
Strategic Leadership Patterns and their impact on Innovation Performance: An analytical study at the Ministry of Interior

Salim Taha Ali¹, Prof. Salah Abdel Qader Alnuaimy²

1,2 Public Administration Department , College of Administration and Economic ,
University of Baghdad

Abstract

The Purpose of current research to test the effect of Strategic Leadership Patterns as an independent variable in the innovation performance as a dependent variable, in the Baghdad Intelligence and Counter-Terrorism Directorate of the Ministry of Interior, and then try to come up with a set of recommendations that contribute to enhancing the innovation performance of the researched organization. And based on the importance of the research topic in the researched organization, and the importance of the research organization to society, a descriptive-analytical approach was adopted in its achievement, and the research was applied in the Intelligence and Counter-Terrorism Directorate in Baghdad, and the research targeted an intentional quota sample of leaders and military ranks, and data were collected from (145) respondents representing a community. The research is exclusively and comprehensive, represented by (director of the directorate, assistant director of the directorate, directors of departments, assistants of department directors, divisional directors, unit officials), by adopting the questionnaire that included (45) paragraphs, and using personal interviews and field observations as tools to help in collecting them. The research adopted the program (Amos V.25, Spss V.26) with the adoption of descriptive statistical methods (linearity test, normal distribution test, confirmatory factor analysis, building variables models, arithmetic mean, percentages, standard deviation, relative importance, coefficient of variation, And the correlation coefficient (Pearson coefficient, and the simple and multiple regression coefficients) to test its hypotheses, and the research concluded the most prominent result represented in the validity of its hypotheses, the existence of a positive positive effect of strategic leadership patterns on innovation performance, as well as the availability of the two variables, practice, interest, and adoption.

Keywords: Strategic Leadership patterns, originality, Fluency.

