



## Leadership styles and their role in strategic decision-making

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### ABSTRACT

This research discusses the role of leaders in strategic decision-making in companies, focusing on strategy implementation and the influence of leadership styles on strategic decisions. The purpose of this study is to analyze how transformational, transactional, democratic, and autocratic leadership styles influence the decision-making process and its outcomes. The method used in this research is a qualitative approach with a literature review, which collects, analyzes, and synthesizes information from various scientific sources related to strategic management and leadership. The results show that transformational leadership style has a significant positive influence on decision-making effectiveness, as it can increase employee motivation and engagement. Meanwhile, the transactional leadership style is more effective in short-term decision-making, and the democratic style is less effective in strategic decision-making because leaders are not actively involved in the process. At the same time, the autocratic style is highly dominated by the leader in determining decisions in the company. This study also concluded that leaders who can adapt their leadership style to the dynamics of the organizational situation can improve the performance and long-term competitiveness of the organization. These findings provide insights for companies in choosing the right leadership style to support the implementation of corporate social responsibility and more effective decision-making.

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## 1. INTRODUCTION

Management strategy plays a critical role in determining the long-term success of organizations, particularly in today's highly competitive and rapidly evolving business environment. Effective strategy implementation requires sound decision-making, driven by leaders who possess the vision and capability to navigate through change. While decision-making is a cornerstone of strategic management, leadership styles play an essential role in shaping the decisions that drive organizational success.

Decision-making is an integral part of any managerial process. Strategic decisions made by organizational leaders will determine the direction and success of the organization. In this decision-making process, there are two types of decision-making styles that are often encountered, namely analytic and intuitive (Albejaidi, F., Mughal, Y.

H., & Kundi, G. M., 2020). In the context of strategy implementation involving major changes and global challenges, leaders need to effectively combine these two styles to create decisions that are more holistic and responsive to market and internal organizational dynamics.

The strategies that have been designed can be effectively implemented in the organization: (i) translating the strategy into concrete actions through operational plans, resource allocation, and organization of activities. This requires clarity of roles, responsibilities, and measurable objectives for each work unit; (ii) aligning the organization which includes organizational structure, culture, processes, and systems must be adjusted to support the strategy. For example, a differentiation strategy may require high flexibility and a decentralized structure; (iii) strategic leadership is critical in bridging strategy planning and execution. Leaders must be able to inspire, manage change, and maintain team spirit and commitment; (iv) managing strategic change is the implementation of strategies that often require organizational change. The approach to change must consider internal resistance and provide effective communication and training; (v) monitoring and adjusting implementation to the execution of the strategy which must be continuously monitored through performance achievement and performance management systems. It is important to remain adaptive to external conditions and internal results that do not go according to plan; (vi) Common obstacles to implementation include the failure of strategy implementation can be caused ineffective communication, unclear objectives, and a lack of resources and top management commitment.

Albejaidi, et. al. (2020) examined the effect of leadership style on leadership effectiveness and decision-making in organizations. This study aims to explore the relationship between leadership style, decision-making, and leadership effectiveness in organizations, especially in the context of Saudi Vision 2030. This study also examines the moderating role of decision-making in the relationship between leadership style and leadership effectiveness. The results of the study consist of: (i) transformational leadership is positively related to leadership effectiveness so that employees feel more motivated and engaged; (ii) transactional leadership also shows a positive relationship with leadership effectiveness, although not as strong as transformational leadership; (iii) laissez-faire/democratic leadership shows a weaker relationship with leadership effectiveness, due to the lack of leader involvement in organizational decisions; (iv) decision-making has a significant moderating role in the relationship between leadership style and leadership effectiveness. When leaders involve employees in decision-making, leadership effectiveness increases. This study confirms that the transformational leadership style is very effective in increasing employee motivation and commitment, and decision-making that involves employees can improve leadership effectiveness. Therefore, organizations should focus more on more inclusive decision-making and leadership styles that can motivate and empower employees.

