University of Insurance, Finance and Entrepreneurship (VUZF), Sofia, Bulgaria

"How does an Organization Performance Framework (OPF) driven by Strategic Leadership result in Organization Financial Growth?"

Dissertation thesis Abstract

for obtaining the degree "Doctor of Economics"

Faculty of Marketing and Management Studies at VUZF

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Table of Contents

List of Figures

List of tables

Abbreviations:

BSC: Balanced Score Card

M7S: Mckinsey' s 7S model

VUCA: Volatile, uncertain, complex, and ambiguous

OPG: Organization Performance Growth

Introduction

Strategic Leadership and Organization Performance Framework

A. The subject's business value: Organizations desirous of rapid growth exploit radical strategies and leadership initiatives to gain a significant competitive advantage in the market. A turbulent external environment continuously disrupts its growth strategies and dislocates its growth plan, as symbolized by VUCA as volatile, Uncertain, Complex, and Ambiguous. (General George W. Casey, J. "Leading in a VUCA World," Cornell University). Organizations can grow steadily with increased dynamic parameters like people, new products and services, revenues, and profits. They will face growth-related problems like strategic initiatives and their alignment with their vision, mission, values, and future state.

B. Uniqueness of the dissertation topic: The OPF Model: This research intends to explore organizational growth elements using internal drivers for change and focus on implementing an effective PMS aligned with strategic direction and driven by Strategic Leadership. This research aims to study various existing strategic leadership initiatives, models, and frameworks available in the industry and arrive at a best-fit framework or a modified model that will be best suited to achieve strategic leadership benefits towards profitable growth in an organization. We have created a new framework called OPF (Organization Performance Framework), designed by amalgamating the Balanced Score Card (for Strategy implementation) and the McKinsey 7S model (organization Leadership). This model shall provide a management system that can instill the fundamentals of growth in an organization. As we see below, we have the Balanced Score Card (hereafter referred to BSC) and McKinsey 7S (henceforth referred to M7) models illustrated below.

OPF: An amalgamation of McKinsey-7S and Balanced Scorecard models: The balanced scorecard and McKinsey 7S models have their structure, characteristics, and benefits that will impact the design, structure, and performance of the organization. This research explored that both models can symbiotically coexist together. Balance scorecard has vital 4 pillars that can act as a predictor or driver and impact the components of the McKinsey-7S model. The research explores the dependency and interplay between the components of both the models with one another. While comparing these models' components, we found that some of these inter-component correlations are cyclic. It means that a balanced scorecard component is impacting as a driver for one or more components of the McKinsey model and vice versa. Thus, the researchers constructed a supermodel called OPF (Organization Performance

Framework), which constitutes an amalgamation of the Balanced scorecard and McKinsey model. The focus is on the qualitative correlations between the components of a blended OPF model. The research initiative is to create this amalgamated OPF model to allow the emergence of a reliable strategy implementation alternative.

Leadership is divided into two categories. First, referred to as "formal leaders" or "purported" leaders who are assigned (*or where leadership identity is derived from*) formal or legal authority to direct others (Kort, 2008; Ridgeway, 2003). Second, the "emergent leaders" exert (or where leadership identity is derived from exercising) significant influence over others in teams without any formally allocated authority (House and Baetz, 1979; McGill and Slocum, 1998). Strategic Leadership refers to the potential that exists within an organization to create a strategic vision for the growth of an organization or a part of the organization.
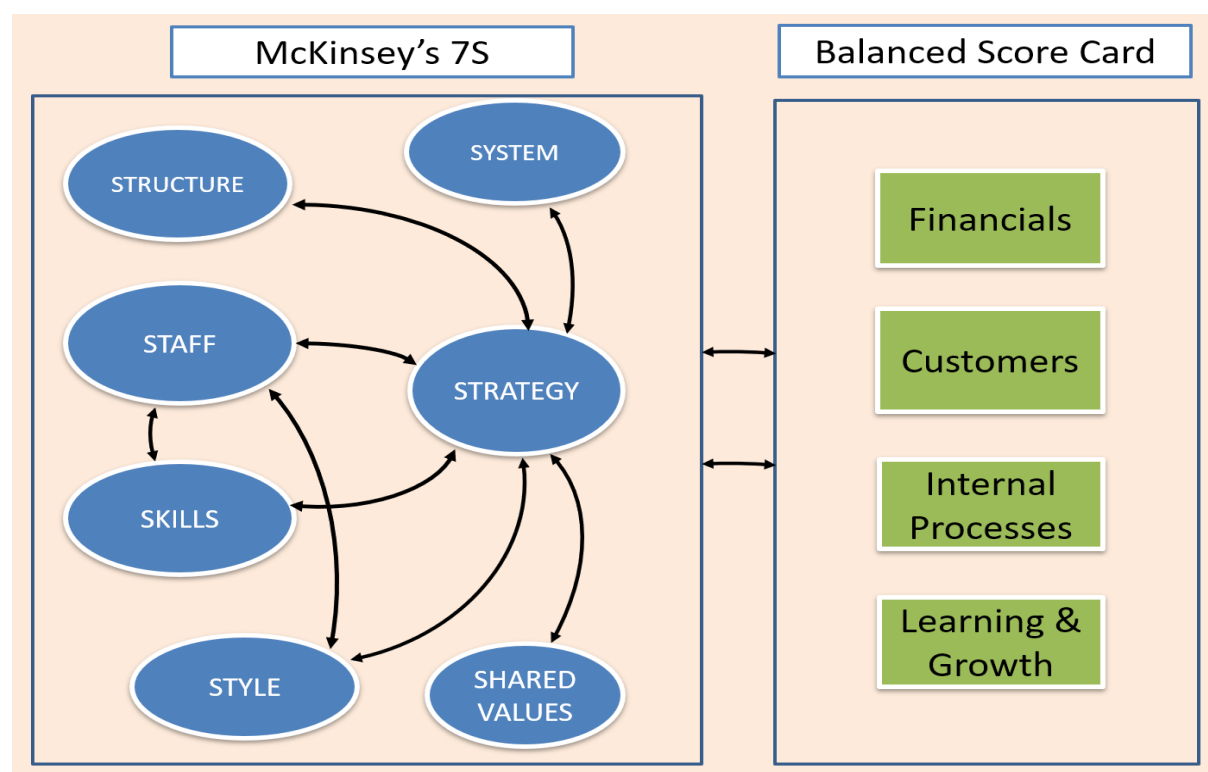
Figure 1: The OPF Model: Amalgamation of McKinsey and Balanced Score Card

The Strategy is designed to achieve these long-term goals derived using vision, mission, and business objectives. These are also called BHAG (Big- Hairy-Audacious- Goals). BHAG is a long-term objective, and the management needs to derive medium- and short-term objectives from BHAG. A BHAG is an articulated goal that is reachable within 10 to 30 years (David Stanley, Journal of nursing management, 2008). These medium- and short-term objectives are categorized into 4 pillars of BSC – Financials, Customer, Internal processes, Learning, and Growth. The purpose, core values, and mission of the organization also play an

important role in defining the objectives, especially *HOW* they will be achieved. The *Strategy* provides directions for various initiatives to be followed aligned with the organization's policies and structure, facilitating the effective and efficient execution of the strategic initiatives. "Competition largely drives a company's initial strategy, with the structure and design following the strategy."(Stephen R. Tiller,2012) "Crossan and colleagues (2005) provided an in-depth discussion of the structure and its role in helping meet an organization's Strategy.

C. Purpose of the dissertation: An organization's growth largely depends on effective and efficient PMS coupled with strategic Leadership in a rapidly changing market environment. Growth is a development process that propels organizations to new heights in terms of revenue, size, profits, products, and market share. Performance is an act of accomplishment or fulfilment of defined objectives at a defined speed. Investments required for competency development for all the roles are quite substantial. This research aims to study the impacts of strategic initiatives and leadership focus on the organization's growth. The study of existing strategic leadership initiatives, models, and frameworks shall drive the researcher's knowledge building. Our objective is to validate a correlation between a strategic leadership-driven behaviour of an organization and its impact on its economic growth. This will enable the management to budget and invest resources in relevant strategic initiatives that propel its economic growth. We want to validate if an effective fusion of Strategy and leadership-driven performance management framework called OPF (Organization Performance Framework) can result in an organization's economic growth. Whatever is invested in the external growth factors, it may (or may not) convert into growth-based results unless we leverage those investments by the superior performance using OPF.

Research Objective: Is there a significant impact on the organization's growth by effectively implementing the OPF (Organization performance framework) using strategy-driven Leadership?

D. Field and the research subject: The study explores the tenets of Strategy and Leadership bound together with the two models' components. The Balanced Score Card (for Strategy implementation) and the McKinsey 7S model (for organization Leadership) as shown in figure 1 above. In this research, we want to correlate between 7 components of the McKinsey model and four BSC pillars and expose the correlation's causal effect. Based on the correlations, the organizations shall monitor their investments in these initiatives versus their investment returns to measure success. This dissertation's topic is concentrated around forming the unique OPF (Organization performance framework) model. A survey was done with 101 industry leaders from multiple geographies, including different IT companies (small, medium,

and large), including both the genders of leaders and strategists. The validation of the concept is done by the industry leaders and independent experts having immense experience in the management arena.

E. Statement of Hypothesis:

Statement of Problem: **"How does an Organization Performance Framework (OPF) driven by Strategic Leadership result in Organization Growth?"**

HO: There is no significant impact of an effective OPF (Organization performance framework) driven by strategic Leadership on its growth?

H1: There is a significant impact of an effective OPF (Organization performance framework) driven by strategic Leadership on its growth?

In case this hypothesis is true, we can recommend the organization invest significantly in the OPF (compared to investments in marketing, alliances, and managing the external forces). It is intended to help the management validate investment decisions in favor of implementing the OPF framework supporting the business growth. In case the hypothesis of this research is true, then the OPF (Strategy and Leadership driven PMS) initiatives will significantly impact an organization's economic growth. It will help the management validate investments for transformation initiatives that will initiate a change in favor of performance and business growth.

Scope of Research for the dissertation: The research scope was carefully designed with the best combination of the research objective, research gap, parameters like gender, industry, and geography. The research project studied the samples regarding the IT industry, size of the organization, gender of Leadership, and geographical variations.

Areas Out of scope of the research: To maintain the research focus, the following areas are kept out of scope: Non-IT organizations, Organizations that have undergone acquisitions or are yet to emerge strategic leadership practices, startups, and those desirous of developing a first-time strategy.

F. Assignments of the dissertation: The first assignment is to differentiate between the core management concepts' essence using strategy and leadership paradigm and how they impact its performance management system. Secondly, the assignment addressed the Balanced Score Card components and the Mckinsey model and explored their interdependencies. The third assignment includes studying the impact of each component of both the models on other related components that leads to the organization's growth. The fourth assignment was constructing the unique OPF (Organization Performance Framework) model by the theoretical study of these conceptual components and their impacts on strategy and leadership

fundamentals, leading to its growth. The fifth assignment is the survey with 101 senior management respondents and collecting their significant ideas (qualitatively and quantitatively) on the research survey. The sixth assignment was to validate the proposed conceptual model OPF (Organization Performance Framework) for quantitative analysis of the survey data from 101 industry leaders. This assignment provides adequate statistical validation for the positive impact of the OPF model on its growth.

G. Structure of the dissertation: The dissertation consists of four chapters, conclusion, benefits and challenges of the OPF model, Future scope of research, Contribution to Academic Literature: Industry, Annexures, and references. The basic text is presented within 300 pages (+20 pages appendix of tables), citing 368 references from various sources. The appendix contains survey responses and scientific evidence of the current research. Chapter One consists of the impact of strategic Leadership and organization performance and economic business growth, Performance Management System, and introduction to the Organization Performance Framework (OPF) as an amalgamation of McKinsey and Balanced Score Card. It also describes the leadership components like leadership development, leadership tenets, traits, and leadership levels. This chapter also explores the components of a balanced scorecard which constitutes the core of the Strategy and its components like vision, mission, core values, core purpose, profits, growth, competitive advantage, and organization objectives. Strategic and Leadership Initiatives, Leadership Competencies, strategic planning, Strategic Management process, growth models, and VUCA leadership are elaborated in chapter 2 due to the literature review. The OPF model advocates an amalgamation of strategic and Leadership initiatives as a combined treatment for the cause of business growth. Chapter 2 ends with Kurt Levin's 3 – Stage Model, ADKAR Model for Change, Mckinsey's s "Five Frames" change model, and Change Kaleidoscope. Chapter three consists of the Research Design and Methodology, research methods, purpose, need, objectives, research gaps, and well-designed research scope. A well-designed 10 question survey method for Leadership and Strategy is administered for over 101 senior management executives and experts with Questionnaire design justification. Statistical Analysis and results are discussed in chapter 4 with Descriptive Analysis, Factor Analysis, and Moderation Analysis with details of Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). The quantitative Analysis of 101 survey responses for ten questions on Leadership and Strategy is demonstrated using the Path Model and Structural Equation Modelling.

Chapter 1:
Strategic Leadership and its impact on Organization Growth

1.1 Introduction: Leadership capabilities should be aligned with the strategic objectives, growth challenges, and external challenges. The different leadership types in management are transformational, transactional, authentic, contingency theory, servant, political, situational, "distributed," or "dispersed" Leadership (David Stanley, Journal of nursing management, 2008). The organization structure (roles and responsibilities), competency profiles, work monitoring systems (for internal and customer), incentive structure, sales targets for employees need to be non-ambiguous and aligned to achieve the business objectives. Competencies (knowledge, skill, and traits) if not upgraded, and employees will struggle to perform. This impacts their performance, incentives, and thus the motivation as a cascading effect. The performance management system should be effective in elevating the workforce's morale amidst multiple inconsistencies in the organization.

Organizations desirous of rapid growth exploit radical strategies and leadership initiatives to gain a significant competitive advantage in the market. A turbulent external environment continuously disrupts an organization's growth strategies. It dislocates its growth plan as symbolized by VUCA (General George W. Casey, J. "in a VUCA World Leading.", Cornell University) -Volatile, Uncertain, Complex, and Ambiguous. Organizations can grow steadily with the increase in people, new products and services, revenues, profits. With these dynamic parameters, growth-related problems will emerge like strategic initiatives and their alignment with the organization's vision and future state, leadership capabilities to align with the strategic objectives, growth challenges, and external challenges. The different leadership types in management are transformational, transactional, authentic, contingency theory, servant, political, situational, "distributed," or "dispersed" leadership, and more (David Stanley, Journal of nursing management, 2008). The organization structure (roles and responsibilities), competency profiles, work monitoring systems (for internal and customer), incentive structure, sales targets for employees need to be non-ambiguous and aligned to achieve the business objectives. Competencies (knowledge, skill, and traits) if not upgraded, and employees will struggle to perform. This impacts their performance, incentives, and thus the motivation as a cascading effect. The performance management system should be effective

in elevating the workforce's morale amidst multiple inconsistencies in the organization. (Kort, 2008; Ridgeway, 2003)

Change is the act of letting go of existing behaviours and attitudes and establishing new behaviours and attitudes that achieve and sustain desired business outcomes. Change management is a constant phenomenon that is initiated by the determination of management to implement their strategies. These factors exert pressure on the organization to change the business strategy to align with business realities. Organizations should evaluate the internal and external factors that drive the change and identify the direct or indirect interrelations, as some have a cause-effect relation.