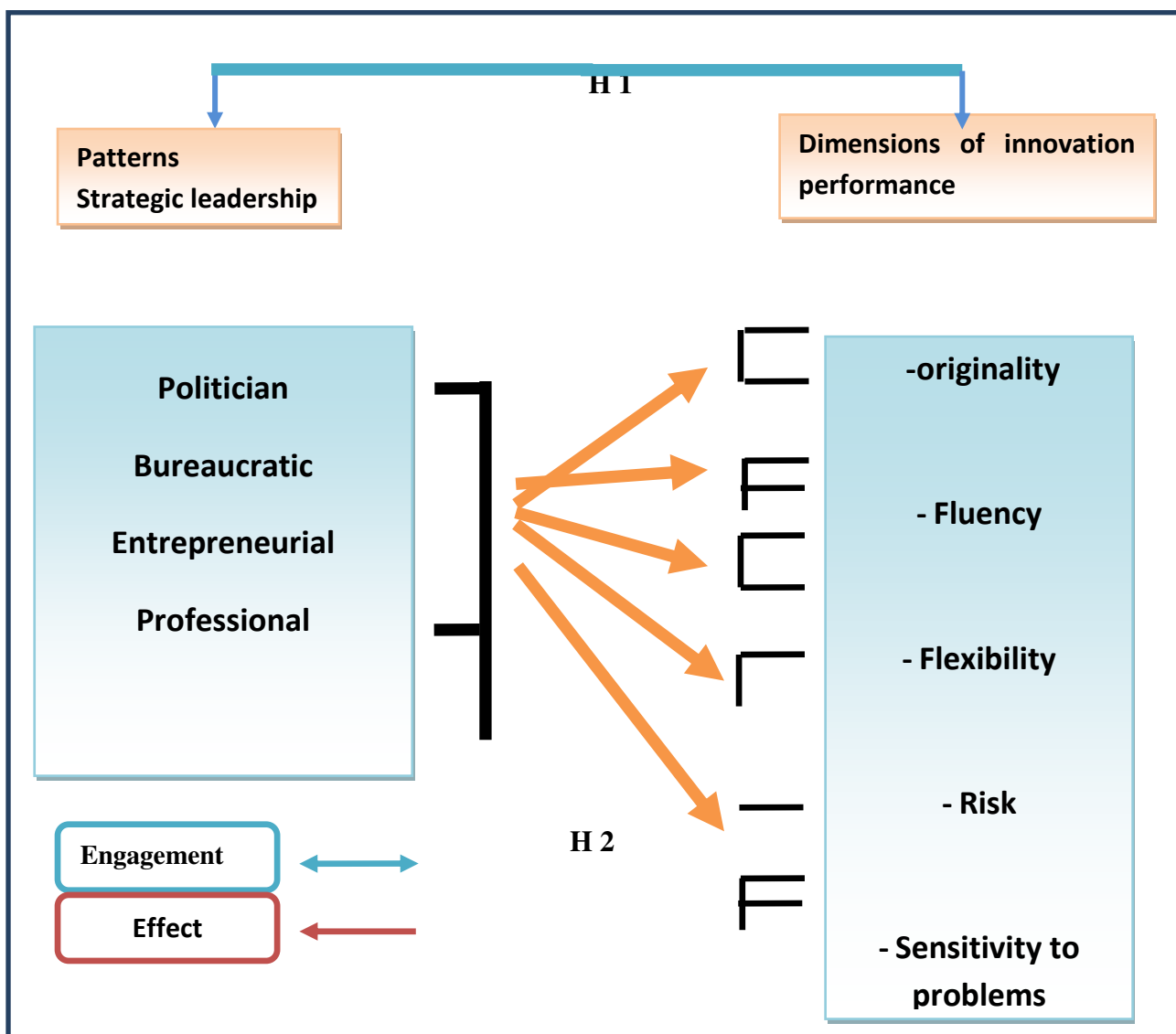
Introduction

Organizations work in environmental conditions characterized by instability, rapid continuous change, and complexity that will generate many great challenges that these organizations are not familiar with, which forces them to face these challenges with high effectiveness and efficiency, which requires the adoption of high creativity capabilities to find new and modern solutions and ideas that It enables it to survive and grow. To carry out and support an Innovation initiative, the leader must be committed to appreciating the intellectual participation of subordinates and appreciating all available information, and he should

identify a set of ideas and initiatives, as well as define an environment that encourages creativity, as well as the expectation of achieving creativity by subordinates at all levels of leadership. The leader must also formulate a strategy for creativity that includes the understanding, training, and goals expected to be achieved from creativity, as well as the role that leaders and subordinates must play to shift from a narrow concept of creativity to a broader concept based on commercializing a product or service, and leaders can be role models. Through their behaviors, Innovation attitudes, performance, and support for creativity (Gupta, 2008, 205). The importance of the relationship between leadership and Innovation performance is to ensure the success and continuity of the Innovation processes within the organization, and in creating and developing an Innovation climate. Innovation leaders do not focus on rearranging the existing structures only, but they always seek to find new working methods and methods capable of devising appropriate solutions to the problems they face in Work in a way that contributes to achieving the higher interest by raising the awareness of leaders, followers, and the organization as a whole (Qandil 2010, 159).(Shams El-Din: 2014, 28-30) believes that building a culture of creativity and innovation in performance is a vital task for strategic leaders because of its great impact in encouraging subordinates in the organization to innovate, take risks, identify new opportunities and invest them, as it stresses the need for leaders to embrace cultural values. Based on innovation and modernization, and working to communicate it to all subordinates. This also has a great role for strategic leaders in generating Innovation ideas and in encouraging subordinates to look at things in different ways, treat problems in many ways, and present innovative ideas without fear of directing harsh criticism or the so-called critical shots, and leaders can use their strength and leadership. In support, promotion, and encouragement of innovation performance through rewards given to innovation individuals in a way that enhances their independence and self-confidence, and by supporting their ability to take risks and generate Innovation and innovative ideas (Jad Al-Rub, 2012, 227-228). The innovation performance is also evident in the organizational environment in which the elements of creativity are well available, so there is no value for innovative ideas in an environment that does not realize the meaning and benefit of creativity in performance, and there must be a distinguished strategic leadership in thought, behavior, and ambition that accepts intersecting ideas and tolerates differences of opinion and content and endures exit It also strives to provide all the material and technical resources necessary for the implementation of innovative ideas and seeks to achieve balances within the framework of the scientific method and constructive dialogue and to direct all of this to achieve the goal on which the organized community unites (Yunus, 2012, 192).

