such as developing a business vision and mission, gathering information from the external to comprehend the consequences, identifying rivals and determining the reasons for their success. Based on previous research, leadership and strategic management are inextricably linked, which means that leaders and strategic managers share specific traits that enable them to encourage others to do something they want for organizational effectiveness (Mjaku & c, 2020).

This topic is prevalent not only in the business and financial sectors but also in other fields such as health care. As indicated by the study, there are 20 unidimensional leadership and strategic management characteristics that contribute to healthcare viability. The findings show that sustainable performance outcomes in healthcare companies are significantly improved (Suriyankietkaew & Kungwanpongpun, 2022). Another study discovered that strategic quality management was favourably connected with leadership in Turkish enterprises operating in diverse industries. This research also discovered that strategic quality management has a favourable impact on Turkish enterprises' technology transfer efficiency and modulates the function of strategic planning and leadership in this process (Bolatan et al., 2022). Other than that, we can also find these strategic practices and leadership in education. According to the findings of the study, Malaysian vocational college education leaders have a strong desire to implement strategic leadership in their profession. There is also an indication that Malaysian vocational college education leaders perform strategic leadership at a high standard or level. The strategic goal, strategy implementation, strategic engagement, capacity to adapt, and leadership understanding were all included in the responses received as strategic leadership techniques (Mohd Ali & Zulkipli, 2019). It is general knowledge that a variety of elements can influence strategic management and leadership in a firm. The economic recession is one of the causes driving the occurrence of these two features. The recent economic slump has highlighted the necessity of leadership as a critical component of corporate strategy formulation. However, when evaluated over a period of years, this topic should be revisited and the situation examined from a fresh perspective (Slavik et al., 2015).

Limitations to existing knowledge

There is no disputing that any research we conduct will have some limitations and consequences. A study's limitations are structural or methodological variables that impact or determine how outcomes from a research study are interpreted. There are certain limits to the study because it was undertaken in only a particular country, according to various articles and research evaluated. Future studies should study the relationship between strategic management and leadership in many scenarios including diverse countries to acquire improved research results (Suriyankietkaew & Kungwanpongpan, 2022). Not only that, but previous researchers have used formal leadership styles in their studies (Kafetzopoulos et al., 2022). This can be improved by experimenting with several styles of leadership in addition to formal ones. An informal leadership style is one type of leadership style which can be employed in conducting studies. In such a circumstance, a person can affect the behaviour of everyone by means other than the official authority granted by the organization through its policy and guidelines. Any sort of leadership that is not founded on formal authority is referred to as informal leadership. Similarly, in research conducted on Research and Development (R&D), although there is a contrast in the distinctiveness that occurs in the R&D team with other situations, they can still use different types of leadership styles (Othman et al., 2019). This is because in relation to technical skills and knowledge, leading an R&D team needs leaders to have certain capabilities, such as distributing technical advances, knowing current work activities, and having strategy implementation skills in an advanced environment where teams would not last or only sustain for brief periods of time. In addition, future research should consider how many contextual and cultural elements affect instructional management and R&D (Kohtamäki, 2013). Individual opinions on institutional management and leadership should also be explored in the study.

Previous research has also solely looked at the profit organization due to the ease and adaptability of development. To be able to obtain the overall results in multiple circumstances, the researcher needs to broaden the area of the sectors studied. Because success in non-profit organizations needs leaders to have an intense understanding of the underlying essence of stakeholder engagement, and measuring progress needs to be multi-dimensional and strongly connected to organization goals and circumstances, rather than focused primarily on basic measurements alone, potential researchers could include the non-profit sector in strategic and leadership studies. Furthermore, some studies have looked into the effect of strategy on leadership. Future research should look into whether external variables, such as rivalry, mitigate these impacts, and whether strategy buffers the effects of leadership on organizational success. To effectively execute various approaches, leaders must adjust their leadership practices and styles, and strategists must examine their organization's leadership potential when designing strategies. To fit the changing standard of ambiguity and uncertainty, organizational leaders must rearrange their thought patterns and leadership styles. Developing a company's strategic adaption skills will help it cope with strong occurrences. The design of a flexible and responsive business model is required to maintain business operations in the event of interruptions.