This research intends to explore organizational growth elements using internal drivers for change, focusing on implementing an effective PMS aligned with strategic direction and driven by Strategic Leadership. Leadership is divided into two categories. A study stated that "Employee Learning and Growth (competencies)" factors will impact internal processes, which impact customers, in turn impacting the revenue and profit leading to growth (cited by Niven, P., n. d. Balanced Scorecard,2018). Thus, an effective PMS, clear strategy, and focused strategic leadership are expected to deliver results that impact achieving organizational objectives, leading to its profitable growth.

1.2 Purpose of the research:

Strategic Leadership refers to the potential that exists within an organization to create a strategic vision for the growth of an organization or a part of the organization. Organizations have a serious focus on profitable growth but lack the strategic vision and initiatives to achieve the targets and exceed them. This research aims to study various existing strategic leadership initiatives, models, and frameworks available in the industry and arrive at a best-fit framework or a modified model that will be best suited to achieve strategic leadership benefits towards profitable growth in an organization. We extracted the essence of creating a new framework called OPF (Organization Performance Framework). This framework is designed by amalgamating the Balanced Score Card (for Strategy implementation) and the McKinsey 7S model (organization Leadership). This model shall provide a management system that can instil the fundamentals of growth in an organization.

1.3. McKinsey's 7 S Model:

The conceptual framework starts with a leader who defines the Strategy and directs its implementation using an empowered change management system using a motivated PMS. We have named this conceptual framework as **"Organization Performance Framework" (OPF).** As per McKinsey's 7S model (www.academia.edu/38508450 /The_McKinsey_7S_Framework.pdf), the Strategy is a prime and core component of any organization along with other 6S (Structure, systems, style, skills, shared values, and staff). Thus, strategy formulation will impact the McKinsey model's other factors for any organizational change management program. As per the figure below, we have depicted the interplay between these two models' relevant components: the Balanced Score Card (hereafter referred to as BSC) and McKinsey 7S (henceforth referred to as M7). There are several correlations and coupled interactions that are illustrated below.

As shown in the figure, we also intend to study these initiatives' impact on the McKinsey model's interrelated factors (like Strategy, Structure, Systems, Style, Skills, Shared values, and Staff) (ROBERT H. WATERMAN, 1980). Each of these seven factors is closely knit and fits in the core of the organization. Some of the factors are drivers to other factors, and few are in cyclic relationships with others. We shall first understand these factors independently and then study the inter-relationships between them.

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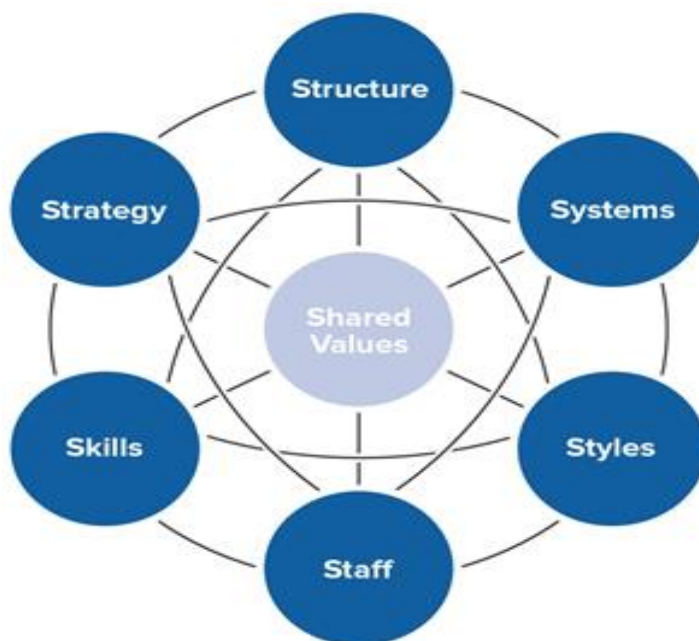
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- **Figure 2: McKinsey Model**

1.4 Performance Management System (PMS): The extent to which an organization can predict the successful implementation of its strategies depends on its workforce's performance and an effective "Performance Management System (PMS)." These PMS initiatives should be aligned to the Strategy of growth and driven by focused Leadership. The purpose of the research (leading to the formation of OPF) is to design and implement an effective PMS to enhance performance factors like (but not limited to) competence, effective organization structure, culture, roles and responsibilities, incentives, and performance appraisal system. The OPF model's impact is an amalgamation of the strategic power and the leadership drive to promote its growth. The implementation of the OPF is a unique and novel idea for organizations desirous of systematic growth. The interrelationship between the components of two management frameworks inside the OPF model is showing the results of growth for organizations as shown below:

1. Strategy (M7) impacts the Systems (M7) and Processes (BSC) [Cyclic impact]
2. Strategy (M7) impacts the customer
3. Strategy (M7) impacts the Growth (BSC)
4. Structure (M7) impacts the Process and Initiatives (BSC)
5. Structure (M7) is related to the customer service
6. Structure(M7) enables Growth (BSC)
7. Shared values (M7) emerge through Learning and Growth (BSC):
8. Management Style (M7) influences the Staff (M7)
9. Management Style (M7) is evaluated by the customer (BSC) and suppliers
10. Skills empower the Staff
11. Skills (M7) impresses the customer
12. Skills (M7) impacts Growth (BSC)
13. Staff (M7) impacts Growth (BSC)
14. Systems (M7) impacts the Processes (BSC)
15. Systems (M7) impacts the Customer (BSC)
16. Strategy (M7) impacts the Financial (BSC)
17. Structure (M7) impacts the Financial (BSC)

1.5 Organization Performance Framework (OPF):
The PMS can be designed and implemented for any organization. However, some organizations may have a defined strategy with all its 4 components (CS, BS, OS, FS) well understood and documented for the management and teams to follow its directions. The

strategy should be driven by a capable and inspiring leadership that can motivate the organization's change management by involving everybody concerned. Thus, leadership drives strategy implementation, and strategy implementation requires an effective "Change Management Program." In turn, an effective PMS is required for driving a successful "Change Management Program." Thus, we can infer the following chain of concepts as a required paradigm for strategy formulation and implementation:

Leadership → Strategy →Change management→PMS (Performance Management System)

The organization performs effectively with the above concepts integrated seamlessly to function in unison as a single unified body. This conceptual framework starts with a leader who defines the strategy and directs its implementation using an empowered change management system using a motivated PMS. We have named this conceptual framework as "Organization Performance Framework" (OPF). As per McKinsey's 7S model (https://www.academia.edu/38508450/The_McKinsey_7S_Framework.pdf), the strategy is a prime and core component of any organization along with other 6S (Structure, systems, style, skills, shared values, and staff). Thus, strategy formulation will impact the other 6 S of the McKinsey model for any organizational change management program. Thus, we find it imperative to use the McKinsey model to evaluate any change program's impact in an organization to study strategy's effect on the organization's rest.

"Power" can be a construct of a behavioural perspective (French and Raven, 1959; Raven, 1992, 1993) and a charismatic perspective (Yukl, 1994). It further includes perspectives on gender, networks, decision processes, boundary management, uncertainty, control of technology, control of counter-organizations power (Morgan,1986), sexual power (Foucault, 1984), knowledge, and information power (Jackson and Carter, 2000; Morgan, 1986; Pettigrew, 1972).

OPF is constructed with the aim of effective strategy implementation in an organization. As a framework, it consists of an amalgamation of concepts of leadership and strategy. It can be manifested in the conceptual format, as shown below.

OPF = Function (Leadership, strategy)

1.6 A Leader and a Manager:

There has been a long debate in the literature review about the differentiation between manager and leader and the not-so-clear boundaries between the two roles and functions. The

literature has also suggested a significant number of overlaps between the roles and responsibilities between the two. According to Kotter (Leading Change, Kotter, John P., Harvard Business School Press, Boston, MA, 1996.), a manager does the main three things to establish predictability and order, to produce short-term results:

a) Plans and budgets b) Organizes and staffs c) Controls and solves problems.

A *leader* accomplishes long-term results, new breakthrough innovations, new markets by performing three main things:

a) Establishes the vision, direction, and the necessary strategy for achieving the vision.

b) Aligns people with effective communication to consolidate all contributors with understanding, acceptance, and action.

c) Motivates, inspires, and helps the team to overcome barriers to change by satisfying basic human needs. (Jose Luis Romero, Leadership vs. Management Skills)

Buckingham underpins the differentiation between managerial and the leadership role as:

- A great manager discovers what is unique about each person you manage and capitalize on it.
- A great leader discovers what is universal about the people you lead and capitalize on it. (Jose Luis Romero, Leadership vs. Management Skills)

1.7 Strategy: The strategy provides momentum and direction to the growing activities in the organization. There are three stages in the Strategic Management process – strategy formulation (creative), strategy execution (operational excellence), and strategy evaluation (analytical) (Todorov K., Akbar Y., 2018). According to Todorov and Akbar, there are 4 levels of strategies as Corporate strategy (CS), Business Strategy (BS), Functional strategy (FS), which defines tactics, and Operational Strategy (OS), which defines actions. Each of these levels can experience strategy formulation, execution, and evaluation.

The corporate-level strategy is a scope of actions that firms take to gain a competitive advantage by simultaneously choosing to operate or own assets in multiple markets or industries. Corporate strategy is the umbrella strategy for the entire company. It aims: (1) to define strategic businesses, (2) to evaluate current market positions, and (3) to identify investment priorities for the businesses that the corporation manages. Corporate strategy decisions include diversification, vertical integration, acquisitions, new ventures, resource allocation between the firm's different companies, and divestments.

Business-level strategies (BS) represent a company's competitive behaviour in a single market or industry. It focuses on the strategic business unit (SBU) with a unique selling

proposition (USP). An SBU is an organizational unit, small enough to be flexible and large enough to exercise control over most of the factors affecting its long-term performance. The figure below reflects the main direction that business-level strategy is prepared on the strategic business unit level. It also differentiates the scope and objectives of the Corporate and Business-level strategy. "Based on reviews of the performance of the business strategy, corporate strategists decide on entering/leaving markets, enlarging/shortening the value chains or pursuing business diversification." Operational Strategy (OS) provides an advantage by optimizing the best value combination of organizational objectives of cost, quality, velocity, reliability, and flexibility.

Corporate strategy is typically the responsibility of top management teams and the corporate strategy staff, while business strategy is primarily divisional management's responsibility. The CEO and other corporate-level executives have primary responsibility and personal authority for organization-wide strategic decisions affecting the entire enterprise. They also manage the collection of individual businesses into which the enterprise has diversified. SBU Directors have profit-and-loss responsibility for one specific business unit and who has delegated a major leadership role in crafting and executing a strategy for their business. Functional area managers within a given business unit have direct authority over a major piece of the business (manufacturing, marketing, and sales, finance, R&D, HR management). They also manage to support the business unit's overall strategy with strategic actions in their own areas. Managers of major operating units (plants, sales districts, local offices) have specific responsibility for developing strategic efforts in their areas and executing their piece of the overall strategic plan at the grassroots level.

1.8 Conclusion: Strategic Management strives to achieve and maintain a Competitive advantage. An organization with a competitive advantage can create more economic value than the competition on a sustained basis (around 3-5 years consecutively). Competitive advantage represents a difference between a firm's economic value and the economic value created by its rivals. A temporary competitive advantage lasts for the short-term, and a sustained competitive advantage lasts for the long-term. A long-term competitive advantage requires continuous adaptation to innovation, environmental changes, and effective strategic management application. The unique combination of top-down (CS and BS) with bottom-up (OS and BS) approaches ensure the right fit of strategy levels. It provides an intersection between vision and details, a crossing point between long-term and short-term objectives. (Todorov K., 2018)

Chapter 2:
Literature review: The theory and concept of Strategic Leadership

2.1 Need of "breakthrough strategic thinking" capabilities for organization growth: Organizations can grow by acquiring small and mid-size clients. To acquire large-sized clients, they need to develop a competent team with "breakthrough strategic thinking" capabilities. Extensive training and preparedness for high performance are required from the sales and delivery teams for this growth initiative. Given the vast importance that organizations hold in their success journey, new and more focused research must be carried out continually and perpetually. New models, frameworks, and initiatives should be introduced to stay ahead of the competition and remain a major market player and ensure that growth remains a constant exponential and depicting a positive and upward movement.

2.2 Business Significance of the OPF implementation: The consideration of financial investment in the organization's OPF implementation is necessary to derive business performance and growth. Management empowerment and adequacy of resources impact employees' emotions significantly and, in turn, influence their moods and thus their behaviour and performance. (Chao Miao a, Ronald H. Humphrey, Shanshan Qian,2016)

- Staff performance enhancement requires their skill upgrade, as per their role in the organization structure. Policies of training and competency development in Strategy, Leadership, and PMS can be established based on the McKinsey and BSC components' correlation.

- Policies and budgets for incentive structure (system) motivate the staff to feel rewarded for their performance. For introducing an incentives structure (as a system) to encourage the team, the management should align with the structure.

- As management cultivates a better communication style as an outcome of strategic n and leadership education, decisions can be made in the collaborative and participative environment (shared values).

- The challenge to implement operational changes in the organization due to strategic moves requires a highly motivated team. This also implies budget allocation for the implementation of the strategies and leadership initiatives in the organization. To motivate the team and reduce the resistance to change, management should challenge the assumptions below the surface of beliefs to question and possibly discard familiar and perhaps dysfunctional ways of thinking, feeling, and acting. (Cartwright, S.,2002)

2.3 Research Gap perspective: During the literature review, we found that each factor like Strategy, Leadership, and effective PMS contributes to organization growth. As per literature review, organizations can also grow due to acts emerging from management vision, external opportunities, new products, internal inducements (Abeb, 2011), strategic initiatives, or due to the acquisition or joint venture, business development (marketing, branding, and sales) initiatives, exploring new markets, buyout, increasing geographical presence by investments." However, the knowledge gap is how a combined framework of effective Strategy and Leadership initiatives can significantly impact an organization's economic growth by fostering an effective PMS. Several research papers highlight each system, Leadership, and PMS model on an organization's economic development. However, there is a research gap on the effects of using all three conceptual frameworks together applied to an organization's economic growth. Thus, we designed the research scope around creating a framework called OPF (Organization Performance Framework). This framework is an amalgamation of effective strategy and Leadership initiatives that creates an effective PMS (Performance Management System), which drives the organization towards its economic growth. Leadership needs to convert the strategy document into strategic actions and drive it across the organization, impacting all the factors like financials, customer, process initiatives, and learning and growth. OPF is constructed with the aim of effective strategy implementation in an organization. As a framework, OPF consists of an amalgamation of concepts of Leadership and Strategy. It can be conceptually manifested as shown below.