Research problem: During his work in the Baghdad Intelligence and Combating Terrorism Directorate affiliated with the Ministry of Interior, the researcher sensed the need to develop the innovation performance of individuals (affiliates), in the direction of supporting the requirements for actual participation in facing problems, solving them, and developing working methods. The surveyed organization and the impact of strategic leadership Patterns on performance, positive and negative, as choosing the appropriate leadership Pattern needs to examine the internal conditions in which leadership is exercised and the difference of individuals in terms of their abilities and characteristics as there is no ideal leadership Pattern that can be applied to all organizations.

- 1- What is the level of security leaders 'practices for the strategic leadership Patterns (political Pattern, bureaucratic Pattern, professional Pattern, entrepreneurial Pattern) from the viewpoint of security leaders in the Ministry of Interior?
- 2- What is the level of innovation performance in its dimensions (originality, fluency, flexibility, risk, sensitivity to problems) of the security leaders in the Baghdad Intelligence and Counter-Terrorism Directorate of the Ministry of Interior?
- 3- What is the type and strength of the relationship between the types of strategic leadership and innovation performance in the Baghdad Intelligence and Counter-Terrorism Directorate of the Ministry of Interior?
- 4- Is there an effect of the strategic leadership Patterns on the innovation performance of the Baghdad Intelligence and Counter-Terrorism Directorate of the Ministry of Interior?



Stability test:

1. **Measuring apparent honesty:** The questionnaire was presented to a group of arbitrators and experts in the field of (strategic management, human resources management, the organization, and organizational behavior), to ensure its ability to measure the research variables, as shown in Appendix (3). And the selected paragraphs, and their suitability for the study, I surveyed their opinions and took all their observations on them, and they received their acceptance rate (91.5%).

2. **Measuring validity by using the reliability coefficient:** The researcher employed the (Alpha Cronbach) test to find out the stability of the questionnaire and to know its consistency and results, to obtain the same results, if it was re-used multiple times, for different periods and with the same degree of confidence. Table (11) shows the results of the validity and reliability coefficient. For each of its axes (strategic leadership Patterns, innovation performance).

As it becomes evident that the variable of strategic leadership Patterns obtained a stability coefficient (0.960) and (20) paragraphs in which the dimension was measured at the headquarters of the Intelligence and Counter-Terrorism Directorate in Baghdad, but at the level of the variable adopted innovation performance, which was measured through (25) paragraphs, it obtained a coefficient of stability (0.887), on the general level of the questionnaire and through its paragraphs (45), it obtained a stability coefficient (0.949), while the researcher resorted to the half segmentation coefficient by dividing the paragraphs of the questionnaire into individual items (23) paragraphs that obtained a reliability coefficient (0.959). And even (22) paragraphs, paragraphs, I got the stability coefficient (0.869), while the correlation coefficient of individual paragraphs with the even paragraphs (0.521) was strong, while the value of Spearman Brown's coefficient was (0.865), and the Guttman index of half-segmentation was (0.865), as the researcher notes All reliability coefficients confirm the consistency of the resolution, and all dimensions exceed the acceptable minimum ($\alpha \geq 70$).

Validity and reliability of the study dimensions and variables (n=146)*

Dimensions	Coding	Number of paragraphs	Stability coefficient	the decision
Patterns	X	<u>20</u>	<u>0.960</u>	Acceptable
Strategic leadership				
Politician	x1	5	0.876	Acceptable
Bureaucratic	x2	5	0.870	Acceptable
Entrepreneurial	x3	5	0.859	Acceptable
Professional	x4	5	0.884	Acceptable
innovation performance	Y	<u>25</u>	<u>0.887</u>	Acceptable
Originality	y1	5	0.767	Acceptable

Fluency	y2	5	0.885	Acceptable
Flexibility	y3	5	0.735	Acceptable
Risk	y4	5	0.765	Acceptable
Sensitivity to problems	y5	5	0.824	Acceptable
Stability of individual vertebrae	23		0.959	Acceptable
Stability of marital vertebrae	22		0.869	Acceptable
The correlation coefficient of the half-resolution			0.521	
Spearman Brown's Laboratories			0.865	
Gottman Segmentation Coefficient			0.865	
Alpha Analytics Lab			0.949	