Research question

The primary goal of this research was to look into the relationship between strategic management practices and leadership. I performed a systematic literature review and bibliometric analysis to guide me construct the framework of this topic to attain this purpose. According to (Lame, 2019), a systematic literature review (SR) is a method of synthesizing empirical information to support specific research questions in a consistent and repeatable manner, to include all available literature on a topic and assess its reliability. SR perceives the literature review process as a scientific method and uses empirical research theories to make the review process more effective and implementable, as well as decrease the potential of partiality, as opposed to traditional literature reviews, which mostly leave much to the author's knowledge and experience. Systematic literature review, without a doubt, motivates academics to approach research more rigorously and systematically, putting empirical data ahead of assumed preconceptions (Mallett et al., 2012).

According to (Xiao & Watson, 2019), researchers must first establish acceptable research questions before conducting a systematic literature review. Then they must create and evaluate a review process that includes features like the research question's goal, inclusion criteria, search technique, quality evaluation criteria, and reports. The researcher will then use keywords to search for any literature that is related to the topic. The researcher will assess and integrate data from the literature before including it in the findings report.

The followings are the research questions I address:

1. What are the most years of the publication on the topic of Strategic Management Practice and Leadership?
2. What are the most cited papers in the field?
3. What is the most popular keyword in the domain?

The first phase of the research was to create a sampling database of research papers on the two themes, given the goal of the article and the availability of two main research fields with the keywords strategic management practice and leadership. The Scopus database has been used as a model database. I produced a sample of 110 peer-reviewed research articles using the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) approach for data collection for a bibliometric review.

METHODOLOGY

In essence, a literature review is a method of collecting and synthesizing previous research that is somewhat methodical. As a research approach, a comprehensive and well-conducted review provides a firm platform for increasing knowledge and aiding theory building. To be a good research methodology, a literature review, just like every other study, must follow the necessary stages and take measures to ensure the analysis is exact, precise, and dependable. All kinds of

methodologies can be beneficial and acceptable to reach a specific aim, based on the technique required to fulfil the review's objectives. Depending on the evaluation stage, this technique can take the shape of a qualitative, quantitative, or combined approach.

Searching strategy

I employ keywords in my search approach to identify similar articles and publications. In most keyword searches, search phrases are found in the title and source summary. So, in this study, I merged two keywords, "Strategic management practice" and "Leadership," with the Boolean Operator "AND," which looks at "Article title, abstract, keywords." Because the focus of my research is on the relationship between strategic management practices and leadership, this is the case. Then I utilized the Scopus database to look for previous literature reviews based on that keyword.

Inclusion and exclusion criteria

In order to acquire the whole segment of the literature in the field of strategic management, the initial data obtained was connected to the number of publications articles contained in the Scopus database. To that end, I began the research by searching the literature using the keywords "strategic management practice" and "leadership". The main search filter used in the relevant literature search process is the year of research. I limit documents only to 2000 until 2021 only. Then, I filter the search based on subject areas. I only chose articles related to "Business, Management and Accounting", "Economics, Econometrics and Finance" and "Mathematics". For this search as well, I only limited the search to the "article" document type. Other than that, to limit the search, I also only limit based on the countries where I choose the research that involves Asian countries. In the VOSviewer, I was not included in the analysis. Finally, I also limit the search to English only to simplify the process of analysing articles.