OPF = Function (Leadership, strategy)

2.4. Analysis of McKinsey's 7 S Model (The strategic model): The Strategy provides momentum and direction to its growing activities. There are three stages in the Strategic Management process – strategy formulation (creative), strategy execution (operational excellence), and strategy evaluation (analytical). (Todorov K., Akbar Y., 2018) According to Todorov and Akbar, there are 4 levels of strategies as Corporate Strategy (CS), Business Strategy (BS), Functional strategy (FS), which defines tactics, and Operational Strategy (OS), which defines actions. Each of these levels can experience strategy formulation, execution, and evaluation. The corporate-level Strategy is an umbrella strategy for the entire company. It is the scope of actions that firms take to gain a competitive advantage by simultaneously choosing to operate or own assets in multiple markets or industries. It aims at: (1) defining strategic businesses, (2) evaluating current market positions, and (3) identify investment priorities for the businesses that the corporation manages. Business-level strategies (BS) represent a

company's competitive behaviour in a single market or industry. It focuses on the strategic business unit (SBU) with a unique selling proposition (USP).

The Strategy should be driven by a capable and inspiring leadership that can motivate the organization's change management by involving everybody concerned. Thus, Leadership drives strategy implementation, and strategy implementation requires an effective "Change Management Program." In turn, an effective PMS is required for driving a successful "Change Management Program." Thus, we can infer the following chain of concepts as a required paradigm for strategy formulation and implementation:

Leadership → Strategy →Change management→PMS (Performance Management System)

2.5 Theoretical concept of a Leader and Leadership Development: A great leader accomplishes the goals consistently in various circumstances, through the direction of human assistance, with or without the assumption of power. Successful leaders master the art of managing humans and the social environment by their understanding the emotions and feelings of their team and the relationship of their individual goals to the organization's goals. A leader understands the complexity of responses, emotions, feelings of love, prestige, interdependence, independence, self-esteem, satisfaction, ambition, patriotism, love, frustration, aggression, wins and mistakes, success and failure, and boredom, self-doubt, and group inclusiveness. (Understanding Leadership-W.C.H. Prentice, Best of HBR, 1961)

A Leader and a Manager: A manager does the main three things to establish predictability and order, to produce short-term results (Leading Change, Kotter, John P., Harvard Business School Press, 1996):

 a) Plans and budgets b) Organizes and staffs c) Controls and solves problems.

A *leader* accomplishes long-term results, new breakthrough innovations, new markets by performing three main things:

a) Establishes the vision, direction, and the necessary strategy for achieving the vision.

b) Aligns people with effective communication to consolidate all contributors with understanding, acceptance, and action.

c) Motivates, inspires, and helps the team to overcome barriers to change by satisfying basic human needs. (Jose Luis Romero, Leadership vs. Management Skills)

Buckingham underpins the differentiation between managerial and the leadership role as:

- A great manager discovers what is unique about each person and capitalize on it.
- A great leader discovers what is universal about the people you lead and capitalize on it.(Buckingham, Marcus, Free Press, New York, NY, 2005)

Leadership Levels: Leadership is constituted into multiple levels like Corporate Leadership, departmental Leadership, and team leadership. One of the important functions of an effective leader is to build winning teams led by team leaders. Leaders should be leading by creating other leaders for teams and departments by fostering team effectiveness by understanding the team leadership processes and the nature of team functioning (Frederick P. Morgeson, D. Scott, Elizabeth P. Karam - Leadership in Teams). Teamwork is characterized by recurring cycles of mutually dependent interaction (Kozlowski et al., 1996; Morgeson & Hofmann, 1999). Teams repeatedly cycle through these transition and action phases to achieve the goals (Marks, Mathieu, & Zaccaro, 2001). As per the study, team leadership as a discipline appears to be on the cusp of some truly significant breakthroughs. (Day, Gronn, and Salas, 2006). It is suggested that we "devote attention to the study of leadership rather than leaders because many every-day groups have different leaders in different situations." This is because multiple individuals are often capable of satisfying team needs (McGrath, 1962).

Leadership Development: Leadership development encompasses the organization as expanding its capacity to enact the basic leadership tasks needed for collective work: setting direction, creating alignment, and maintaining commitment. Leadership development focuses on social capital and interpersonal competence-base and is underpinned by core social skills that include social awareness and conflict management (Day, D.V., 2001).

Leader development: Leader development is one instance of leadership development. *Leader* and *Leadership Development* are *not the two sides of the same coin.* It is limited to an individual as "the expansion of a person's capacity to be effective in leadership roles and processes which is concerned with expanding the collective capacity of organizational members to engage in leadership roles (Day, 2001; McCauley et al., 1998). Leader development focuses on human capital, an individual leadership model, an intrapersonal competence-base and is underpinned by core personal skills that include self-awareness, self-regulation, self-motivation, and a shift towards "relational dialogue," rather than a traditional emphasis on "personal power." Multiple instances from the literature indicate that effective

Leadership can influence the organization's performance (Agle, B.R., Nagarajan, N.J., Sonnenfeld, J.A., Srinivasan, D. and Does, 2006).

Strategic Planning: Strategic planning represents a systematic process, including long-term Analysis consisting of planning, organizing, staffing, leading, and controlling. The key objective is to ensure: short-term liquidity, be profitable, at least in the long term, and achieve business growth as expected by stakeholders. Strategic planning is a disciplined, long-term, and continuous process of constructing business decisions in harmony and systematically organizing the resources required to execute the decisions.

2.6 Theory of Vision, Mission, Profit, Values, Objectives, Growth, Competitive advantage:

The Vision of an organization is a dream with a deadline. It defines a desired future position with a prospective customer focus. "What do we want to be?" A well-defined Vision consists of core ideology and envisioned future. A mission statement consists of principles that are carefully considered and systematically aligned to devise a strategy. The Core Values of a company defines how to do business and realize its mission goals. Core values are the necessary and enduring characteristics of an organization. The Core purpose is the organization's reason for being. An effective purpose reflects people's idealistic motivations for doing the company's work. It captures the soul of the organization. Profit is one of the necessary major factors to motivate management, and it is a condition of survival, but it is not the purpose for which the organization operates. Goals are SMART (Specific, Measurable, Assignable, Realistic, and Time-bound). Growth is a potential possibility to expand and be desired as a dream objective. It is a representation of hope, promise, satisfaction, and grandeur. Strategic Management strives to establish and maintain a "Competitive Advantage" that can create more economic value than the competition on a sustained basis. Competitive advantage represents a difference between a firm's economic value and economic value created by its rivals.

2.7 The concept of Balanced Scorecard and Organizational Structure: An

organizational structure reveals its essence as - it is how job tasks are formally divided, grouped, and coordinated within an organization. (Robbins, Fundamentals of management). An organizational design is defined as a process that involves decisions about six key elements: work specialization, departmentalization, chain of command, a span of control, centralization, and decentralization, and formalization (Stephen R. Tiller, 2012). There are different organizational structure types: Work Specialization, Departmentalization (functional, product,

geographical, process, and customer), Chain of command, Authority, Delegation, the span of control, centralization and decentralization, Formalization and Standardization. Different strategies define different types of structures in an organization. The departments operate within these structures: Simple system, Functional structure, Divisional structure, Team structure, Matrix organizations, Hybrid Structure, and Boundaryless organizations.

Systems: "A management system must address all contextual and cultural factors that may affect a company's operation like organizational characteristics, internal and external relationships, competition, strategic challenges, and business performance. Management system designers must consider serving all stakeholders like customers, employees, investors, suppliers, top management, and corporate society. An effective management system must satisfy these stakeholders' needs without sacrificing operational efficiency and must be designed to promote synergy between cultural and stakeholder influences"(Stephen R. Tiller, 2012). The Characteristics of systems are Open/closed exchange, Interdependence, Homeostasis, and Non-summative.

Management Styles: Management styles are the principles that underline the methods, abilities, and techniques managers use in handling situations and expressing leadership within an organization. (George Bucata, Alexandru Marius Rizescu). The factors that influence leadership styles are Physical and constitutional factors (age, height, weight, psycho-physical characteristics), Psychological factors (general intelligence and integrity of character), Psychosocial factors (sociability, prestige), Sociological factors. (George Bucata, Alexandru Marius Rizescu) The different types of management styles areas: Visionary style, Advisory style, Democratic style, Laissez-faire style, Autocratic Style, Paternalistic Style, Transactional Style, and Transformational Style.

Employee Skills are the ability to perform an activity in a competent manner. (Skill Scan, Three Types of Skills Classification). The three main classifications of skills are Transferable/Functional, Personality Traits/Attitudes (Soft Skills), and Knowledge-based (Hard Skills). The Performance Management review process includes setting clear and specific performance expectations for each employee and providing periodic informal and/or formal feedback about employee performance relative to those stated goals." (www.shrm.org/resourcesandtools)The elements of Performance Management are Goal setting, Performance review, and Performance improvement process. "Employers are always looking for ways to retain employees that are motivated and engaged." (1

https://enterprisectr.org/blog/rewards-and-incentives-in-the-workplace/)Some key forms of employee incentives and rewards are Public recognition, Personal appreciation by management, Monetary incentives, Non-monetary perks, Promotions, Trusting with strategic responsibility.

2.8 Balanced Scorecard: A Balanced Scorecard is a tool to build Performance Management and Strategy Management systems in the organization (Putting the Balanced Scorecard to Work, Robert S. Kaplan, David P. Norton). The Balanced Score Card method identifies Financials, Customers, Internal Processes, and employee growth as four major cascaded pillars of growth. Each factor has objectives, measures, targets, and initiatives that are horizontally and vertically aligned to support each other. We designed OPF initiatives with targets and actions that can contribute to the growth of the organization. "Balanced Scorecard as a carefully selected set of quantifiable measures derived from an organization's strategy." (Paul R. Niven). Companies worldwide have been using financial metrics to measure their performance, but this seems to be inadequate. (Dr. A A Malgwi and H. Dahiru)

Financial Perspective includes Return on Investment (ROI), cash flow, net operating income, revenue growth, dividend payout ratio, an improvement in the cost structure, profit after tax, return on capital employed (ROCE) growth sales volume. Three core financial themes that can drive the business strategy are Revenue Growth, Cost Reduction, Asset utilization. (Conceptual Foundations of the Balanced Scorecard, Robert S. Kaplan)

Customer Perspective includes the customer value proposition describes how you will differentiate yourself and, consequently, what markets you will serve. (Paul R. Niven)

Internal Business Process consists of the key processes that the organization should focus on to deliver value to the customers and generate shareholder value. This perspective focuses on "how" to create value for customers. "The link between processes and customers is key, as it is here, we signal two major transitions: from internal (employees, climate, processes) to external (customers) and from intangible (skills and knowledge, etc.) to tangible (customer outcomes and financial rewards). Customer outcomes signal the "what" of strategic execution, and Internal Processes supply the "how." Objectives of Operational Excellence are Pricing, Selection, Convenience, Zero defects, and Growth.

Employee Learning and Growth Perspective: Processes will only succeed if adequately skilled and motivated employees, supplied with accurate and timely information and led by

effective leadership, drive them. (Dr. A A Malgwi and H. Dahiru). The objectives appearing in this perspective are the enablers of the other perspectives like Human Capital, Information Capital, and Organizational Capital.

Strategy Maps: A strategy map enables an organization to describe and illustrate, in clear and general language, its objectives, initiatives, and targets; the measures used to assess its performance (such as market share and customer surveys), and the linkages that are the foundation for strategic direction. A well-constructed Strategy Map and Balanced Scorecard should tell the story of the organization's Strategy through a relatively small number of objectives and measures woven together through the perspectives. (Paul R. Niven)
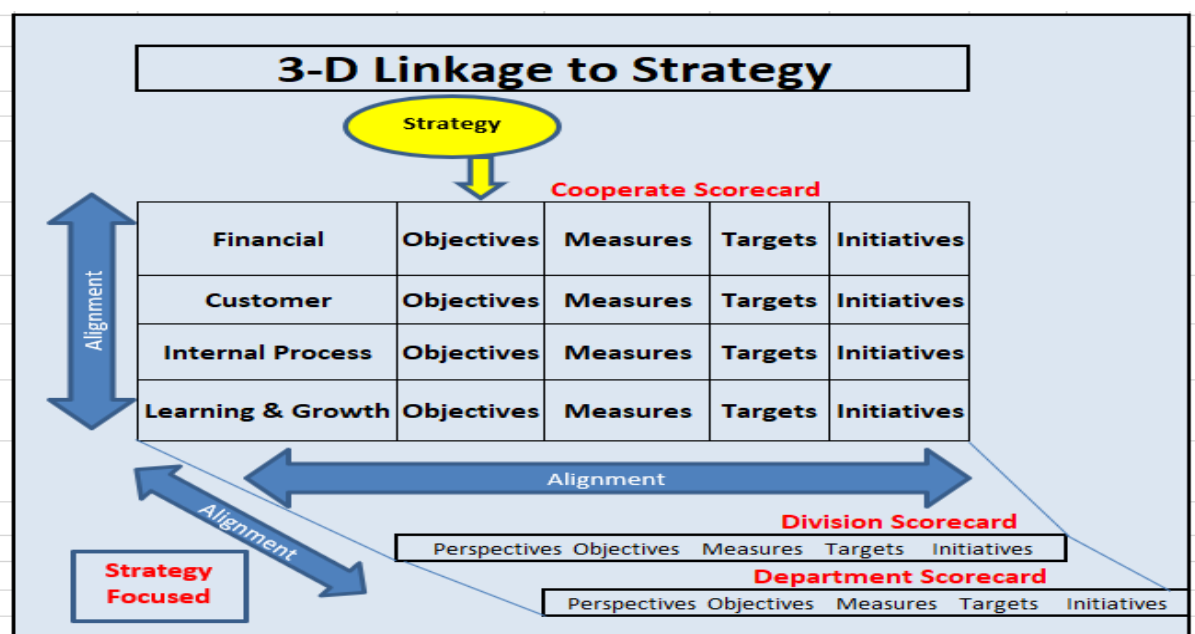
Figure 3: Cascaded Balanced Score Card (Paul Niven)

Performance Measures: The BSC approach provides a prescription for what companies should measure to balance the implications in all the functional areas arising from the strategic intent. (Dr. A. A. Malgwi and H. Dahiru) Performance measures are indicators (Lag indicators and Lead indicators) to understand whether they are meeting their objectives. Performance measures for Financial Perspective: This includes cost versus budget, expenses as a percentage of sales, asset utilization, share price, market valuation, etc. The performance measure for Customer Perspective is Measures of Operational Excellence, Measures of Product Leadership, Measures of Customer Intimacy. The performance measure for Internal Business Process Perspective: This includes Measures of Operations Management process, Customer Management process, Innovation process, Regulatory and Social process.