Hendriyani, et. al. (2024) examined the influence of various leadership styles on the effectiveness of decision-making in organizations. This research tries to assess how leaders who use certain leadership styles can affect the quality and effectiveness of decisions taken in their organizations. The results of the study consisted of: (i) Transformational leadership has a significant influence on decision-making effectiveness. Transformational leaders who can inspire and motivate their followers tend to make more effective decisions, which are aligned with the long-term goals of the organization; (ii) transactional leadership also shows an influence on decision effectiveness, although its influence is more limited compared to transformational leadership. It focuses more on achieving short-term goals and leaves less room for innovation in decision-making; (iii) democratic/laissez-faire leadership is shown to have a negative impact on decision-making effectiveness. When leaders are too rarely involved in decisions or do not provide clear direction, the quality of the resulting decisions tends to decrease. This study

concludes that transformational leadership style is more effective in improving quality decision-making in organizations. Leaders who can inspire and provide a clear vision tend to produce more strategic and successful decisions in the long run. In contrast, a laissez-faire leadership style can worsen decision-making due to the leader's lack of involvement in the process.

Several theories underlie this research. Hunger, T. L. W., & J. David Hunger (2008) through his book "Strategic Management and Business Policy - Toward Global Sustainability", provides a definition and theoretical basis for strategic management. Strategic management is the process used by organizations to analyze, plan, and implement strategies that enable the achievement of long-term goals. The goal is to create a sustainable competitive advantage in a changing environment. The main components of strategic management: (i) analysis of the external environment (e.g. competitors, markets, regulations); (ii) analysis of the internal organization (e.g. resources, capabilities, culture); (iii) strategy formulation (determining strategic direction and priorities); (iv) strategy implementation (allocating resources and organizing structures); (v) evaluation and control (assessing results and making improvements). Strategic thinking has evolved from a military to a business approach, and from a short-term focus to an adaptive and sustainable approach. Key components in strategy implementation, namely: organizational structure, leadership and organizational culture, and resource management.

Hill, Charles W. L., and Jones, Gareth, R., (2012) conveyed matters related to "Strategic Management", especially regarding strategic leadership, namely the ability to lead the organization towards a long-term vision through strategic direction, decision-making, and the creation of conditions that enable the successful implementation of strategies. The role of strategic leaders is to convey a strategic vision: (i) leaders must communicate the vision and direction of the strategy clearly so that all members of the organization understand and feel ownership, (ii) role modeling: leadership by example is very important to build a culture that supports the strategy, (iii) managing change (change agent): leaders act as agents of change, encouraging adaptation and innovation. Furthermore, developing organizational capacity includes developing human resources, building core competencies, and creating support systems and structures. Key factors for successful change: (i) strong and visionary leadership, (ii) open and honest communication, (iv) broad participation in the change process, and (v) adaptive organizational culture.

Jeffs, C. (2012) conveyed the concept of strategic leadership as the ability of a leader to direct, motivate, and inspire the organization in formulating and implementing effective strategies to achieve long-term goals. Strategic leadership focuses on making decisions that can affect the direction and success of an organization, as well as the ability to lead the changes needed to adapt to a dynamic environment. Some important elements of strategic leadership are: vision, elocution, and consistency. Factors that leaders must possess are: commitment, well-informed leaders, courage to delegate and empower, use power wisely, and emotional intelligence.

Existing research extensively examines leadership styles such as transformational, transactional, democratic, and autocratic. However, a notable gap exists in the understanding of how these leadership styles specifically influence strategic decision-making processes within diverse organizational contexts, particularly regarding the role of leaders in aligning these decisions with the long-term sustainability of their organizations. Previous studies tend to overlook the nuances of decision-making effectiveness in the face of evolving global challenges, such as those outlined in strategic frameworks like Saudi Vision 2030.

The research gap becomes particularly evident when examining the lack of comparative studies that explore the interaction between leadership styles and the decision-making processes at different levels of organizational complexity. While some

studies explore leadership styles in general, the specific impact of each style on strategic decision outcomes remains underexplored. This study seeks to fill this gap by providing an in-depth analysis of how leadership styles influence strategic decision-making, with particular attention to the role of decision-making in improving leadership effectiveness and organizational performance. Thus, this research is crucial as it not only addresses a gap in the existing literature but also provides actionable insights for organizations looking to optimize their leadership approach and enhance strategic decision-making capabilities. The findings will contribute to the development of more tailored leadership models that respond to both short-term challenges and long-term goals, facilitating better organizational outcomes.

## 2. RESEARCH METHOD

This research uses a qualitative approach with a literature review method. A literature review is a method used to collect, analyze, and synthesize information from various written sources relevant to the research topic. This approach aims to understand concepts, theories, and previous research findings related to the topic of "Leaders and Their Role in Decision Making". The data sources in this literature review were obtained from various secondary sources, including scientific literature that includes journal articles, books, and research reports that discuss strategic management and leadership.