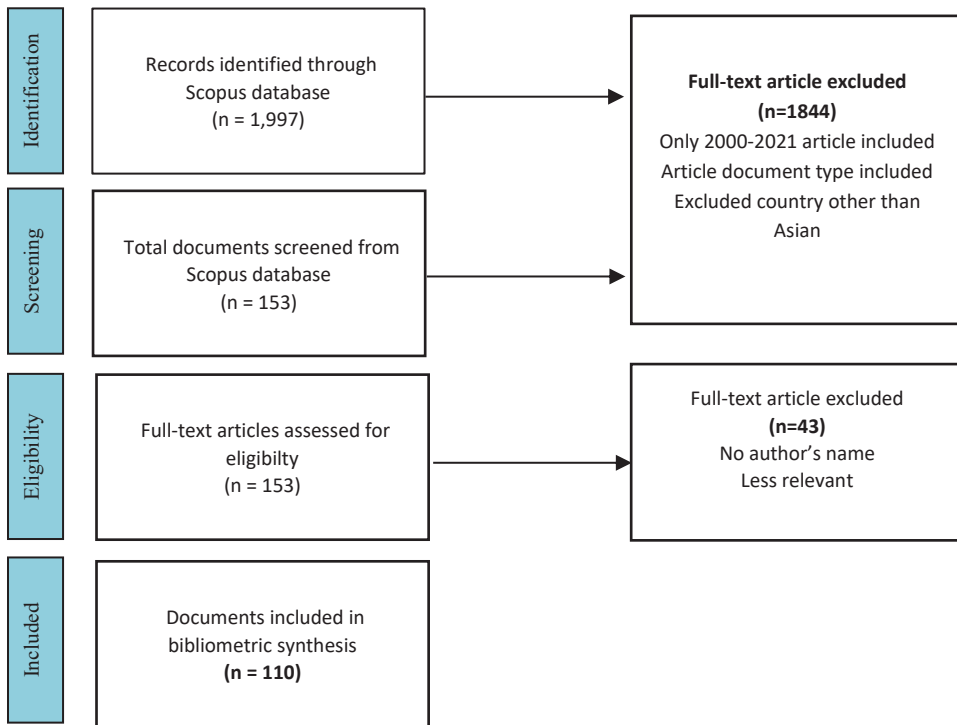


Figure 1 The PRISMA flow diagram used to identify, screen and include papers for our bibliometric review

The first phase in the PRISMA strategy is to find articles about strategic management and leadership approaches. I searched the Scopus database for publications with the keywords “strategic management practice” and “leadership” in this phase. I also discovered that publications with keywords like “strategic planning” and “total quality management” were included in the search. On filter searches in the Scopus database, a total of 1997 published papers were found. To achieve the greatest search results, I also filter articles to specific years, languages, and subject areas. After that, I eliminated publications without an author’s identity, articles from countries other than Asia, and pieces that were no longer relevant. This indicates I have eliminated a total of 1844 articles, the remaining 153 in the database. Then, after reading the title and abstract, I removed another 43 articles because they were determined to be unrelated to the specified topic and irrelevant. This resulted in a total of 110 papers being included in the research.

A search using popular keywords revealed that “strategic management practices” and “leadership” were subjects in a vast number of published papers. As a result, I employed PRISMA principles to improve the precision of identifying the sample database. PRISMA was created to assist reviewers in systematically reporting the purpose of the review, the actions taken by the authors, and the findings of the study. The PRISMA method outlines four processes for locating and extracting information for bibliometric analysis.

Extraction techniques

The resulting database, which included 110 journal articles, was transferred in a file format that was compatible with the software. The software for analysing the data has been chosen as VOSviewer. VOSviewer is a brand-new application tool for creating, visualizing and analysing bibliometric networks. VOSviewer could be used to create maps of writers or papers based on co-citation data or mapping of keywords based on co-occurrence data, for instance. The tool includes a viewer that enables users to analyse bibliometric maps in greater depth. VOSviewer may show a map in a variety of ways, each stressing a distinct feature of it. It offers expanding, swiping, and filtering capabilities, making it easier to examine a map in perspective. VOSviewer's viewing features are particularly beneficial for maps with at least a relatively significant number of elements for example at least 100 items. In this study, I employ label view, which is one of the map presentation options in VOSviewer. Items in this view are identified by a label and, by default, a circle. The greater the label and circle on an object, the more essential it is. If colours have been allocated to things, the circle for each item is shown in that colour. Only a fraction of all labels is presented by default to prevent clashing labels. The label view is especially useful for examining a map in depth.

Choice of synthesis method

A descriptive analysis was carried out in the first stage. Excel was used to develop a sequence of graphs for published articles on the practical ideas of strategic management and leadership. In addition, the researcher employed bibliometric analysis techniques. Citations are used in this process to find the most significant publications, authors, or journals on a given topic. The researcher can use citation analysis to determine how many times a publication has been quoted by another piece in the category from which it originated.