The business Goals are classified into three levels on a time scale: The Long-term Goals: Big, Hairy, Audacious, Goals (BHAGs) are like a huge, daunting challenge and require a huge commitment from the organization in order to achieve it. "The characteristics of BHAGs are clarity and compelling news. They serve as a unifying focal point of effort, and they act as a catalyst for team spirit. They have a clear finish line" (Harvard Business Review, hbr.org). The Midrange- Stretch goals have a timeline of three to five years to achieve. The Short Term - Incremental goals are established annually for each of the Balanced Scorecard measures.

Leadership initiatives will impact the three important components of *Strategy, shared values, and style* of the McKinsey-7S model. Shared values will guide the overall business and teams' behaviour, which is very important for its perception. Organization *systems* and *structure* shall be next. In the next layer, *staff and skills* (of McKinsey 7S) are correlated with the "learning and growth" of the Balanced scorecard. A few questions that invited thinking are:

2.9: The organization's need to use the OPF model: The most important criteria in defining an organization's Strategy aligned with vision, mission, and coupled with core values and core purpose is to ensure the long-term sustainability of its products and services. For the organization's performances to be consistently improving over the long term, the organization should sustain its values, products, services, skill levels, and staff competency levels. This is irrespective of all the noise due to innovations, creations, disruptions, competitiveness, market debacles, and other predictable and unpredictable factors. The Strategy provides a clear link of goals and criteria which connect the current "AS-IS" state to a long-term "TO-BE" state. A well-defined strategy removes unwanted decisions by defining effective policies.

The OPF is used **w**hen the management experiences the pressure to move into the next orbit of growth. The management should evaluate when the market gets saturated, and the management must explore new products and services to retain their customers. Sometimes, the competition gets aggressive and pushes the management to price pressures. There are conditions when the traditional ways of expanding business with sales and marketing efforts may not yield desired results. In such situations, the management must devise a different strategy to combat the competition and find innovative ways to explore it. Sometimes, the management feels the need for a robust strategic leadership initiative to be grounded in the organization. They feel the need to provide a strong strategic leadership backbone to achieve long-term objectives. Exploring and using this OPF model shall require a determined

management team with exemplary leadership qualities and instincts to design the Strategy and implement it as planned. The management also needs to budget sufficient resources (Men, machine, material, method, and money) to build an infrastructure to design and execute the strategic initiatives.

2.10 The concept of Strategic Initiatives: The entire spirit of successful growth lies in the timely execution of that Strategy. The organization's biggest strategic challenge is not strategic thinking-it is strategic acting (Bregman, P.,2017, Harvard Business Review). A strategy should be widely shared, understood, and used as a basis for individual and team decisions. It should be aligned at all levels (Ashkenas, R.,2010, Harvard Business Review-Oct 13). Organizational behaviour is very hard to change as transformational change requires many people to do things differently (Cooke-Davies, T.,2016, Eds Dennis Lock and Reinhard Wagner). Smart processes, engaged people, reducing complexity, and capable and knowledgeable Leadership can make strategic initiatives successful. Focusing more on the right decisions in the right direction with the required information flow can support a successful strategy execution (Neilson, G. L., Martin, K. L. and Powers, E., 2008). The model-based performance management framework incorporates the Analysis, modelling, mapping, implementation, and evaluation of initiatives throughout their lifecycle (Barone, D. et al., 2015). Saunders et al. presented a strategy deployment framework for managers to attain 'world-class' performance. Communicating the initiative, achieving buy-in, aligning implementation, learning, creating the infrastructure for deployment, understanding the business drivers, and identifying deployment options were the seven key elements of their framework.(Saunders, M., Mann, R., and Smith, R.2008)
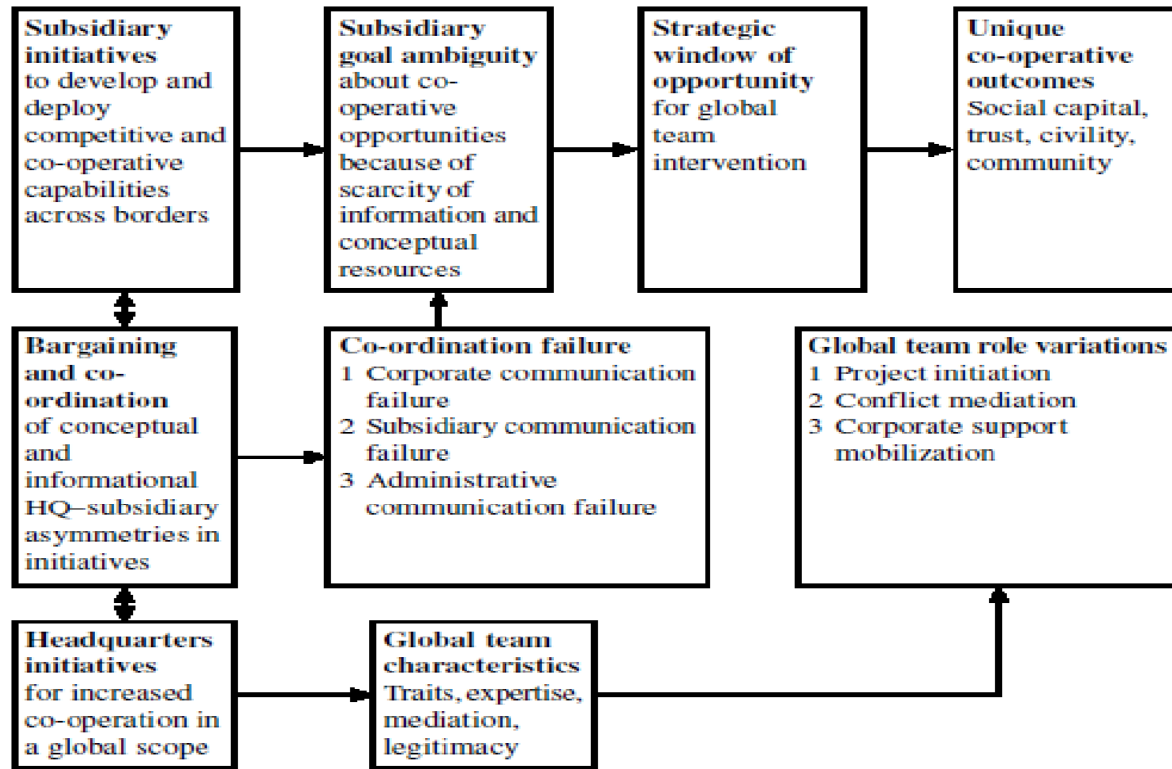
Figure 4: A strategic initiative coordination model for global teams (adopted Harvey and Novicevic, 2002)

Earlier research has confirmed the impact of strategic initiatives on the organization's performance (Hambrick, 1980; Andrews et al., 2008) that the business strategy has direct effect and an indirect effect through manufacturing strategy on performance (Gupta, Y. P., and Lonial, S. C.,1998). A prospector strategy is positively associated with a high-performance level (Enticott, G. and Walker, R. M.,2008). The effect of Strategy on organizational performance has a competitive business environment, and that such changes in Strategy have a positive impact on organizational performance (Tuanmat, T. Z., and Smith, M., 2011). Knowledge management has a mediating role in the relationship between corporate culture, Strategy, structure, and organizational effectiveness. The Analysis reported positive associations between Strategy (measured through four dimensions; Analysis, defensiveness, futurity, and proactiveness) and organizational effectiveness (Zheng, W., Yang, B. and McLean, G. N., 2010). Stakeholders have a significant influence on the Strategy and performance (Freeman R. E., 1984) with the person-organization fit in relation to Strategy and organizational commitment.

2.11 The concept of Leadership Initiatives: Strategic management translates the dynamic set of external (competitive) and internal variables (operating environment including resources and capabilities) of an organization into a structured set of SMART future objectives as reflected in the below figure.
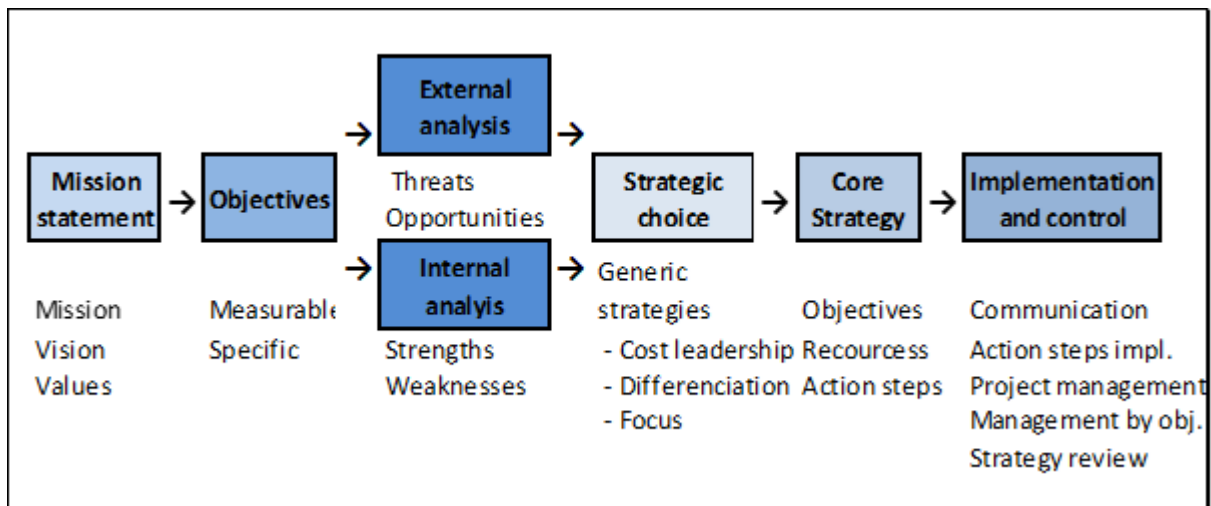
Figure 5: Strategic Planning Framework (adapted from Barney J., Hesterly W.: Strategic Management and Competitive Advantage, 2012)

Organization Structure: Choice of organizational Strategy depends on the design of the organization's structure and processes. Any misalignment between the two can result in impediments for successful performance and results (Miles, R. E., & Snow, 1978). On the other hand, organizational Strategy and structure impact the organization's economic performance and the market in which it sells (Caves, R. E., 1980). Centralization is the most studied dimension in organization structure-related studies (Rapert, M. and Wren, B.,1998). Most of such studies have shown their consensus on the contribution of decentralized structure in organizational effectiveness (e.g., Dewar and Werbel, 1979; Floyd and Wooldridge, 1992; Rapert and Wren, 1998; Schminke et al., 2000). Previous studies have reported that decentralization facilitates communication (Burns, T. and Stalker, M., 1961) and enhances employee satisfaction and motivation.

2.12 Historical background of Leadership: Leadership's purpose is to create meaningful change in organizations, and management's goal is to produce orderly results. Leadership also assumes the carriage of power, and it has two different perspectives: behavioural (French and Raven, 1959; Raven, 1992, 1993) and charismatic (Yukl, 1994). It also has included perspective on gender, networks, decision processes, boundary management,

uncertainty, control of technology, control of counter-organizations power (Morgan, 1986), sexual power (Foucault, 1984), Knowledge and information (Jackson and Carter, 2000; Morgan 1986; Pettigrew, 1972), ecological control (Cartwright, 1956; Oldham, 1976), and truth (Jackson and Carter, 2000), In additional, there are the more sociological and post-structural perspectives, such as disciplinary and bio-power (Foucault, 1979, 1984), informational social influence (Festinger, 1954) and symbolic Power. A successful leader needs to understand the basics: People are complex, and people are different, and each person has goals, values, human psychology ethics, and empowerment index. An effective leader is conscious of several facts about his team and himself and balances constraint with autonomy and managing dependence and independence with space of freedom with equal respect to keep the team psychologically motivated.

2.13 The concept of Leadership Communication: Productive communication skill for an effective leader demands strategic executive voice for meetings and other communications. Effective communication is a two-way process involving both speaking and active listening with the right understanding (Luthra, A. and Dahiya, R.,2015). Previous studies have confirmed that Leadership plays a key role in communicating the quality, vision, mission, objectives, feedback, and strategies (Arsovski, S. and Nikezić, S.,2012). Authenticity requires careful self-disclosure; if not controlled, it can backfire (Lawrence, T., 2015), (Lim, V.S.,2006). Skillful self-disclosure takes care of organizational and cultural context, relevance in task and time, avoiding sharing personal information, and keeping revelations genuine (Rosh, Lisa, and Offermann, Lynn,2013). Malik discussed the transmission model (leadership communication is a tool for influencing people), relational model (leadership communication is a dialogical process), and distortion model (communication is a distortion or manipulation aimed at domination) of leadership communication (Malik, D. D.,2019). The reasons behind the huge emphasis on the role of communication are due to its contribution in reducing uncertainty and misunderstandings, making work-relationships strong and purposeful, team performance (Sagie, A.,1996).

An *ambidextrous leadership* can foster both explorative and exploitative behaviours in followers by increasing or reducing variance in their behaviour and flexibly switching between those behaviours. (Rosing, K., Frese, M., and Bausch, A.,2011). Findings had revealed that team innovation was highest when both leadership behaviours were high, and team innovation was found lower when both leadership behaviours were either low, or only one leadership behaviour was high (Zacher, H. and Rosing, K., 2015). Researchers have studied the mediating

effect of corporate entrepreneurship(Chen, Y., Tang, G., Jin, J., Xie, Q. and Li, J.,2014); the mediating effect of social capital(Chen, L. et al., 2016), mediating effect of organizational learning(García-Morales et al. 2012), mediating role of openness(Jia, X., Chen, J., Mei, L. and Wu, Q., 2018), the indirect effect via relationship quality and knowledge management(Overall, J., 2015), the mediating effect of innovation strategy, organizational learning, innovation culture and new product development process (Sattayaraksa, T. and Boon-itt, S.,2018), and the mediating effect of innovation climate (Zuraik, A. and Kelly, L., 2019). Some researchers explored the moderating effects on leadership-organizational innovation link, the moderating effect of empowerment, centralization, the climate of support for innovation, formalization, uncertainty, and competition (Jung, D. D., Wu, A. and Chow, C. W., 2008), the moderating role of environmental dynamism (Prasad, B. and Junni, P., 2016), and the moderating effect of subordinates' self-esteem and self-presentation (Rank, J., Nelson, N. E., Allen, T. D. and Xu, X., 2009).