Data collection techniques in this research are secondary, namely: (i) document search: relevant documents were collected through systematic searches in academic databases and credible media sources. Document selection criteria were based on topic relevance, novelty, and source credibility; (ii) document evaluation: the documents obtained were evaluated based on the validity and completeness of the information, especially those covering strategic management and leadership; (iii) document classification: each document was grouped based on the main themes raised; (iv) data analysis through data collection which was analyzed qualitatively using a thematic approach, with the following steps: (i) data categorization and identification of main themes through which the collected documents were analyzed to identify the main themes that emerged in relation to the topic; (ii) data interpretation and critical analysis of documents through which the researcher conducted an interpretative analysis of the emerging themes to draw conclusions and provide recommendations. This step involved a critical assessment of existing education policies and practices and the implications of the findings for the future development of the education system. Furthermore, each theme was critically analyzed to understand the perspectives of the authors and data sources and how they describe the problems and solutions of education in Indonesia. After analyzing each document, the researcher drew conclusions by linking the findings obtained from various sources. Interpretation was based on comparative analysis to ensure inter-source alignment and draw relevant recommendations.

This study uses a qualitative approach with a systematic literature review to analyze leadership styles and their influence on decision-making. To ensure objectivity, sources with conflicting perspectives were analyzed through triangulation, critical analysis, and peer review to verify the accuracy of findings from 25 international journals and 4 strategic management books. The publication year of sources was limited to the last 5 years to ensure relevance, although seminal works were also included if foundational. To represent a variety of theoretical frameworks, sources were selected from diverse leadership models (transformational, transactional, democratic, and autocratic), emphasizing both theoretical and practical perspectives across disciplines such as strategic management and organizational behavior. Bias was minimized by using a systematic search strategy, evaluating sources based on predefined criteria of relevance and credibility, and ensuring peer discussions helped avoid selective bias. This approach

ensures a comprehensive, unbiased, and up-to-date analysis of leadership in decision-making.

### 3. RESULTS AND DISCUSSIONS

Northouse (2018) explains that different leadership styles have a significant impact on the decision-making process. Leadership styles can be broadly divided into 4 (four) groups, namely: (i) Transformational is a leadership style that inspires positive change by motivating followers to reach their highest potential and creating a compelling vision for the future of the organization. This leadership style focuses heavily on personal development and employee involvement in decision-making. Transformational leaders usually involve followers or subordinates in the process of formulating strategies and making decisions so as to increase the sense of ownership of the results of these decisions. Decisions made by transformational leaders tend to be more innovative and long-term thinking, as these leaders encourage teams to think beyond traditional boundaries. For example, in an organization facing major challenges such as those reflected in Saudi Vision 2030, a transformational leader will motivate the team to find creative solutions to overcome dependence on oil and explore other sectors of the economy. In addition, employee involvement in decision-making also increases job satisfaction and organizational commitment. When employees feel valued and given the opportunity to contribute to the strategic decision process, they tend to be more motivated to contribute optimally to the company. (ii) Transactional is a leadership style that focuses on supervision, organization, and performance by using rewards and punishments to motivate followers based on results achieved. Transactional leaders prefer short-term goal achievement through a system of rewards and punishments. Leaders with this style tend to make decisions that are highly structured and oriented toward clear and measurable results. This style is very effective in situations that require quick and targeted decisions, such as in the manufacturing or marketing industry sectors. However, in the face of long-term challenges or the need to adapt to major changes in the business environment, this style tends to be less effective. Transactional leaders may struggle to inspire employees or teams to innovate and find new solutions in the face of uncertainty. Therefore, the transactional leadership style should be combined with other approaches that are more flexible and innovative. (iii) Democratic is a leadership style that involves team members in decision-making, encourages creativity and increases job satisfaction through active participation. This leadership style is the least involved in decision-making. Leaders with this style tend to let employees work independently without providing much direction or strategic decisions. This style can be effective in organizations that have highly independent and well-trained teams, but less effective in situations that require clear direction and quick decision-making. In many cases, the lack of leader involvement in the decision-making process can lead to a lack of clarity in the direction of the organization and a lack of coordination between teams. Therefore, while this style can work in some highly decentralized environments, it tends to be more detrimental in organizations that require consistency and collaboration in strategic decision-making. (iv) Autocratic is a leadership style that makes decisions without much input from team members, gives clear directions, and maintains tight control over the situation. This leadership style is top-down in nature i.e. the leader has a very large role in decision-making where subordinates must carry out the decision. Some leaders apply this style to build a work culture in the company by setting the vision, mission, and strategic values of the company.