DESCRIPTIVE ANALYSIS

Year (research article distribution)

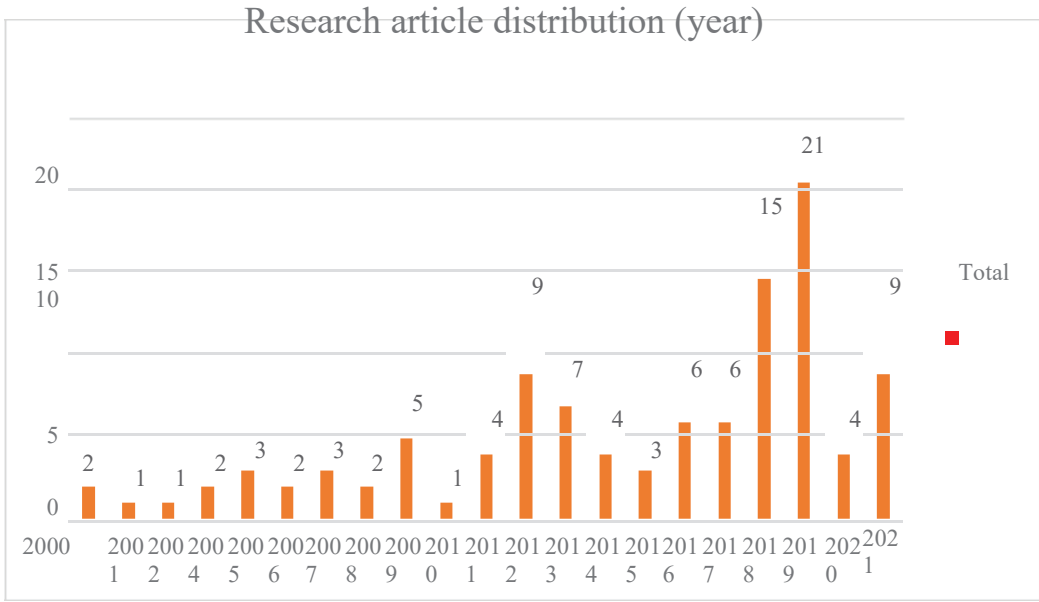


Figure 2 Research article distribution based on 2000-2021

Figure 2 above shows the number of articles obtained from the Scopus database from 2000 to 2021 related to strategic management practices and leadership. Articles from 2022 are not included and censored as most articles are incomplete and not final papers. Based on the figure, the year 2019 is the most published article related to the topic which is 21 articles. The years 2001, 2002 and 2010 were the least published articles related to the practice of strategic management and leadership. After 2019, there was a decline 2020 and 2021 in the number of articles published. This shows that the concept of strategic management practice and leadership is less important in recent years.

Most cited papers in the field

Table 1 Top 10 most cited papers in the field

No.	Article title	Authors	Year	Total citation
1	The impact of total quality management on innovation: Findings from a developing country	Hoang D.T., Igel B., Laosirihongthong T.	2006	235
2	Critical success factors of lean six sigma for the Malaysian automotive industry	Habidin N.F., Yusof S.M.	2013	117
3	Common myths of Six Sigma demystified	Kumar M., Antony J., Madu C.N., Montgomery D.C., Park S.H.	2008	106
4	Best new product development and management practices in the Korean high-tech industry	Song M., Noh J.	2006	92
5	Assessing quality management in China with MBNQA criteria	Lau R.S.M., Zhao X., Xiao M.	2004	78
6	Manufacturing strategies and innovation performance in newly industrialised countries	Prajogo D.I., Laosirihongthong T., Sohal A., Boon-Itt S.	2007	73
7	Creative climate and learning organization factors: Their contribution towards innovation	Ismail M.	2005	71
8	“How does Sustainability Leadership Affect Firm Performance? The Choices Associated with Appointing a Chief Officer of Corporate Social Responsibility”	Wiengarten F., Lo C.K.Y., Lam J.Y.K.	2017	70
9	Self-assessment of TQM practices: a case analysis	Arumugam V., Chang H.W., Ooi K.-B., Teh P.-L.	2009	66
10	An integrated model of TQM and GE-Six-Sigma	Yang C.-C.	2004	64

To get a good quality paper or article, citation analysis needs to be done. The principle in this analysis is that the higher the number cited in an article, the more influential the article is. This is because many other researchers use the article as a reference. In Table 1, a total of the top 10 most cited papers have already been analysed. The article entitled “The impact of total quality management on innovation: Findings from a developing country” written by Hoang D.T., Igel B., and Laosirihongthong T. has the highest number of citations at 235 citations published in 2006. This means The article is widely mentioned in the field of strategic management and leadership. Next, the second article that was widely cited was “Critical success factors of lean six sigma for the Malaysian automotive industry” which is 117 citations. The article was written by Habidin N.F., and Yusof S.M. and published in 2013. In this article, the critical success factors (CSF) for Lean Six Sigma (LSS) in the Malaysian automobile industry are examined.