Trust and Relationships: Trust is the key component of many leadership styles that can influence performance factors (Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R., 1990) and several outcomes, be it attitudinal, behavioural, or performance. Authentic Leadership is defined as a pattern of a leader's behaviour that promotes positive psychological capacities and a positive ethical climate; it fosters greater self-awareness and positive self-development, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, enabling (Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S. and Peterson, S. J., 2008).

VUCA Leadership: The management team should exercise their abilities to adapt to market changes rapidly in a turbulent, chaotic, and volatile environment and change the organization structure, Strategy, style, systems, and skills. Leaders face an inevitable challenge to innovate their production, delivery, sales, and marketing processes and develop a strong team to create a sustainable business pipeline for coming years. Such a turbulent, disruptive and volatile market situation is like a VUCA environment-Volatile, uncertain, complex, and ambiguous (General George W. Casey). A VUCA environment poses multiple dimensions of business challenges. The faster and broader we transition to a new era, the more likely is the potential for disruption. This chaotic, turbulent, and rapidly changing business environment has become the "new normal." (Lawrence 2013).

2.14 The essentials of Leadership Competencies and traits: Some leaders find themselves incomplete and incompetent to lead a high-performance workforce in VUCA

situations. They may become directionless for a period during which they lose opportunities and succumb to unpredictable threats. Competency-based management supports the integration of human resources planning with business planning by allowing organizations to assess the current human resource capacity based on their competencies against the capacity needed to achieve the organization's vision, mission, and business objectives. (R. PurushothamNaik). The leadership competency analysis shall encourage them to demonstrate new behaviour and actions that allow them to observe their preferences, habits, barriers, beliefs, style, attitude, and assumptions. Leaders have a trait of establishing relationships between superiors and subordinates by visualizing the large picture of vision, mission, purpose, and core values of the organization in the context of reality. Leaders have below unique strengths that can align the organization to strategic goals and achieve success.

Table 1: Leadership traits (Don Clifton,2017)

1	Achiever - You have an internal fire and drive burning inside you, pushing you to achieve more. After each success, the fire rekindles itself, pushing you further.
2	Activator- One is impatient for action. Only action leads to performance. Once a decision is made, you cannot wait to act, irrespective of worries.
3	Adaptability- Leaders live in the moment and don't see the future as a fixed destination. They see it as a place that you create out of the choices that you make right now.
4	Analytical- Leaders challenges other people to prove their sound theories. Armed with data, they search for patterns and connections with logic and rigor.
5	Arranger- In a complex situation involving many factors, the leaders enjoy managing all the variables, aligning and realigning them until they are sure they have arranged them in the most productive configuration possible.
6	Belief – Leaders define and practice certain core enduring values. They give your life meaning and satisfaction, provide direction and guidance toward a set of priorities.
7	Command- Once the leader forms an opinion, they must share it with others. Once the goal is set, they feel restless until they have aligned others with themselves. They do not fear confrontation; rather, they use conflict as the first step toward resolution.
8	Communication- Leaders like to explain, describe, host, speak in public, and write. They feel a need to bring ideas and events to life, energize them, to make them exciting and vivid using images, examples, and metaphors.
9	Competition- Competition is rooted in comparison. Their performance is the ultimate yardstick. Like all competitors, they need other people to compete and compare and win
10	Connectedness- Their awareness of their responsibilities creates their value system. They are considerate, caring, and accepting.
11	Consistency- Leaders balance all aspects of the situation. They believe that people function best in a consistent environment with clear rules applied to everyone equally.
12	Deliberative- Leaders are careful, vigilant, and sometimes private people. Everything may seem in order, but beneath the surface, they sense many risks, assess them and mitigate
13	Developer- They see the potential in others, and the goal is to help them experience success with interesting experiences to help them grow with a new behaviour learned or modified.

14	Discipline- They need to be predictable, ordered, structured, oriented, and planned, focusing on timelines and deadlines.
15	Empathy- Leaders sense the emotions of those around them and see the world through their eyes and share their perspective.
16	Focus- Guided by principle, they need a clear destination to avoid frustration. And so each year, each month, and even each week, you set goals. Stress forces you to filter priorities.
17	Futuristic- Leaders love to peer over the horizon to a fascinating future (dreamer who sees visions) that keeps pulling them forward into tomorrow.
18	Ideation-They are delighted when they discover beneath the complex surface fascinating ideas (the connection between mind and action) to explain why things are the way they are.
19	Includer- Leaders stretch a wider circle around the event and instinctively accept more persons in the group for participation
20	Intellection- They are intrigued by each person's unique qualities and focus on the differences between individuals concerning their style and motivation.
21	Learner- Leaders love to learn with excitement to thrive in dynamic work environments where they are asked to and expected to learn a lot about the new subject quickly
22	Maximiser- Leaders, believe in excellence, not average. Transforming something strong into something superb is their goal.
23	Positivity- Leaders are generous with praise, light-hearted, inject sentiments, lighten their spirit to celebrate every achievement with a smile, and look out for positivity.
24	Relator- They have a special attitude (and derive a great deal of pleasure) towards relationships with intimacy to understand others' feelings, goals, fears, and dreams.
25	Responsibility- Leaders take psychological ownership for their commitments, and they feel emotionally bound to follow it through to completion. Their reputation name depends on it.
26	Self- Assurance – They are self-confident and have faith in their strengths. They know that they can take risks and meet new challenges, able to stake claims and deliver.
27	Significance- Leaders have an inherent desire to be significant in others' eyes, be recognized, be heard, be known, and be appreciated for the unique strengths they bring.
28	Strategic- Leaders can sort the clutter, evaluate the potential obstacles accurately, see patterns and find the best route to make selections.

2.15 Conclusion: The OPF amalgamates the two models, and their components interact with each other in the context of a well-designed Change management program. "Developing strategies and action plans for managing the transition in light of an analysis of the factors likely to affect the introduction of change." (Beckhard, 1975). Changing market scenarios, expected impediments, potential risks, and opportunities should be communicated to justify a "Sense of urgency" (Kotter, 2007). Winning practices, reusable assets, best practices, existing success drivers, and (Veronica Hope Hailey, 2002) accelerators should be included in the program charter. Each of these change program threads should be categorized using the "Extent of Change" matrix[116]. The OPF implementation program can be a big change initiative that requires five essential elements:

"Sustainable Change = [Big Picture (vision)] x [Buy in] x [Skills and Tools] x [Manage Risks] x Action" (Klatt)

Chapter 3
Research Design and Methodology

Research design is referred to as the plan or proposal to conduct the research, and it involves the intersection of philosophy, strategies of inquiry, and specific methods. (Creswell, Research Design, 2009). The thesis elaborates the difference between the three research methods: Qualitative research, qualitative research, and Mixed Methods, and discusses the differences between other types of studies like Exploratory, descriptive, longitudinal, Cross-sectional design, Causal Analysis, and conclusive research.

3.1 The Concept of Research Design and Methodology:

Research design is referred to as the plan or proposal to conduct the research, and it involves the intersection of philosophy, strategies of enquiry, and specific methods. (Creswell, Research Design, 2009[1]). There are primarily three types of research designs: Qualitative research, /qualitative research, and Mixed Methods research.[2] Research design is a blueprint that consists of the information collection procedures required to structure the research problems. The framework evolves with the phases of the research project. An effective research design assures effective and efficient conduct of the research. Research designs may be broadly classified into exploratory and conclusive research (Malhotra, 2007). *"An exploratory research is a research design characterized by a flexible and evolving approach to understand marketing phenomena that are inherently difficult to measure"* (Malhotra, 2007, p.69). <u>Conclusive research</u> purpose is to describe a specific phenomenon including testing a specific hypothesis and to examine specific relationships in the research. It is a formal and structured research on large samples derived from large populations as compared to exploratory research. *"**Longitudinal research** is a type of research design involving a fixed sample of population elements measured repeatedly." (Research Methodology II Ed., Ranjit Kumar, Pearson Education Australia, 2005.)* The sample remains the same over time, therefore providing a series of pictures that, when viewed together, vividly illustrate the situation and the changes that are taking place. *"**Causal research** is a type of conclusive research where the major objective is to obtain evidence regarding cause-and-effect (causal) relationships."(Research Methodology II Ed., Ranjit Kumar, Pearson Education Australia, 2005.[3])* This research is designed to be a blend of exploratory and descriptive design. The research begins with an exploratory design in the field

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[1] Creswell, Research Design, 2009
[2] Malhotra, 2007, p.64
[3] Research Methodology II Ed., Ranjit Kumar, Pearson Education Australia, 2005.

of information technology to develop a better insight about the correlation between the strategy and leadership traits with the growth of the organization.

Overview of Research Methodology:

This section provides an overview of research methods applied in the current study to provide an answer to research questions framed in the survey and testing of hypotheses in the quantitative analysis section.
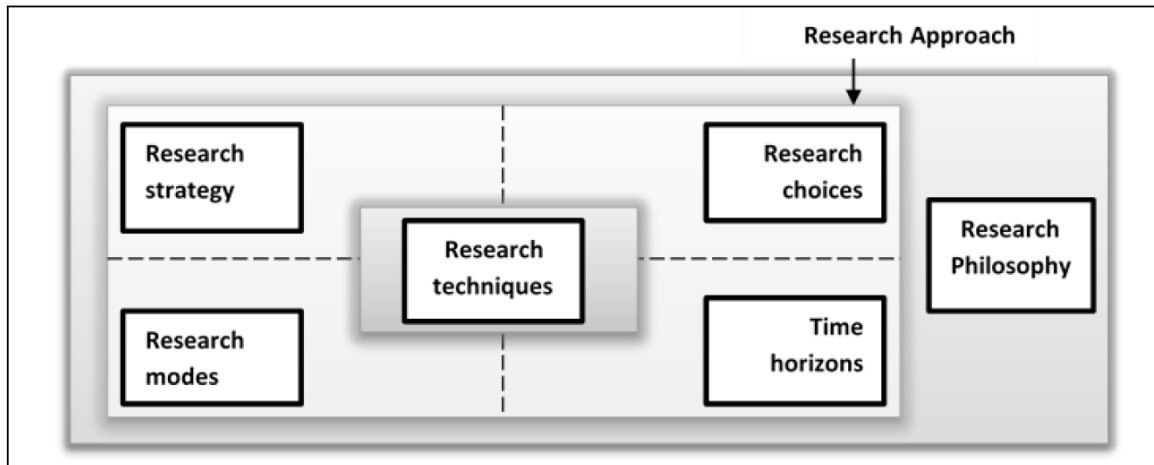
Research Approach[4]:

This research involves a single survey in two different areas which are linked for the growth of the organization: Strategy and Leadership. The first area in the survey explores the strategic initiatives in the organization, and the second area identifies the leadership behaviour and traits that can foster the leadership culture in the organization. These two areas shall discover the aspects of the combined impacts of a strategic initiative driven by focused leadership that can promote growth in the organization. We have also taken critical comments from each of the 101 respondents for each of the ten questions to elaborate their ideas to justify their quantitative responses. Quantitative research uses structured questions with pre-determined response options involving many respondents (Burns and Bush, 2010). Both surveys are quantitative in nature. The several phases involved in the quantitative research project are data collection, data analysis, validation of data reliability, and the final validation of the results.

The deliverables of this project will be a research report containing the objective Analysis of data. It will investigate the statistical correlation between performance

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[4] Research Approach- The modified model – Keraminiyage K. Research Methodology: what the nested model & the research opnion have to say, PGR Training Seminar", School of the Built Environment, University of Salford (Online), 2013.4

development, strategy development, and leadership initiatives, and business growth impacts on the organization.

3.2 Expected Findings and Inferences: We want to gain detailed insight into the following areas during this research:

1. We studied various strategic leadership frameworks and models proposed by researchers globally and data from diverse organizations' Leadership to explore targeted issues, needs, and purpose of strategic leadership initiatives.

2. Statistical analysis of collated data, drawing inferences from the data analysis and results with a conclusion.

3. Explore and design a conceptual framework that constitutes a leadership framework that defines the Strategy and directs its implementation using an empowered change management system using a motivated PMS. We named this conceptual framework as "Organization Performance Framework" (OPF), which shall provide deeper insight into the challenges plaguing the organizations' desire to move to a high growth path. The below is the manifestation of the research methodology adopted for the survey with the senior management executives.

3.3 The Impact of the Research Project:

1. If the research hypothesis is true, the organizations can invest primarily in strategic and Leadership initiatives and improve the organization's performance with a discrete long-term strategy aligned with the organization's strategic vision with business objectives. Leadership empowerment is the key framework to achieve long-term business objectives. This may increase the probability of building a high-performance organization.

2. The research project outcome is intended to be a business model defining a relationship between strategic and Leadership performance with the organization's economic growth. The model is designed to enable the organization to focus its investments on developing and implementing organizational strategy, driven by leadership initiatives and enhancing performance. The business will grow due to the impact of two compounded models (BSC and M7S) and support the industry to answer some of their critical management questions.

3. The thesis aims to identify the main concerns and perceptions of strategists and leaders in the industry for organization economic growth using internal growth drivers. The benefits of outlining will benefit the organizations while formulating

their growth strategies and plans. Thus, organizational development activities and improvements will be directed towards the organization's objectives using OPF, strategic, and leadership initiatives. An organization's strategy to combat the volatile and uncertain market requires an adaptive and agile workforce driven by well-defined strategy and focused leadership (Armstrong, 2004).