Leaders use various styles such as transformational or transactional leadership, each of which influences decision-making differently. A leader's influence can also define an organization's culture, shaping values, norms, and behaviors at all levels. Leadership power comes from various sources such as position, expertise, and the ability to

influence through personal attributes. Goleman (2000) emphasizes that the emotional intelligence of leaders is very influential in using power effectively. Power and influence in leadership are grouped into 4 (three) categories, namely: (i) positional power derived from formal positions in the company such as directors or managers, (ii) expertise power derived from knowledge and abilities such as lecturers or inventors, (iii) reward power derived from the ability to provide incentives or remuneration such as entrepreneurs, and (iv) reference power derived from charisma and personal attributes such as traditional leaders or religious leaders.

Effective leaders play an important role in mentoring future leaders. Bass (1990) emphasized that leadership development should be an ongoing process in organizations to ensure long-term sustainability and growth. The mentoring process begins with identifying potential individuals, followed by active guidance through discussion and feedback. The mentor leader then provides opportunities to handle challenging tasks, supported by formal training that enhances leadership knowledge and skills.

Leaders encourage collaboration by ensuring that all team members share the same vision and goals. Kouzes & Posner (2017) emphasize the importance of creating a compelling and meaningful picture of the future that can inspire and motivate the entire organization. A shared vision becomes the compass that directs collective efforts, allowing team members to see how their individual contributions support the larger goal. Effective leaders not only create the vision but also empower the team to participate in making it a reality. Some of the stages for building a shared vision are: (i) articulation of a clear vision through the leader articulating a clear and compelling picture of the future, explaining why the vision is important and how it aligns with the organization's values; (ii) communicating the vision consistently through multiple channels, ensuring all team members understand and internalize the shared purpose; (iii) active engagement through encouraging team members to contribute to the development and refinement of the vision, creating a stronger sense of ownership and commitment; (iv) collaborative implementation through the team working together to turn the vision into reality, with the leader facilitating collaboration and removing barriers.

The leader's role involves various tasks and responsibilities in order to run the organization in achieving its vision and mission by managing and directing team members or subordinates for the long-term sustainability of the company. Some of the roles of leaders in running the company include: (i) decision makers at every stage from planning to the implementation of the company's strategy; (ii) providing motivation to move the company in realizing a contributive and positive work environment; (iii) encouraging and fostering subordinates to continue to improve their competence and potential in order to provide optimal work for the company; (iv) communicating well about the company's vision, goals, and expectations of employees that will build togetherness and commitment; (v) developing long-term vision and strategy by carrying out short-term breakthroughs in order to achieve company goals. Leaders encourage the emergence of new ideas and guide their environment towards the established vision; (vi) have the ability as a mediator or conflict resolution in the company. This requires a good understanding of group dynamics and providing solutions that do not favor certain groups or individuals; (vii) delegating tasks and responsibilities to subordinates in accordance with the abilities and skills possessed by employees; (viii) have the ability to represent the organization in interactions with external parties or related interested parties such as business partners, the surrounding environment or the government by creating mutually beneficial relationships; (ix) encourage innovation and positive change by providing space for the development and implementation of new ideas; (x) have a role to solve problems and face various challenges in order to find effective solutions. Some of the roles mentioned above can be combined together in order to achieve optimal results for the company.

Strategic decisions taken by the leader of an organization have a significant impact on the direction of the company and its long-term performance. Therefore, the leadership style applied by the leader will affect the quality of the resulting decisions. Effective leaders are not only able to identify opportunities and threats from the external environment but are also able to motivate their teams to act in ways that support the organization's strategic goals.

Effective decision-making is a key component in strategy implementation. Timely and relevant decisions can determine the success or failure of the formulated strategy. Leaders must consider various factors, including available resources, potential risks, and long-term goals when making strategic decisions. Successful strategy implementation relies heavily on the leadership role played by the organization's leader. An effective leader has a great responsibility in crafting and implementing policies that can move the organization to achieve long-term goals. The leadership style used by the leader will greatly affect how the strategy is accepted, implemented, and carried out by the members of the organization. The role of leaders in strategy implementation, namely: (i) building a clear vision and mission, (ii) strategic communication and coordination, (iii) managing change.