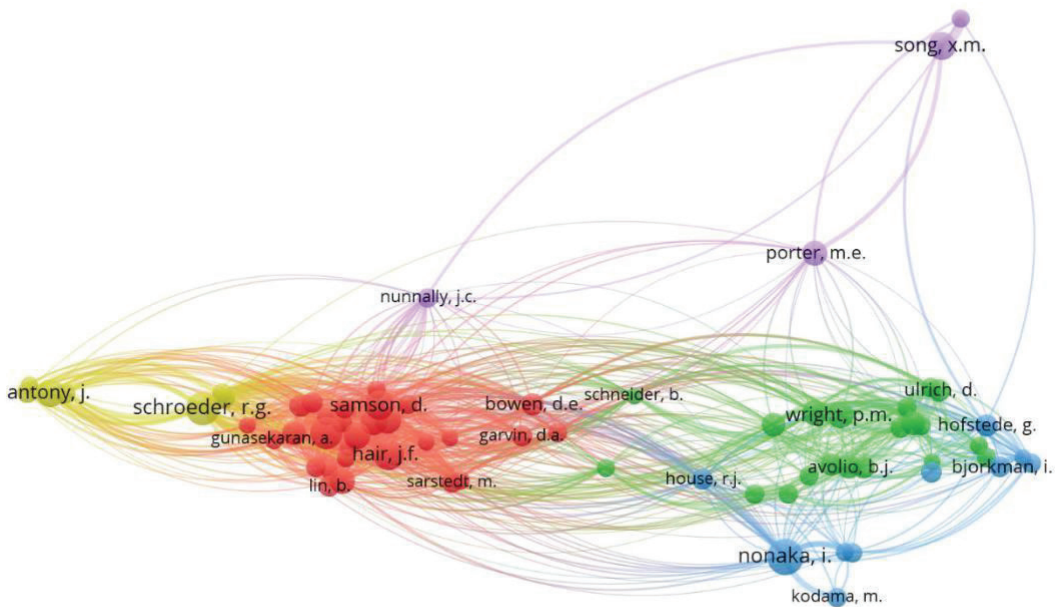


Figure 3 Co-citation network analysis of authors

Figure 3 shows the co-citation network analysis of the authors. The results of the analysis using VOSviewer, a total of 70 authors were identified by setting the minimum number of citations to 10 only. In the analysis map, a total of 5 clusters have been identified, namely yellow, red, purple, blue and green clusters. The clusters show that there is a relationship between one author and another author. In total, the number of co-citation network analyses of authors has 1,265 links and a total link strength of 11,870. From the figure above, the largest cluster is the red cluster consisting of 29 authors. Of the red clusters, the most prominent author was Hair, J.F which had links of 51, several citations of 31 and total link strength of 594. The second cluster was the green cluster which had items of 20 authors. In this cluster, the most prominent author is Wright, P.M. This author has 53 links, 24 citations and 487 total link strength. The third cluster is the blue cluster. This cluster consists of 10 authors. The most prominent author in this article is Ikujiro Nonaka from Hitotsubashi University, Tokyo, Japan who has 48 links, 42 citations and 538 total link strength. In addition, the yellow cluster is the fourth cluster with 7 authors. in this cluster is Schroeder, R.G who has a link of 46, a citation of 36 and a total link strength of 1,054. Lastly is the purple cluster which has 4 authors. Michael Song from the Eindhoven University of Technology, Eindhoven, Netherlands is a prominent author in the purple cluster and has 4 links and a total of 25 citations.