Sampling Method: For the strategy and leadership survey, a non-probability sample was found most appropriate and convenient sampling method for this research. The participants were carefully chosen based on essential characteristics that helped understand the central phenomenon (Creswell, 1994). The analysis unit is a senior management person with ten years of work experience in the IT (Information Technology) industry.
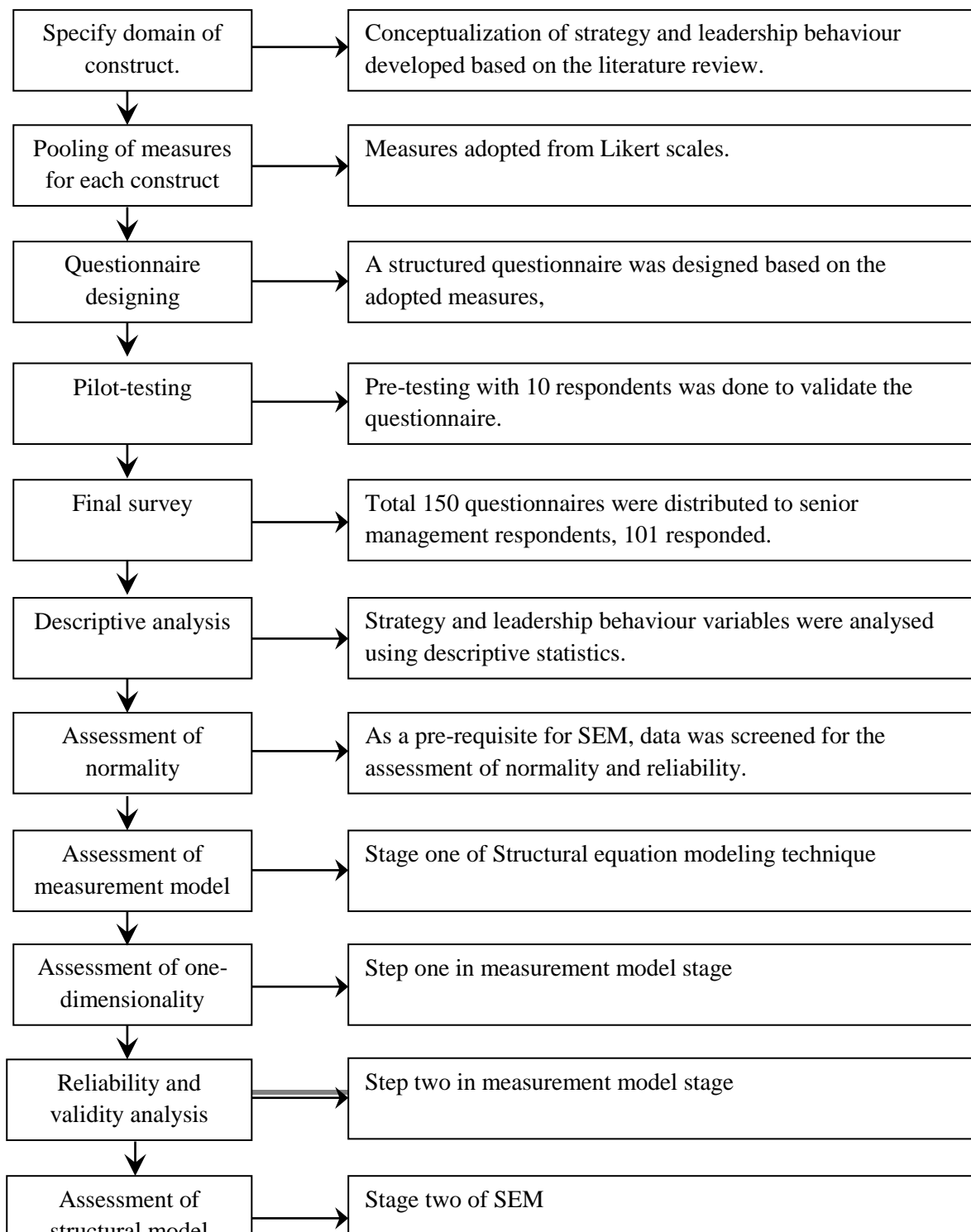
Specify domain of construct.	→	Conceptualization of strategy and leadership behaviour developed based on the literature review.
Pooling of measures for each construct	→	Measures adopted from Likert scales.
Questionnaire designing	→	A structured questionnaire was designed based on the adopted measures,
Pilot-testing	→	Pre-testing with 10 respondents was done to validate the questionnaire.
Final survey	→	Total 150 questionnaires were distributed to senior management respondents, 101 responded.
Descriptive analysis	→	Strategy and leadership behaviour variables were analysed using descriptive statistics.
Assessment of normality	→	As a pre-requisite for SEM, data was screened for the assessment of normality and reliability.
Assessment of measurement model	→	Stage one of Structural equation modeling technique
Assessment of one-dimensionality	→	Step one in measurement model stage
Reliability and validity analysis	→	Step two in measurement model stage
Assessment of structural model	→	Stage two of SEM

Figure 6: Overview of methodology (senior management survey)

3.4 OPF Model Formulation: Based on the relevant literature review and subsequent studies, we have formulated the following model.

- **Strategic Competence** = f{Organizational Development, Organization Structure, Organization Systems, Organization Staff and Style, Competition}

- **Leadership Competence** = f{Vision and Mission, Communication, Innovation, Trust and Relationships, Competent teams (Skills)}

- **OG = Organization Growth** = f{Strategic competence}+f {Leadership competence}

Data Collection and construct: The primary data required was collected by executing a survey questionnaire through direct interview (face – to – face) method or virtually via an online utility to solicit the responses. We also studied relevant secondary data available online to support the purpose of the research. We defined the following variables and the most relevant ones for further reading and research to study their impact of the Strategic (SQ) and Leadership (LQ) variables on the organization's growth.

Table 2: Data Constructs

SN	Constructs	Variable	Description
1	Strategic Initiatives (SQ)	SQ1	Organizational Development
2		SQ2	Organization Structure
3		SQ3	Organization Systems
4		SQ4	Organization Staff and Style
5		SQ5	Competition
6	Leadership Initiatives (LD)	LQ1	Vision and Mission
7		LQ2	Communication
8		LQ3	Innovation
9		LQ4	Trust and Relationships
10		LQ5	Competent teams (Skills)

Statistical Analysis: We verified and validated the quantitative analysis results for our research project using the SPSS software. The construct validity and reliability of measures were tested through appropriate tests, revealing an adequate degree of reliability. The regression equation was established with a coefficient of correlation between Strategic competence (independent variable) and its predictors (dependent variable). Similarly, a regression equation shall be confirmed with the correlation coefficient between Leadership competence (independent variable) and its predictors (dependent variable). The research employed established scales to measure all key constructs.

Survey and the Questionnaire: The term questionnaire refers to "the documents that include a series of open and closed questions, to which the respondent is invited to provide answers. Questionnaires offer an objective means of collecting information about people's knowledge, beliefs, attitudes, and behaviour (Rowley J. 2014). A pilot of the questionnaire before data collection was done for the first ten respondents initially. The objective of the pilot was to make the questions easily understandable to the respondents.

The strategy questionnaire has five sections.

Section 1: Strategy enabling in development of capabilities and performances.

Section 2: Strategy impact on the organization structure to improve productivity, operational efficiency, and motivation

Section 3: Strategy impact on the organization's business processes (systems)

Section 4: Strategy impact on the actions and behavior of employees

Section 5: The Corporate and Business strategy and the driving forces of the industry.

The leadership questionnaire has five sections.

Section 1: The organization vision, mission, purpose, and core values

Section 2: The leadership team's communication about project goals and career goals.

Section 3: Leadership's focus on creating innovative capabilities.

Section 4: Personal empowerment initiatives by Leadership and the goal possessiveness

Section 5: Leadership's focus on skill-building and developing high-competence employees.

A questionnaire survey method was opted for data collection due to several reasons. Specific information about the views, attitudes, and perceptions of many respondents, which are difficult to measure using other techniques, can be easily elicited through a questionnaire (McIntyre, 1999; Yuen, 2007). It is cost-effective (Bell, 1996; Levy and Lemeshow, 1999; McIntyre, 1999; Salant and Dillman, 1994; Yuen, 2007), free from the bias of the interviewer as the answers are respondents' views and perceptions (Kothari, 2004), relatively easy to enter the data as well as analyze (Bell, 1996; Hishamuddin, 2007; Kothari, 2004; Tong, 2007; Yuen, 2007), easy to make generalizations (Bell, 1996) and a large number of questions can be asked in a single questionnaire within the stipulated time.

Survey: The target was to collect responses from 100 senior management people, and we approached a total of 150 old management people in 4 months. Each of these people was

selected from different geography, gender, and size of the company as per the survey framework. The researcher explained to each of the 150-senior management respondents about the intent and the purpose of the research on the phone. Then he requested their time and effort to contribute to the survey by responding to the qualitative and quantitative data request. Out of the three basic methods available (listwise deletion method, all-available approach, or pairwise deletion and imputation techniques), the remedy used for missing data was a listwise deletion. The listwise deletion has been considered the most appropriate SEM technique (Hair et al., 2006). The 5-points Likert scale was used in the questionnaire to collect the responses.

Table 3: The design of the Survey Method

1	**Nature of the survey:** Cross-sectional in selected and focused senior management groups and Senior and middle management executive meetings **Longitudinal**: Employees of selected companies over 3-6 months
2	**Population:** Senior and middle management members of organizations globally, with more focus on the Indian subcontinent. We may select around 15% of senior management executives outside Asia who may be valuable contributors. **Size**: 101 senior and middle management executives
3	Small organizations (up to 100 people), 35 senior managers, and independent experts were selected Medium size organizations (100-500 people) 25 managers and senior consultants were selected In large organizations (more than 500 people), 40 managers were selected The research results can be used and implemented by any organization with minor modifications due to size, hierarchy, and cultural variations.
4	**Sample Size**: 101
5	**Procedure for sampling:** Selected and Random (within each stratum)
6	**A survey instrument:** Questionnaire (Likert 5-point Scale).
7	**Pilot** procedure to test the survey: Initial survey (at least five senior members)
8	**Timeline** for administering the survey: 3-4 months

Research project findings dissemination: We shall share and demonstrate the research findings to the relevant contributors, stakeholders, and prospective users. We shall present the results to the key contributors to the research. The report and recommendations shall be published in relevant, relevant audiences and readers for Strategy, Leadership, and performance management experts to participate. We shall electronically publish the relevant and meaningful extracts of the thesis on relevant industry websites, newsletters: appropriate forums, electronic mediums, and educational forums.

Data Analysis and Research Procedure: The data was pre-tested on 10% of the sample size, and a questionnaire was refined and structured to cover more aspects of the behaviour. The data from all variables were analyzed using descriptive statistics. Inferential

statistics are defined as "the procedure of estimating a property of a population-based on a sample" (Lind et al., 2008). The inferential statistics method was used to test the hypotheses. After reviewing various data analysis methods for strategy and leadership behaviour, the Structural Equation Modelling (SEM) technique was the most suitable tool.

3.5 Conclusion: We provided the theoretical perspective of research methods and techniques, research strategy, and scope used for this research in this chapter. We discussed how and why the choices were made regarding the sampling method, data collection tool, measurement scales, and data analysis techniques. The groundwork for framing the questions, the justification for the questionnaire articulation, designing the sampling strategy, designing the sampling process, data collection method and survey administration, pilot testing, final survey, and data analysis techniques. In the next chapter, we shall discuss the data validation, data analysis, and research results.

Chapter 4

Research Analysis, Results, and Validation

4.1 The Descriptive Analysis of the research: A total of 101 usable responses were collected, and the descriptive analysis was performed. The demographic variables used in the survey are gender, company size, and geography, as below. There were 90% male and 10% female who participated in the survey. 40% of the respondents were affiliated with Large companies. Whereas the percentage of respondents belonging to medium-size companies was 25%, the respondents' rate of small-size companies was 35%. Data about geography showed that 82% were based in India, and 18% were based in other countries.

4.2 The Concept of Factor Analysis: Exploratory Factor Analysis (EFA) was used to determine the number of factors and their observed variables. Confirmatory Factor Analysis (CFA) is applied to verify the factor structure. CFA attempts to confirm hypotheses and uses path analysis diagrams to represent variables and factors. In contrast, Exploratory Factor Analysis (EFA) tries to uncover complex patterns by exploring the dataset and testing predictions. (A&C Black, Child, 2006)

For this study, EFA was required to examine its performance framework's underlying structure and identify and explore its dimensions. Principal Component Analysis (PCA) was utilized with VARIMAX rotation on ten items under analysis. Below is the intercorrelation matrix between the variables of Strategy and Leadership. A strategy is Organization Development, Organization Structure, Organization Systems, Organization Staff, and Style and Competition. The leadership variables are Vision and Mission, Communication, Innovation, Trust and Relationship, Competent Team.

The coefficient of correlation between Organization Development with Organization Development, Organization Structure, Organization Systems is 1.000, which means the variable vertically and horizontally is the same in that cell. The coefficient of correlation (Pearson's) is always between -1.000 to +1.000. If the coefficient of correlation between 2 variables is 0.000, these two variables have no co-variance, co-variability and do not have any relation. The coefficient of correlation marching towards +1.000 and -1.000 shows the magnitude of the association between the two variables. Higher the value of either side, the stronger the relationship between the two variables.

The analysis shows that the Organization Development and Organization Structure correlates +0.756, i.e., around 75.6% in percentage terms. Thus there is a strong relationship between both variables.

Null Hypothesis, Ho = There is no significant correlation between the variables.

Alternate Hypothesis, Ha= There is a significant correlation between the variables.

With a 95% level of significance, if the p-value is less than 0.05 (i.e., $p < 0.05$), then it means the Null Hypothesis (Ho) is rejected.

The Organization Development and Organization Structure have a p-value of 0.00, which is lesser than 0.05. Hence, the Null Hypothesis is rejected, i.e., there is a significant correlation between Organization Development and Organization Structure and have a correlation coefficient of 0.756.

The p-value between the variables Vision & Mission and Organization Development is 0.478. It means the p-value is greater than 0.05. Hence, we fail to reject the Null Hypothesis. Therefore, there is no significant correlation between Vision & Mission and Organization Development. Similarly, the p-value between Vision & Mission and Competition is 0.248, which is greater than 0.05. Hence, in this case, as well, we fail to reject the Null Hypothesis. Therefore, there is no significant correlation between Vision & Mission and Competition.

Alpha level, $\alpha = 0.05$ (95% confidence level), i.e., if some researcher will do the same study with the same population base, then there is a 95% possibility that the outcome will be the same. Alpha (α) is the "test threshold."

The coefficient of correlation between Vision, Mission, and Organization Development is 0.006, which is feeble, and hence there is no correlation between Vision and Mission and Organization Development.

While analyzing statistical significance and degree of correlation between Organization Development and communication, it was found that the p-value being 0.03 is less than 0.05. Hence, the relationship between Organization Development and communication is statistically significant. However, the degree of correlation between them is 0.185, which is very less. So, the association is substantial but feeble.

The KMO value > 0.5 indicates that the sample is adequate. In this research, the KMO value is 0.888, which is higher than 0.5, there is sampling adequacy.

Bartlett's Test of Sphericity: The variables like Organization Development (0.877a), Organization Structure (0.872a), Organization Systems (0.895a), Organization Staff and Style (0.917a), Competition (0.866a), Vision & Mission (0.892a), Communication (0.924a), Innovation (0.904a), Trust & Relationship (0.881a), Competent Team (0.859a) have the values greater than 0.5 (and even 0.7). It means that all the variables will contribute to Exploratory Factor Analysis (EFA) and is eligible for measures of EFA. There are only 2 factors that have an eigenvalue greater than 1 (4.916 and 2.881).