Decision-making is a core process in management that can influence the success or failure of strategy implementation. Leaders are not only responsible for making the right decisions but also for ensuring that they are based on accurate information and a rational approach. However, in many situations, decisions must also take intuition into account, especially in highly dynamic and uncertain conditions. Types of decision-making include: (i) strategic decisions relating to the long-term direction of the organization, (ii) tactical decisions focusing on short-term actions needed to support strategic decisions, and (iii) operational decisions relating to the management of day-to-day activities within the organization. An effective leader in operational decision-making will focus on optimizing efficiency and achieving short-term goals to support the overall strategy.

Data-driven v.s. Intuitive decision-making i.e. effective leaders often use a data-driven approach to decision-making, but in uncertain situations, the leader's intuition and experience also play an important role. Therefore, leaders should be able to combine the two, using data to support their decisions and following their instincts in unpredictable situations. For example, in making strategic decisions related to international expansion, leaders may have to analyze market data and economic trends, but they should also trust their intuitive experience about the potential challenges when entering a new market.

In the fast-paced and uncertain business world, leaders must be prepared to make decisions that can lead to major changes. Successful leaders must be able to identify opportunities in a changing environment and adapt quickly to those changes. Decision-making in this context therefore often involves flexibility, where leaders can adjust their strategies according to constantly evolving information and situations. For example, companies such as Apple and Tesla have been successful in making innovative strategic decisions, transforming their industries with new products that were previously considered impossible. These decisions relied not only on data but also on the vision and intuition of their leaders to create significant market breakthroughs.

Some of the key challenges in strategy implementation include: (i) resource constraints: organizations do not have enough resources to implement their entire strategic plan. Therefore, it is important for management to prioritize projects that can have the greatest impact on the company's long-term goals; (ii) resistance to change: the change process is often faced with resistance from within the organization, especially if the changes threaten employees' comfort or jobs. Transformational leaders can help overcome this challenge by inspiring and motivating employees to see the long-term value of the change; (iii) performance measurement: to evaluate whether the implemented

strategy is successful or not, the organization must have a clear performance measurement system. This includes measurement of ROI (Return on Investment), revenue growth, and customer satisfaction, as well as other relevant internal factors; (iv) flexibility and customization: in a highly dynamic business world, flexibility is key to being able to adapt to changing market conditions. A successful strategy is one that can evolve with changes in the external environment.

The case studies in this research aim to illustrate how the discussed theories on strategic management, leadership, and decision-making are applied in practice. Through two examples of large companies that have successfully implemented effective strategy and leadership, namely Walmart and General Electric (GE), it will be analyzed how strategic decisions and leadership styles used affect long-term performance and competitiveness.

Walmart case-study: competitive advantage through low cost strategy. Sam Walton, the founder of Walmart, implemented a managerial strategy that was highly focused on operational efficiency and low prices, which became the main foundation for Walmart's success in the highly competitive retail market. Leaders like Walton prioritize efficiency throughout the company's operations. One of the most important strategic measures is the implementation of a sophisticated logistics system to manage the supply chain. By utilizing efficient information technology, Walmart can monitor inventory in real time and avoid waste caused by overstocking or understocking. In addition to reducing costs, this strategy also ensures the right products are available at the right time in every store. Walmart also utilizes economies of scale to reduce unit costs and offer lower prices to customers. By purchasing goods in large bulk from suppliers, Walmart is able to get better prices. This increases their competitiveness, especially in highly price-sensitive markets. Sam Walton also implemented a cost differentiation strategy that allows Walmart to offer quality products at very competitive prices. Walmart successfully attracts a very wide market of consumer segments, from the middle class to the lower class. Sam Walton is known as a highly transformational leader. This leadership style is reflected in the way Walton inspires employees to work harder by giving them rewards and trust to make decisions at the local level. Under Walton's leadership, Walmart built a culture of empowerment where managers in each store were given the autonomy to decide what was needed for their local market. The decisions made by Walton were heavily focused on efficiency and cost reduction, which ultimately created a cost advantage. Walmart also applies a transactional leadership style in some aspects of its operations, such as in providing incentives for employees who achieve performance targets. Contingent rewards are given to those who succeed in achieving desired results, such as sales achievement and cost reduction. Walmart's strategic decisions, such as geographic expansion and product diversification, are influenced by Sam Walton's long-term vision of making Walmart the largest retailer in the world. The decision to enter the grocery market through Supercenter and Sam's Club is an example of how Walmart formulates and implements its strategic plan.