Source: Program Output (SPSS V.26)

The importance of research

- 1- Building a knowledge framework related to the main research variables (strategic leadership Patterns, innovation performance, and its dimensions) by tracking the theoretical paths of the specialized literature and rooting the knowledge it contains, as well as providing a conceptual framework that describes the interpretive trends of those topics and classifies the views of theorists regarding them.
- 2- The research is an attempt to diagnose interest in strategic leadership Patterns and the extent of their scientific impact in improving the level of innovation performance.
- 3- It embodies an objective attempt to shed light on the conceptual development of the two variables of research, as they are among the topics concerned with strategic management, leadership, creativity, and the performance of organizations from their current and future perspectives.
- 4- The current research represents an attempt to supplement the Iraqi and Arab academic libraries with concepts and principles that enhance the role of public administration organizations in serving society.

Research objectives:

1. Identify the patterns of strategic leadership prevailing in the Baghdad Intelligence and Counter-Terrorism Directorate of the Ministry of Interior, as well as diagnosing the level of availability of innovation performance and which dimensions contribute to it.
2. Identify the relationship between the Patterns of strategic leadership and innovation performance in the researched organization.
3. Measuring the level of influence of strategic leadership Patterns on the innovation performance of the researched organization.
4. Providing concerned and interested parties with practical and theoretical information that clarifies the nature of the research variables, their sources, and causes, the extent of

their implications on the research sample, and the extent of the interest of the researched organization in its dimensions.

The concept of strategic leadership:

The concept of strategic leadership was added to the administrative literature not long ago, as its concept goes back to military origins, but its use quickly spread in various fields of life, and it received exceptional attention from researchers in the world of business and management, due to successive developments, as well as the expansion of the parties of organizations Administrative and its need for renewed leadership patterns that achieve its goals in light of various circumstances (NelsenII: 1993,3: Arnold, 1991: 108), and over that period up to the decades from the second millennium AD, the term (strategic-leadership) appeared through great efforts. They were continuously exerted by everyone (Hambrick & Mason, 1984), as their study is limited to everything that affects the organization's outputs only, but they also studied all of the social structure, (para, 2000: 11) the organization's symbols, the activities of administrators and executives with high positions, especially their focus on the factors that help them improve Their performance and their ability to compete (Vera & Crossan, 2004: 223).

Patterns of strategic leadership:

Political leadership Pattern: the type which means a process of mutual mobilization between leaders and their followers, who are united by some specific motives on both sides and possess economic resources, political tools, and others in a context of competition and struggle to achieve goals independently or mutually between leaders and followers(Sosik et. al. 2005: 47).

Bureaucratic leadership Pattern: the Pattern of leadership that does not encourage initiative and prefers full adherence to instructions, regulations, regulations, and procedures, and acting according to the leader's vision.

Professional leadership Pattern: the process of the leader's influence on subordinates, in terms of influencing their values, capabilities, and professional abilities that motivate them and push them to achieve the required tasks and accomplish them correctly and successfully.

Entrepreneurial leadership Pattern: organizing a group of individuals to achieve a common goal by using entrepreneurial behavior, improving risks, innovating to take advantage of available opportunities, taking personal responsibility, and managing change within the dynamic environment for the benefit of the organization (Ayoub, 2012: 20).

Innovation performance concept:

Despite the importance of creativity in the organizational literature, but there is not yet a specific and accepted comprehensive concept of creativity due to the ambiguity of the concept and the abundance, multiplicity, and diversity of literature around it, which ranges from limited literature to a wide one, and creativity represents one of the topics with wide and varied characteristics that include all The new opportunities, changes, and ideas that adopt the value system of originality and innovation ideas (Daffaretal, 2013: 3). The first beginnings of the concept of creativity go back to the European world (Schumpeter: 1934: 1939), which he talked about in (1934) and published in (1939), and

which he talked about in the theory of economic development, which dealt with the topic of leadership, creativity, and leadership, which was discussed through the repeated economic fluctuations that swept the economy. Intensively and continuously, it required business owners to exercise distinguished jobs to overcome the obstacles related to these fluctuations and since that time the terms creativity, innovation and entrepreneurship appeared (Tiruneh, 2014: 40).