% explained variance for factor 1 = 49.157%

% explained variance for factor 2 = 28.811%

In total, this system is yielding 78% of the variance extracted. In totality, 78% of variance extracted explains that on moving ahead with this analysis, hardly 22% remains unaddressed, and 78% is addressed. The columns of extracted sums of squared loadings have only two entries, which explains that only the mentioned two factors could only be extracted.

In a column of extracted sums of squared loadings, the % explained variance in factor 1 is 49.157% and the % explained variance in factor 2 is 28.811%. However, after rotation, in a column of rotation sum of squared loadings, the % explained variance in factor 1 is 38.994% and the % explained variance in factor 2 is 38.975%. The % of explained variance has changed after rotation in 3-D space. This change is because of the re-alignment of variables, and it removes the deficiencies of 2-D.

4.3 The Scree Plot's essence: Scree plot is a graphical representation of eigenvalues against the number of factors in their extraction order. The cut-off point helps to decide the maximum number of factors to extract. Initially, ten factors are marked on the "X" axis of the graph above. On the "Y" axis, there are eigenvalues. The below graph is like an elbow. The factors which have an eigenvalue greater than 1 are only valid factors. There are two such factors as represented in the graph above. Both criteria suggested the two-factor solution for this study (see figure 6).

The elements of the component matrix are correlations of the variables with each component. Example: Organization Staff and Style has a correlation of 0.744 with factor 1 and -0.486 with factor 2.

Figure 7: Scree Plot
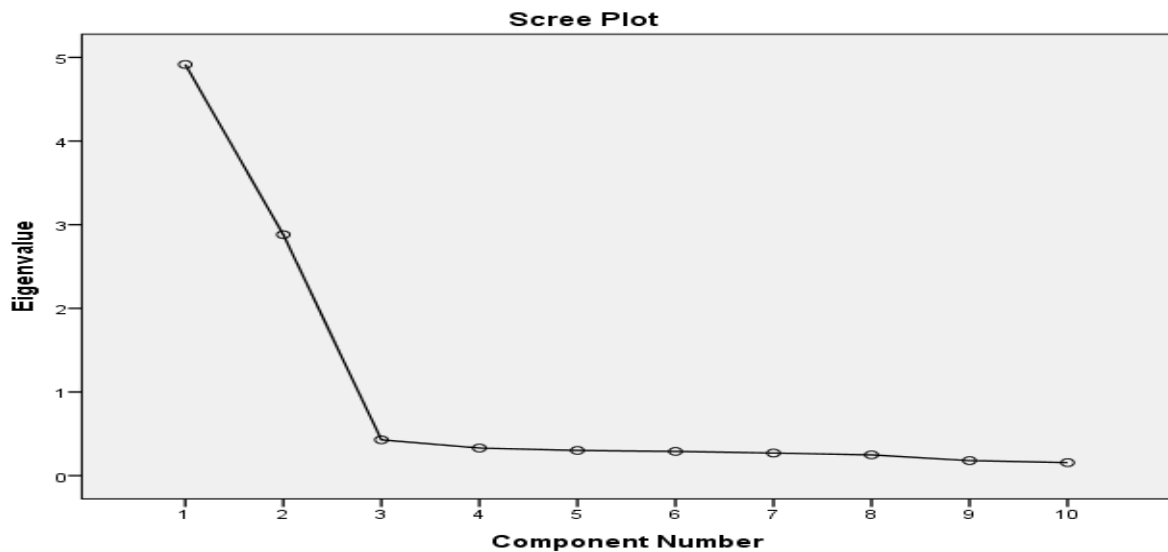
4.4 Structural Equation Modelling: Structural Equation Modelling (SEM) is a multivariate technique that allows different relationships for each of a set of dependent variables. Its main advantage is the ability to estimate and test relations among variables simultaneously. (Hoyle, 1995), (Schumacker & Lomax, R. G., 2004).

Measurement Model: The model has two latent constructs: Strategic Initiative (SQ) and Leadership Initiative (LQ). Organizational Development (SQ1), Organization Structure (SQ2), Organization Systems (SQ3), Organization Staff, and Style (SQ4), Competition (SQ5) are the measured indicator variable of construct SQ. Vision and Mission (LQ1), Communication (LQ2), Innovation (LQ3), Trust and Relationships (LQ4), Competent Teams (Skills) (LQ5) are the measured indicator variable of construct LQ. The measurement model is evaluated by using the goodness-of-fit test before testing the structural model. (Garson, 2009) The analysis of both measurement and path models enables more precise hypothesis testing. CFA provides an assessment of the reliability and validity of the observed variables for each latent variable. (Jöreskog & Sörbom, 1989)
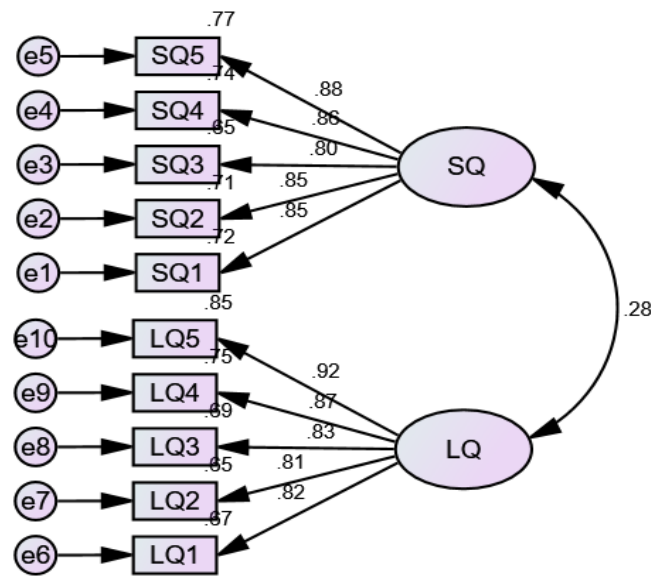
Figure 8: Measurement Model 1

4.5 Confirmatory Factor Analysis: CFA is a way of testing how well measured variables represent a smaller number of constructs. In other words, CFA statistics tell us how well our theoretical specification of the factors matches reality (the actual data). CFA is a tool to either "confirm" or "reject" our preconceived theory. To proceed with measuring the fitness of the measurement model, there are a series of goodness-of-fit indices. Generally, these are categorized into three types: Absolute fit measures, Incremental fit measures, and Parsimony fit measures.

Structural Model: After assessing the measurement model, the second stage of analysis tests the SEM model. The structural model aims to specify which latent construct directly or indirectly influences other latent constructs' values in the model. To evaluate the structural model, goodness-of-fit indices were examined to assess if the data's hypothesized structural model fit. If it is not, the requirement is to be respecified until it was achieved so that it exhibits both acceptable statistical fit and indicates a theoretically meaningful representation of the observed data (Anderson, Gerbing, 1988).

Chi-square = 50.623

Degrees of freedom = 42

Probability level = .170

The probability level is .170, which is insignificant, so the fit is good.

The table below illustrates how the Strategic construct (SQ) is causing an effect on OPG (organization performance growth) and how the Leadership construct (LQ) is causing an impact on the OPG. The P-value is .010 and .013, which shows that it is less than .05 and hence significant. They have a statistically significant beta.

Result: OPG (organization performance growth) is significantly correlated to SQ and LQ as the p-value is less than .05

Table 4: Cause-Effect of Strategy and Leadership

Variables			Estimate	S.E.	C.R.	P	Label
Organization Development	<---	SQ	1.000				
Organization Structure	<---	SQ	1.141	.108	10.607	***	par_1
Organization Systems	<---	SQ	.905	.092	9.835	***	par_2
Organization Staff &Style	<---	SQ	1.158	.105	10.992	***	par_3
Competition	<---	SQ	1.236	.108	11.425	***	par_4
Vision & Mission	<---	LQ	1.000				
Communication	<---	LQ	.895	.095	9.438	***	par_5
Innovation	<---	LQ	1.028	.104	9.907	***	par_6
Trust & Relationship	<---	LQ	1.078	.102	10.529	***	par_7
Competent Team	<---	LQ	1.141	.100	11.463	***	par_8
OPG	<---	SQ	.331	.128	2.584	.010	par_9
OPG	<---	LQ	.284	.115	2.471	.013	par_10

Table 5: Standardized Regression Weights

			Estimate
Organization Development	<---	SQ	.844
Organization Structure	<---	SQ	.843

	Estimate
Organization Systems <--- SQ	.804
Organization Staff &Style <--- SQ	.862
Competition <--- SQ	.882
Vision & Mission <--- LQ	.816
Communication <--- LQ	.805
Innovation <--- LQ	.832
Trust & Relationship <--- LQ	.867
Competent Team <--- LQ	.918
OPG <--- SQ	.259
OPG <--- LQ	.247

Table 6: Covariances

|	Estimate	S.E.	C.R.	P	Label
SQ <--> LQ	.222	.089	2.503	.012	par_11

As the p-value is .012, the covariance is significant.

Table 7: Correlations

	Estimate
SQ <--> LQ	.282

Since covariance is significant, the correlation is significant.

4.6 Path Model: In statistics, we study the effect of independent variables on dependent variables. However, in real life, the situation is more complex, as many other variables play a significant role.

Figure 9: Measurement Model 2
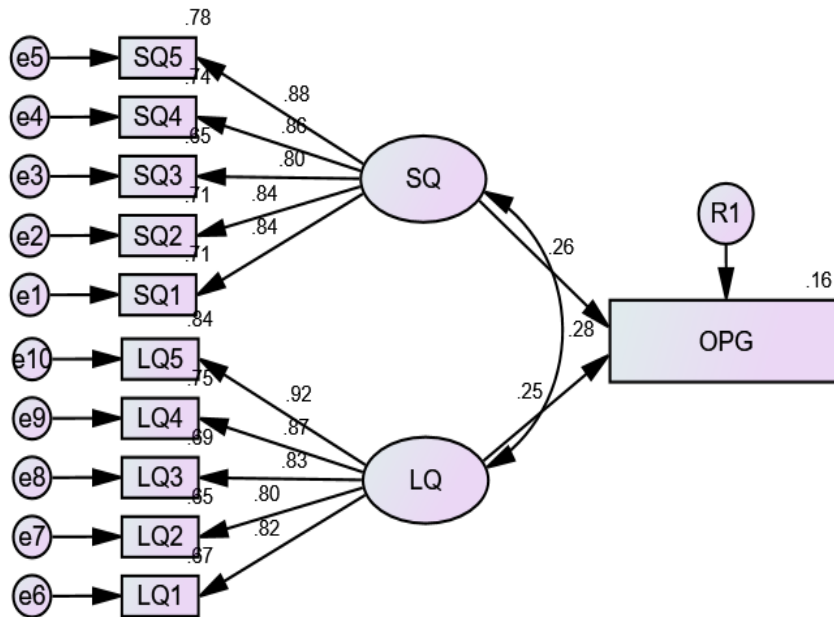
The path model developed in our study is shown below:

Figure 10: Path Model
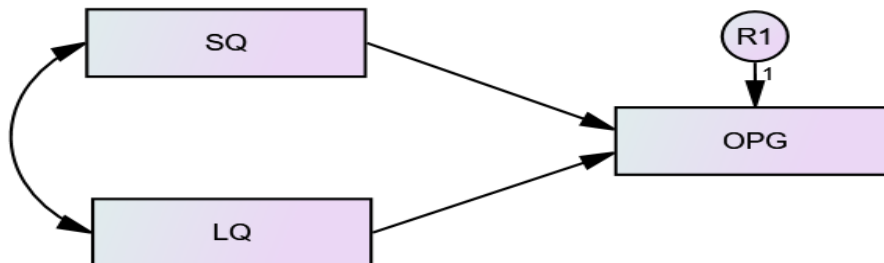
There are two independent variables: Strategy and Leadership. There is one dependent variable: Organizational Performance Growth. The arrows pointed towards Organizational Performance Growth show its dependence on Strategy and Leadership. The two-point arrow between Strategy and Leadership shows the correlation between them.

4.7 The concept of Moderation Analysis: A Moderation variable (MO) is a qualitative (sex, religion, customer satisfaction) or quantitative variable (such as firm's size, financial leverage, and price) that affects the strength and direction of the relationship between the dependent or criterion variable(Y) and the independent or predictor(X) variables. (Baron & Kenny, 1986). Moderation variable is a third type of variable which could impact the

relationship between dependent and independent variables. When interacting with independent variables, the moderation variable has interaction effects captured in the fourth type of interaction variable. When MO is exerted, the following conditions should exist:

X occurs before Y,

- MO maintains a causal relationship with Y,
- MO plays the same function as X.
- MO does not have any correlation with X. (Namazi & Namazi, 2015)

Where X is the independent variable

Y is the dependent variable

MO is a Moderation variable

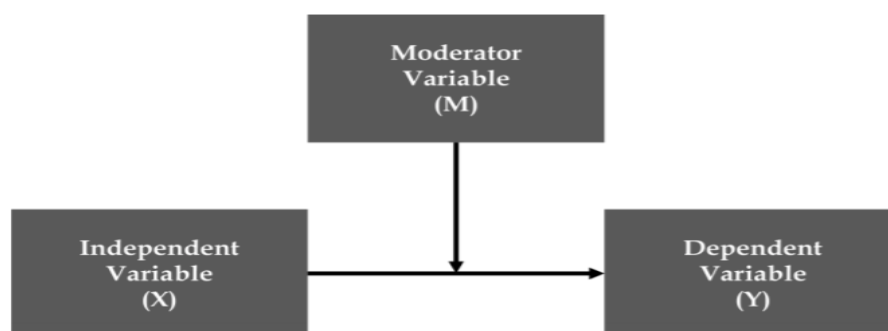**Conceptual Framework of Moderation Variable:**

Figure 11: Conceptual Framework (Memon et al., 2019)
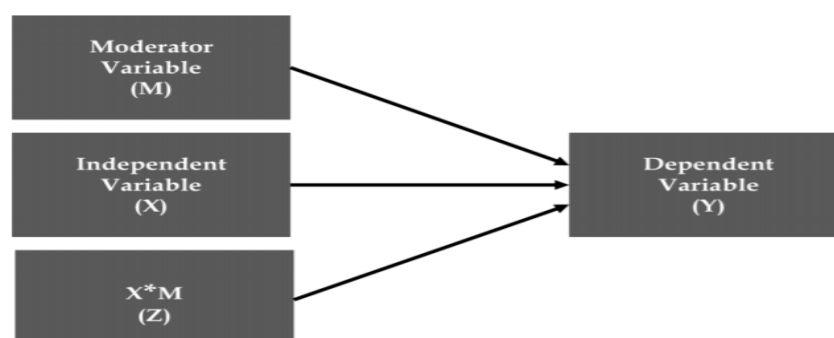
Statistical Framework

Figure 12: Statistical Model (Memon et al., 2019)

Here, Z is the interaction variable. In our study, three moderation variables have been analysed for their effect on the relation between the dependent variable of Organization Performance and   Growth and independent variables of Strategy and Leadership.