A Case Study of General Electric (GE): Transformational Leadership in Corporate Strategy. General Electric (GE), led by Jack Welch, is another example of an organization that successfully implemented transformational leadership and effective business strategy. Under Welch's leadership, GE underwent a major transformation that made it one of the most valuable companies in the world. The strategy implemented by Welch was based on the principles of internal competition and high performance that were applied throughout the organization. Jack Welch is known for his ability to transform GE into a company oriented towards efficiency and operational excellence. One of the strategic measures implemented was organizational simplification and cost-cutting. Welch introduced the "fix, sell, or close" strategy that required GE divisions to always compete in their markets, by requiring each unit to be the market leader or look for opportunities to sell or close less profitable units. Welch also focused heavily on globalization and

diversification in GE's business. For example, GE not only focused on heavy industrial products such as turbines and aircraft engine but also developed a financial business through GE Capital as a diversification strategy to face challenges in the manufacturing industry. Jack Welch applied transformational leadership by creating a corporate culture that was highly oriented towards high performance and internal competition. Under Welch's leadership, GE introduced the "rank and yank" system, which required managers to categorize their employees into three categories: top 20%, middle 70%, and bottom 10%. Employees who fell into the bottom 10% would be dismissed or transferred. This approach encourages healthy competition among employees and ensures that only the best survive. Welch is also known for his courage in making risky strategic decisions. One of the most famous strategic decisions was when GE decided to sell unprofitable businesses and focus on sectors with high growth potential, such as finance and healthcare. The decision to focus less on heavy manufacturing and more on services is an example of future-oriented strategic decision-making. Welch's decisive and results-oriented leadership made strategic decisions at GE highly focused on resource optimization and financial performance. One of the most important strategic decisions was the decision to sell or close business units that did not meet strict performance criteria. This decision allowed GE to focus its efforts on markets that were more profitable and had greater growth potential.

Each leadership style has its strengths and weaknesses depending on the situation. Transformational style is suitable for long-term change and innovation, but is less effective for quick decisions. Transactional style is appropriate for achieving short-term targets with a clear structure, but does not support innovation. The democratic style is good for independent teams, but can cause confusion if quick decisions are needed. Autocratic style is effective in times of crisis, but risks reducing motivation and creativity if too dominant. Therefore, leaders must adjust their style to the organizational context so that decision-making is more optimal and adaptive.

#### 4. CONCLUSION

Various leadership styles, such as transformational, transactional, democratic, and autocratic have different influences depending on the organizational context. Transformational leaders tend to encourage innovation, creativity, and long-term development; while transactional leaders focus more on efficiency and measurable results, providing clear direction and incentives for good performance. Leadership style also affects the level of involvement of team members in decision-making. Democratic leaders encourage participation, while autocratic leaders tend to make decisions themselves. The effectiveness of each style depends on the context, organizational culture, and situation at hand. This avoids biases in understanding or interpretation of company conditions, mitigating the risk of decision-making errors. Strategic leadership combines technical skills in strategy planning and implementation with interpersonal qualities that are critical in managing change and building a successful company or organization. Strategic leaders not only lead with rational thinking, but also with empathy, emotional intelligence, and the ability to inspire others to face challenges. The leader directs the team to move towards a common goal, taking into account both tactical aspects and human relations.

#### Limitations And Future Works

The limitations are (i) the study primarily focuses on transformational, transactional, democratic, and autocratic that potentially overlooking other relevant styles; (ii) generalizability: the case studies of Walmart and General Electric may not apply to smaller organizations or different regions; (iii) cultural factors: the impact of cultural differences on leadership effectiveness was not explored in depth; (iv) external influences:

external factors such as economic shifts and technological changes were not considered in the analysis of strategic decisions; (v) evolving vision 2030: the study of Saudi Vision 2030 is based on current information, and its long-term goals may evolve.

Future works consist of: (i) additional Leadership Styles: future research could explore other leadership styles, such as servant and adaptive leadership; (ii) broader scope: studies could focus on leadership and decision-making in SMEs or organizations in developing countries; (iii) cultural impact: a study on how leadership styles vary across cultures would provide further insights; (iv) technological and external factors: future studies should consider the impact of digital transformation and external challenges on leadership and decisions; and longitudinal research on Vision 2030: follow-up studies on Saudi Vision 2030 could track the evolution of leadership strategies over time.

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