Dimensions of Innovation performance:

Authenticity: The innovative individual whose thinking is not patterned like the ideas of his peers, to be constantly renewed, and thus he can bring new, rare, useful, and unrelated to the familiar ones (Morales & Montes 2011,73).

Fluency: the process of producing the largest possible number of ideas on a specific topic in a specific unit of time, and therefore fluency means the ability of a person to produce a large number of ideas within a specific period (Burns & Stalkers: 1961,701).

Flexibility: The ability to change the state of mind by changing the situation, which is the ability to take different methods, think in ways or with a classification different from the normal classification, and to view the problem from different dimensions (Al Mulla and Risan, 2017: 67).

Risk: Taking the initiative in adopting new ideas and methods and searching for solutions to them at the same time when the individual is ready to take the risks resulting from the actions he is undertaking and is ready to assume the responsibilities arising from that (Kilic & Gunday: 2014,89)

Sensitivity to problems: awareness of the existence of problems, needs, or elements of weakness in the environment or the situation, and this means that some individuals are faster than others in noticing the problem and verifying its presence in the situation (Tseng et al., 2011: 971).

sustainable competitive advantage (Abbas & Raja: 2015,265).

Check the linking hypothesis: Examining the validity of the first main hypothesis (the strategic leadership Patterns are linked with the innovation performance directly and morally linked) and the following sub-hypotheses emerged from it:

1. The political Pattern is directly related to the innovation performance and its dimensions.
2. The bureaucratic pattern is directly related to innovation performance and its dimensions.
3. Entrepreneurial Pattern is directly related to innovation performance and its dimensions.
4. The occupational Pattern is directly related to innovation performance and its dimensions.

Verification of the first main hypothesis: By viewing the researcher on the results of Table (18), I found that after the Patterns of strategic leadership, he achieved all the relationships and all of them were below a moral level less than (0.5).

<i>Dimensions</i>	<i>originality</i>	<i>Fluency</i>	<i>Flexibility</i>	<i>The risk</i>	<i>Sensitivity to problems</i>	<i>Innovation performance</i>
<i>Politician</i>	0.473**	0.198*	0.267**	0.383**	0.372**	0.446**
	0.000	0.017	0.001	0.000	0.000	0.000
<i>Bureaucratic</i>	0.479**	0.161	0.241**	0.377**	0.369**	0.430**
	0.000	0.054	0.003	0.000	0.000	0.000
<i>Entrepreneur</i>	0.563**	0.223**	0.348**	0.425**	0.478**	0.537**
	0.000	0.007	0.000	0.000	0.000	0.000
<i>Professional</i>	0.518**	0.186*	0.287**	0.423**	0.411**	0.481**
	0.000	0.025	0.000	0.000	0.000	0.000
<i>Patterns of strategic leadership</i>	0.548**	0.207*	0.308**	0.434**	0.439**	0.511**
	0.000	0.012	0.000	0.000	0.000	0.000

P**<0.01, P*<0.05 (n=145)

Verify the impact hypothesis: After the researcher made sure of the existence of positive positive relationships for the Patterns of strategic leadership combined and separately with innovation performance, the researcher proceeded to test the validity of the second main hypothesis (collectively strategic leadership Patterns affect innovation performance and its dimensions morally) and the sub hypotheses emerged from it:

1. The combined strategic leadership Patterns have a positive moral effect.
2. The combined strategic leadership Patterns have a positive moral impact on fluency.
3. The combined strategic leadership Patterns have a positive moral effect.
4. Collectively, the strategic leadership Patterns have a positive moral effect.
5. The combined strategic leadership Patterns affect sensitivity to problems positively.