A) The moderation variables are:

1. **Gender:** The objective was to analyze whether "Gender" as a moderation variable can significantly impact the relation between Organization Performance Growth and Strategy and Leadership.

2. **Geography:** The objective was to analyze whether "Geography" as a moderation variable can significantly impact the relation between Organization Performance Growth and Strategy and Leadership.

3. **Size of the organization:** The objective was to analyze whether "size of the organization" as a moderation variable can significantly impact the relation between Organization Performance Growth and Strategy and Leadership. There were 25 respondents from the Small category, 47 respondents from the Medium category, and 31 respondents from the Large category.

4.8 Moderation Variable with the Gender: How gender leads an organization in conjunction with the time and the requirements of the specific sector. The aspects which change concerning gender are Compassion, Decisiveness, Organized, Ambitious, Honest.

Null Hypothesis, Ho = Gender as a variable does not impact the relationship between Organizational Performance Growth (Dependent variable) and Strategy, Leadership (Independent variables)

Alternate Hypothesis, Ha = Gender as a variable impact the relationship between Organizational Performance Growth (Dependent variable) and Strategy, Leadership (Independent variables). On performing the moderation analysis on the data collected, below is the result:

Table 8: Hypothesis Testing with Gender

			Male Slope Label	Female Slope Label	Z-Value	Hypothesis Status Decision Rule: (Z-Value<=1.96)	Moderation Effect

			India Slope Label	International Slope Label	0.529	Fail to Reject the Null Hypothesis	No Moderation Effect
OPG	<---	SQ	par_2	par_5	0.529	Fail to Reject the Null Hypothesis	No Moderation Effect
OPG	<---	LQ	par_3	par_6	-0.172	Fail to Reject the Null Hypothesis	No Moderation Effect

Result: The statistical analysis has upheld the Null Hypothesis, which suggests that Gender as a variable does not impact the relationship between Organizational Performance Growth (Dependent variable) and Strategic Initiatives, Leadership Initiatives (Independent variables).

4.9 Moderation Variable: **Geography (India, International):** When there is a change in geography, there are some external factors (like Political, Economic, Technological, Legal, and Environmental) that impact the growth of the organization, and they are largely out of control of the organization.

Null Hypothesis, Ho = Geography as a variable does not impact the relationship between Organizational Performance Growth (Dependent variable) and Strategy, Leadership (Independent variables)

Alternate Hypothesis, Ha = Geography as a variable impact the relationship between Organizational Performance Growth (Dependent variable) and Strategy, Leadership (Independent variables). On performing the moderation analysis on the data collected, below is the result:

Table 9: Hypothesis Testing with Geography

			India Slope Label	International Slope Label	Z-Value	Hypothesis Status Decision Rule: (Z-Value<=1.96)	Moderation Effect
OPG	<---	SQ	par_2	par_5	-1.913	Fail to Reject the Null Hypothesis	No Moderation Effect
OPG	<---	LQ	par_3	par_6	-0.132	Fail to Reject the Null Hypothesis	No Moderation Effect

Result: The statistical analysis has upheld the Null Hypothesis, which suggests that Geography as a variable does not impact the relationship between Organizational Performance Growth (Dependent variable) and Strategic Initiatives, Leadership Initiatives (Independent variables).

4.10 Moderation Variable: Size of the organization (Small, Medium, Large): When there is an increase in the size of the organization, there are certain internal and external factors that impact the growth of the organization. We wanted to understand the impact of those factors as soon as the size of the organization changes. Those factors are Compliance and regulatory norms, Specialization of work, Departmentalization, Span of control, Chain of command, Centralization, and decentralization, Budgetary Allocations:

Null Hypothesis, Ho = Size of the organization as a variable does not impact the relationship between Organizational Performance Growth (Dependent variable) and Strategy, Leadership (Independent variables).

Alternate Hypothesis, Ha = Size of the organization as a variable impact the relationship between Organizational Performance Growth (Dependent variable) and Strategy, Leadership (Independent variables).

Table 10: Hypothesis Testing with Size

			Small Slope Label	Medium Slope Label	Z-Value	Hypothesis Status Decision Rule: (Z-Value<=1.96)	Moderation Effect
OPG	<---	SQ	par_2	par_5	0.312	Fail to Reject the Null Hypothesis	No Moderation Effect
OPG	<---	LQ	par_3	par_6	0.667	Fail to Reject the Null Hypothesis	No Moderation Effect

			Small Slope Label	Large Slope Label	Z-Value	Hypothesis Status Decision Rule: (Z-Value<=1.96)	Moderation Effect

| OPG | <--- | SQ | par_2 | par_8 | 0.854 | Fail to Reject the Null Hypothesis | No Moderation Effect |
| OPG | <--- | LQ | par_3 | par_9 | 0.848 | Fail to Reject the Null Hypothesis | No Moderation Effect |

			Medium Slope Label	Large Slope Label	Z-Value	Hypothesis Status Decision Rule: (Z-Value<=1.96)	Moderation Effect
OPG	<---	SQ	par_5	par_8	0.657	Fail to Reject the Null Hypothesis	No Moderation Effect
OPG	<---	LQ	par_6	par_9	0.411	Fail to Reject the Null Hypothesis	No Moderation Effect

Result: The statistical analysis has upheld the Null Hypothesis, suggesting that the organization's size as a variable does not impact the relationship between Organizational Performance Growth (Dependent variable) and Strategic Initiatives, Leadership Initiatives (Independent variables).

4.11 Conclusion: Research Summary: The researcher pursued creating a management model for an organization's growth based on strategy and leadership principles. Thus, the researcher conceptualized the OPF (Organization Performance framework) model, an amalgamation of sound fundamentals of strategy and leadership. OPF is the manifestation of the fusion of the core values and foundations of strategic initiatives and leadership programs. Organization Performance Framework (OPF) is an amalgamation of Balanced Scorecard and Mckinsey 7S models to identify the factors that support the Organization's growth. The primary objective of OPF is to foster an organization's growth in support of its business objectives. The researcher designed the following hypothesis to pursue organizational growth and research "strategic leadership" areas. The researcher performed dual threaded research on strategy and leadership principles that contribute significantly to an organization's growth in support of its business objectives. The hypothesis is designed as follows:

H1: There is a significant impact of an effective OPF (Organization performance framework) on its growth?

HO: There is no significant impact of an effective OPF (Organization performance framework) on the organization's growth?

The OPF is defined as a function of Strategy and Leadership. Performance Management System (PMS) supports the organization's growth by aligning employees' career interests and motivating them to enhance their performance. In terms of a mathematical equation:

OPF=f (Strategy, Leadership) --- (I)

While studying Strategy and Leadership in deeper detail, the factors studied for Strategy were Organization Development, Organization Structure, Organization Systems, Organization Staff, and Style and Competition. In terms of a mathematical equation:

Strategy = f (Organization Development, Structure, Systems, Staff, Style, Competition) --(II)

Leadership's factors were Vision and Mission, Communication, Innovation, Competent Teams, Trust, and relationships. In terms of a mathematical equation:

Leadership = f (Vision and Mission, Communication, Innovation, Trust and relationships, Competent Teams) ----------- (III)

Our research and statistical analysis have also categorized these variables into two constructs of Strategic initiatives and Leadership initiatives. This categorization supports equations (II) and (III). Also, these constructs have shown that they are closely interlinked with an organization's growth based on Organization Performance Framework (OPF). The results are statistically significant as per the Rotated Component Matrix proved the below interrelations between:

   a) Strategy and Organization Structure: The concept furthers the point that the organization structure needs to be aligned to the strategy which the organization is looking forward to executing. Organizational structure change is an important change management program that requires the organization's significant resources.

   b) Strategy and Organization Systems: Organization systems support the execution of the strategy of the organization. Thus, the achievement of business objectives as defined by strategic leadership requires continuous improvement in organization systems.

   c) Strategy and Organization Development (OD): The relationship between strategy and organization development (OD) highlights the importance of organizational development initiatives in successfully executing the strategy. The results have

shown that OD initiatives are essential in developing the organization's required managing strategy capabilities.

d) Strategy and Organization Staff and Style: The importance of people and softer aspects in achieving the desired outcome during strategy execution.

e) Strategy and Competition: The inseparability of competition from the strategy. The need for a deeper study of competition to formulate a strategy that provides unique positioning for the organization and execute the strategy better than any competitor.

f) Leadership and Vision and Mission: Vision, mission, and core values are key ingredients for strategy formulation, and the quality of leadership is heavily dependent upon their capabilities of identifying vision, mission, and core values.

g) Leadership and Communication: The importance of communication between leader to leader and from leaders to the organization. Whether its vision, mission, core values, or strategy, it all requires substantially sustained and effective communication.

h) Leadership and Innovation: For sustained growth, the innovation of products, services, and methodologies is critical. The leadership capabilities are tested in terms of culture and environment it creates to foster innovation.

i) Leadership and Trust and relationships: Culture is a crucial part of leadership. The execution of strategy and, in turn, the organization's growth is highly dependent on the culture. The culture of trust develops a positive environment in the organization and enhances the people's work relationships.

j) Leadership and competent skills: The prime responsibility of leadership is to develop a leadership pipeline and deep focus on succession management. To achieve that, leadership should focus on people's competencies and explore methods to build them.

Thus, the OPF, an amalgamation of strategy and leadership, significantly impacts an organization's growth, irrespective of the three factors: leadership gender, geography, and organization size.

Research Results: Thus, the research study proves the alternate hypothesis as depicted below:

H1: There is a significant impact of an effective OPF (Organization performance framework) on the growth of the organization

H: Benefits of OPF to any organization and Challenges in implementing the OPF model

The benefits are listed below:

1) Long-term sustainable growth:
2) Development of Culture:
3) Focus on vision and mission:
4) Employee engagement:
5) View of competition:
6) Development of superior competencies:
7) Customer confidence:
8) Budgetary allocations:
9) Enhancement in the Brand image:
10) Change Management:

Challenges: Every model, framework, concept, or theory has its advantages and disadvantages. The following are the challenges in the adoption of the OPF model.

1. The OPF model may impact the speed and velocity of operations and growth.
2. Small and medium organizations will face a certain level of challenge in implementing the OPF model vis-à-vis large organizations due to resource challenges.
3. The implementation of the OPF framework will take a significant amount of time, effort, and resources. The organization will need to plan and allocate human resources, budget, material, and related resources for the program's success.
4. A load of these strategic and leadership initiatives on the management is initially quite significant for any organization. The initial time to establish the true spirit of Vision, Mission, Values, purpose, strategy formation, leadership development, change management, empowering change agents, and communication with the employees can impact operations' velocity.

We identified the following possible challenges that an organization may face while implementing the strategic leadership initiatives embedded in the OPF.

- Lack of knowledge about strategy and leadership in the organization
- Lack of practical tools and information to implement a strategy
- Lack of training for leadership initiatives
- Lack of awareness in employees about strategy and leadership concepts and behaviour
- Lack of enforcement by management to implement a defined strategy
- Insufficient policies and procedures to support the strategy implementation

- Insufficient research and development on strategy and leadership areas
- Lack of incentive for managers to implement strategy and leadership initiatives
- Lack of focus and commitment of management for driving the strategic decisions
- Lack of interest by management for building leadership teams

H: Future research scope: The current research has focused on the impact of leadership initiatives and strategic initiatives on its growth. It was found in the research that it has a significant effect. Ten variables have been researched and analyzed. During analysis, it was found that all the variables were significant, and a set of 5 of them could be clubbed into Strategic Initiatives, and another 5 of them could be into Leadership Initiatives. Both leadership initiatives and strategic initiatives were then analyzed, and their effect on organization growth was also analyzed. The impact was significant. Later, three moderation variables of geography, gender, and size were also analyzed and found that their moderation effect is not so substantial. Other significant factors can impact the organization's growth and can be researched and analyzed in detail. Those factors can be:

1. The macroeconomic situation in the country where the organization operates or maybe the macroeconomic situation across the globe.
2. Political stability/instability in the region where the organization is operating in.
3. Ease or difficulty in access to capital to fund growth.
4. Regulations in the sector in which the organization is operating in.
5. Impact of technology
6. The purchasing power of customers

The influence of moderation variables of gender, size of the organization, and geography can again be studied concerning these factors.

I: Research Contributions: This research shall contribute to the following areas.

Contribution to Academic Literature: This research elaborates on the combined impact of leadership and strategy on organization growth. The study also explores the implications for moderation variables of gender, geography, and organization size on the relationship between leadership, strategy, and organization growth. The findings indicated that there is a significant relationship between leadership and strategy and organization growth. Also, the moderation variable of gender, geography, and size of the organization does not impact this relationship.

Contribution to Industry: The OPF model embedded in this thesis shall enlighten the business leaders who believe in strategy and leadership's transformation power. We shall

spread the awareness of the benefits to academia, helping the budding entrepreneurs to see value in their career directions. They can make sound business decisions based on the rigor of strategy and charisma of leadership in their entrepreneurship endeavors. The OPF model will also provide in-depth dimensions of the funding and decisions regarding the capital structure required for any organization's growth program. The OPF model shall be a sound platform of knowledge based on which the managers can develop their competencies for their organization's growth and turn their self-growth.

This thesis shall be beneficial to the managers regarding the managers' important knowledge to understand the corporate strategy and its leadership initiatives. New managers who join a new company at a senior position shall understand and absorb the management paradigm's coordinates and leadership opportunities. This OPF model shall be useful for senior management executives to effectively establish and drive change management programs for the organization's growth. This thesis's strategy and leadership foundations will help them select the vision, mission, values, purpose, business growth plans and objectives, and competitive actions. The fundamentals of corporate strategy, business strategy, operations strategy, and functional strategy and their interrelations will help drive their business decisions. Conclusively, the knowledge of the OPF framework embedded in this thesis can serve as useful tools and techniques for grooming managers and CEOs and prepare them for long-term strategic initiatives.

J: Conclusion: OPF directly aligns with the organization's growth as it focuses on leadership initiatives for an impactful foundation of leadership that can conceive and drive strategic initiatives. Best suitable strategy with strategic leadership provides the right direction to the organization and generates willpower for leadership and employees to walk on those paths. OPF also amalgamating two proven models, Balanced Scorecard and Mckinsey 7S, which have shown proven benefits on their adoption and shall guide OPF to become a sought-after model with integrated benefits BSC and Mckinsey 7S. Balanced scorecard and Mckinsey 7S represent the concepts of leadership and strategy. They also have the individual components that interplay among themselves in the dynamics of an organization. This interplay can be a "many to many" type of relationship between the components.