Most published articles in the field

Table 2 Top 10 journals with the most published articles on strategic management practice and leadership

Nr.crt	Journal name	Article No.
1	Emerald Emerging Markets Case Studies	5
2	International Journal of Quality and Reliability Management	5
3	International Journal of Educational Management	4
4	TQM Journal	4
5	Asia Pacific Business Review	3
6	Industrial Management and Data Systems	3
7	International Journal of Supply Chain Management	3
8	Business Strategy and the Environment	2
9	Chinese Management Studies	2
10	Construction Management and Economics	2

The data shown in Table 2 are the top 10 journals with the most published articles in strategic management practice and leadership. The results of the analysis found that Emerald Emerging Markets Case Studies is the journal that publishes the most articles related to the field studied, which is 5 articles. The journal involves studies on finance, environmental management, logistics and operations as well as strategic management. In addition, the International Journal of Quality and Reliability Management also publishes 5 articles. This journal focuses on areas of study such as business, management and accounting as well as strategy and management. All the results of this analysis are after the article limitation is done to get the best article.

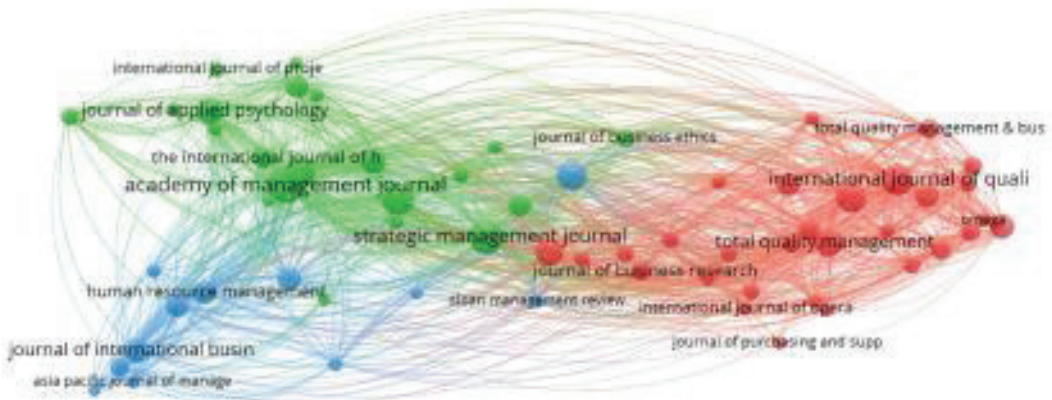


Figure 4 Co-citation network analysis of journals

I set a threshold of at least 5 occurrences of the keyword being included in the results, and 51 keywords satisfied that criterion. The keyword co-occurrence analysis also provides useful information about other relevant subjects in the subject area. As a result of the analysis, there are 7 clusters for keyword co-occurrence and contain a total of 51 keywords. The first cluster is a red cluster with 15 items. In this cluster, the main keyword is “leadership” with an occurrence of 17 and a total link strength of 39. The second cluster is a green cluster with the keyword “Total Quality Management” with 12 items, occurrence 14 and link 26. Next, the dark blue cluster becomes the third cluster with the keyword “information management” with item 8, link 29, occurrence 6. The keyword “SMEs” or small-to-medium enterprises is the fourth cluster (yellow cluster) with occurrence 5. Then, followed by the fifth cluster, a purple cluster with 5 items. The key word found is “critical success factor”. Next, with a difference of 1 item, the light blue cluster is the sixth cluster before the orange cluster with items of 3 and 2 respectively. The most important keywords for these two clusters are “quality management” and “human resource management”.

DISCUSSION

In total, the researchers reviewed a total of 110 articles published in the journal using the Scopus database. In this section, I will summarize the findings of the study as well as identify the limitations of the study from this paper also suggest some future agendas. The first research question raised in this study is related to most years of publication on the topic of strategic management practice and leadership. As a result of the analysis using Excel, in the period of 21 years (2000-2021), 2019 was the year in which the most articles were published, especially those related to strategic management practice and leadership. The years 2001, 2002 and 2010 were the least published articles related to the field. The increase in the number of articles in 2019 is likely due to the fact that at that time they emphasized the need for management planning ahead of time on how the organization’s business will be performed. They go on to say that a well-defined and well-considered strategy is a management medication for managing a company. Not only that, but an organization’s managers may be aware that developing and implementing good strategies has a substantial beneficial impact on revenue expansion, profitability, and investment return (Tapera, n.d.).