***The combined influence of strategic leadership Patterns on innovation performance and its dimensions.**

Dimensions	Statistica l methods	Politician	Bureaucratic	Entrepreneur	Professional
Originality	Bs	0.071	-0.001	0.428	0.097
	AR²	0.304			
	F	16.747 (0.000)			
	T	0.499	-0.007	3.002	0.614
	A	2.178			
Fluency	Bs	0.161	-0.131	0.256	-0.058

	AR²	0.030			
	F	2.110 (0.083)			
	T	0.962	-0.778	1.522	-0.313
	A	3.094			
Flexibility	Bs	0.103	-0.163	0.422	-0.025
	AR²	0.103			
	F	5.129 (0.001)			
	T	0.643	-1.007	2.611	-0.142
	α	3.569			
The risk	Bs	0.068	-0.005	0.225	0.180
	AR²	0.173			
	F	8.534 (0.000)			
	T	0.441	-0.033	2.709	1.048
	α	3.244			
Sensitivity to problems	Bs	0.063	-0.088	0.490	0.014
	AR²	0.209			
	F	10.507 (0.000)			
	T	0.419	-0.579	3.222	0.082
	α	2.990			
Innovation performance	βs	0.120	-0.097	0.480	0.053
	AR²	0.275			
	F	14.628 (0.000)			
	T	0.828	-0.664	3.296	0.329
	α	3.015			

Conclusions

- 1- Baghdad Intelligence and Combating Terrorism Directorate adopts a work force that is based on the male gender completely in the implementation of its tasks and security activities, as a result of the security conditions that the country is going through, to make the directorate's employees in the process of pre-emptive military mobility and perform duties and tasks firmly and in proportion to the nature of the mission and the diversity of experience and skill and according to positions Assigned to them.
- 2- The Baghdad Intelligence and Counter-Terrorism Directorate showed its interest in the political Pattern, and worked to employ it in improving the Patterns of strategic leadership through its reliance on a package of functional activities and functional alliances of its leaders, as well as the vertical division of decision-making authority, but the level of this interest does not meet the ambition, due to the adoption of the political Pattern By the strategic leaders in light of the current

circumstances in Iraq, and their reliance on interlinkages with the general policy orientations of the country.

- 3- The Directorate's interest in strategic leadership Patterns has been proven to a moderate degree, and it has worked to improve them through the bureaucratic pattern, especially by submitting its leaders to formal bureaucratic rules and systems that limit personal and individual decisions, and the adoption of official rules and the organizational structure is a source of influence on the behavior of its employees. On the rules and mechanisms of work in security institutions in general, especially in the field of proactive and intelligence work in combating terrorism and drying up its sources.
- 4- The directorate showed its orientation towards the pioneering pattern when improving the level of strategic leadership patterns, by adopting rewards when its employees accomplished their new intelligence missions, in addition to its resorting to employing the personal characteristics and charisma of its leaders to influence their achievements on an ongoing basis, as intelligence operations require exceptional efforts and require rewarding distinguished efforts.
- 5- The Baghdad Intelligence and Counter-Terrorism Directorate tends to adopt the professional Pattern in improving the level of strategic leadership patterns, especially when it addresses the external environment with an open system, and works to accurately monitor information and high-level analysis of all terrorist movements and crimes that undermine the country's stability, as well as granting it powers and responsibilities to limit Waste and waste in time and costs without ambition, due to high responsibility, discipline, and military obedience to the chain of references.

Proposals:

1. The directorate should enhance the capabilities of its employees by working to attract, attract and sustain leaders from the second row, given that most of its leaders are nearing the inevitable end of public office (retirement), as well as assigning these positions to distinguished individuals through evaluation based on objective grounds, and continuity. By assigning these positions to holders of higher degrees and those with experience and merit, to adopt leadership Patterns more effectively in improving innovation performance, to alternative leaders who will be handed over the task to complete and fulfill the principles of succession of generations in order to preserve the continuity of national security and combat terrorism.
2. The directorate should work to improve the level of the political type, when it aims to raise the level of strategic leadership Patterns.
3. The need for the Directorate to pay more attention to the bureaucratic pattern of the strategic leadership of the Directorate and to enhance its patterns.
4. The senior leadership in the directorate can work on improving the entrepreneurial pattern, which gives strategic leadership Patterns more attention.
5. The need to pay attention to originality and the ability to present new, useful and rare ideas that contribute to improving the innovation performance of the Directorate.

6. The level of fluency in the Directorate should be improved, by producing as many ideas as possible in a timely manner and by providing flexible solutions that can be developed, changed and renewed.
7. The directorate should enhance its adoption of calculated risk and in a way that enhances the aspects of its innovation performance by taking responsibility for its security work, and being prepared to face the consequences of that.
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