The second research question analysed in this article is about the most cited papers in the field. As a result of using VOSviewer, I have collected as many as the top 10 most cited papers based on journals published in Scopus. From the analysis done, the article entitled “The impact of total quality management on innovation: Findings from a developing country” is the most cited article in the field of strategic management and leadership which is 235 citations. Then, “Critical success factors of lean six sigma for the Malaysian automotive industry” is also one of the most cited articles in the field of study. This article was published in 2013. Not only that, but “Common myths of Six Sigma demystified” also has a large number of cites which means that the article has a huge influence on some researchers out there.

For the third research question, which is to study the most popular keywords in the domain, I have found that there are 51 keywords involved in data analysis using VOSviewer. The results of the study found that the most influential keyword in article search in the Scopus database was “leadership”. This is because I only focus on keywords during the search only to the field of leadership. Later, I also discovered that “Total quality management” was also a prominent keyword in the cluster. This is because it relates to the field of strategic management. Not only that, “information management” is also the most influential keyword and exists in almost every article collected. Therefore, I would like to emphasize that in fact, keywords play a very important role in the search of an article because it links the user’s query with the content found in an article or website. Therefore, researchers who want to do research should ensure that the keywords used are accurate because different keywords will lead to different search results (Wu et al., 2018).

In general, strategic management practice and leadership have a relationship with each other. This is because implementation and scheduling are two terms that can be used to describe strategic management and leadership. A corporation cannot waste all of its time figuring because it risks becoming paralyzed by analysis. Merely doing things without a plan can be just as terrible, and it will almost always lead to an organization heading down the wrong path. Strategic management offers the tools and guidance, while leaders supply a notion of where the eventual goal should be. Leaders draw a procedural and policy approach from all of the planning that will allow them to achieve the ultimate goal. It’s a partnership between two operations which need one another, at the same time, deliver the organization’s intended outcomes. Not only that, numerous studies illustrate that strategic choices have the greatest impact on long-term company performance, which is closely related to the company’s goals (Elkhdr et al., 2019). They are usually determined by top executives, and they usually carry a significant level of risk, yet competent strategic decision-making is extremely beneficial. To obtain a strong competitive advantage, they must keep up with the evolving business landscape.

Limitations and future agenda

After analyzing this research, the researcher found that there are some limitations of the study in this paper. One of them is the use of databases. As can be seen, I have used only one type of database which is Scopus. I used Scopus to find and analyse related articles on strategic management practice and leadership using several keywords. This has indirectly limited my ability to conduct a thorough analysis. Not only that, but the use of a single database also makes it difficult for researchers to obtain articles or journals that are accurate and relevant to the field of study under study. In short, the scope of the study shown is not extensive on all things.

In addition, I also found that the limitation of the study found in this research was the use of few keywords. In this study, I used only two keywords namely “strategic management practice” and “leadership” for article and journal searches on Scopus. These two keywords carry a variety of meanings and they will often give search results that are less or not relevant at all to the field of study. In the eligibility process in the PRISMA diagram, I have removed some articles and journals from my findings because it after being analysed, it is not relevant to my field of study. There are

still articles that are outside of the subject area that I have limited in the Scopus database. This can cause the researcher to obtain inaccurate information and have to analyse it manually so as not to miss the relevant information. In addition, this study also does not describe or mention any type of leadership used in strategic management. The researcher only discusses the role of leadership in general without specializing it to the types of leadership that exist. Researchers should explain the role of a leader in an organization specifically according to their rank.

In this regard, I also suggest some suggestions to future researchers to improve the articles that have been published. First, I suggest that future researchers conduct article analysis or literature review using more than 1 database. This is because a diverse database will give researchers more literature review options to analyse (Wu et al., 2018). Besides, to perform a systematic review, it is strongly advised to use several databases along with additional search tactics such as defining search words, restricted phrases and words, search categories, keyword searching, search restrictions, and creating search grammar for distinct databases. Using a variety of databases rather than a single database would result in more published journals, which can aid in making effective decisions. However, there must be strategies to maximize the systematic review's use of numerous databases and permutations to include those relevant sources. Relying on the review topic or field of research, a few pieces of literature advocate employing a variety of databases, and the majority of the studies claim that exploring one database is inadequate, resulting in overlooking references.

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