



## A Study to Explore the Implication of Strategic Leadership in Acquiring a Competitive Advantage

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### **Abstract:**

Those in positions of leadership who have a strategic view are conscious of the reality that global business practices are undergoing fast change. The goal of these executives is to build competitive advantages that are anchored in the fundamental competencies of the organization, in addition to minimizing expenditures. A significant number of business executives are unable to achieve their financial goals. In order to gain a competitive advantage, a significant number of senior executives in large businesses take on the role of strategic leader, despite the fact that they do not possess the necessary professional skills or educational background. In the business world, this is a problem that is frequently encountered. One of the obstacles that can prevent a firm from successfully executing its plans and gaining a competitive edge is a lack of strategic leadership present inside the organization. Possible explanations for the lack of conclusive research include the fact that previous studies may have failed to take into account elements that affect or intervene in the relationship. As a consequence of this, strategic leadership is required to provide a comprehensive definition of the concept, together with its procedures, viewpoints, and measurements. Evaluation of strategic leadership and competitive advantage with the purpose of identifying gaps in the existing body of knowledge and laying the groundwork for further investigation. The current research on strategic leadership is characterized by confusing results, definitions that are in disagreement with one another, and a wide variety of contextual elements. In order to provide a foundation for future research in strategic management, the primary objective of this study is to provide essential insights into strategic leadership and competitive advantage respectively.

## **1. Introduction**

The survival prospects of every company in today's competitive global market are significantly reliant on the performance of its executives. Business leaders must reassess their strategies to correspond with the substantial transformations induced by globalization, technological progress, social and

demographic shifts, legal and ethical issues, and alterations in work organization. Establishing and sustaining a competitive advantage is undeniably central to the majority of contemporary corporate strategy. A corporation possesses a competitive advantage if it can exceed its competitors in the same industry regarding revenue. Utilizing the resource-based model as a basis, the research define

competitive advantage as the distinctive skill set that confers an edge to one organization over another. Mainstream strategic management has recognized strategic leadership for gaining competitive advantage in modern times[5].

Strategic leadership is defined by a blend of attributes, including the ability to anticipate prospective challenges, devise innovative solutions, demonstrate adaptability, engage in strategic thinking, and motivate others to emulate these qualities. Leaders possessing a strategic mentality proactively devise plans to shape the company's future. By scrutinizing and regulating the critical aspects of their environment, individuals can enhance their influence. Strategic leadership diverges from conventional leadership in two significant aspects. According to their perspective, leadership includes all organizational leaders irrespective of their hierarchical position, but strategic leadership is designated for the highest-ranking executives. Executives at the highest echelons of a corporation bear distinct responsibilities compared to those at intermediate or subordinate levels[8].

## 2. Background of the Study

Strategic leadership pertains to the overarching management of entire corporations or organizations. Envision strategic leadership as a compendium of competencies that facilitate foresight, holistic perspective, adaptability, strategic thinking, and the ability to motivate others to devise innovative solutions that enhance performance. The objective of this activity is to instill a sense of purpose inside companies. Moreover, it encompasses the ability to cultivate and maintain adaptable and absorptive skills, alongside the skill to employ managerial insight to recognize opportunities within the environment. The ability to make decisions with limited organizational oversight and the process of conveying shared values and a distinct vision to staff are other meanings[11].

Strategic leadership is more accurately regarded as an essential component of the broader leadership paradigm rather than a separate leadership style or classification. Initially, we can employ five principles to delineate strategy. The notion of establishing objectives is fundamental to it from the beginning. Understanding the institution's history and current status is essential for informed decision-making on its future. Secondly, whereas traditional belief posits that strategy is primarily associated with planning, it may be more advantageous to perceive it as a perspective, an overarching understanding of the circumstances. The approach prioritizes the overarching vision over the minutiae of daily operations. The fourth argument is that when

contemplating strategy, it is advantageous to have a medium to long term perspective. Ultimately, a significant concept is that strategy can underpin more immediate planning and actions[4].

## 3. Purpose of the Study

Many corporate leaders fail to meet their financial objectives. According to a recent survey by the Centre for Creative Leadership, thirty to fifty percent of firm CEOs do not achieve profit objectives. A prevalent issue in the corporate sector is that senior executives in large firms attempt to lead strategically without enough preparation, resulting in losses over \$100 billion in 2016[12]. A deficiency in strategic leadership hinders a company's capacity to effectively execute its plan and attain a competitive advantage. A significant challenge confronting firms today is that not all C-suite executives possess the requisite strategies to ensure a competitive advantage. Numerous scholars have investigated the influence of strategic leadership on sustained competitive advantage. Establishing a sustainable competitive advantage in higher education: the role of strategic leadership. Research indicates that strategic leadership positively influences the attainment and sustenance of a competitive advantage. What strategic leadership must undertake to attain and maintain strategic competitiveness in contemporary times? Leadership, innovation, and relationship management were identified as the fundamental components of a company's objectives. Prior study may have neglected to consider modifying and intervening variables, potentially elucidating the absence of decisive studies. This study aims to conduct a critical examination of strategic leadership to establish a thorough definition of the concept and to delineate the associated processes, perspectives, and measurements.

## 4. Literature Review

The consensus among scholars is that strategic leadership encompasses a series of essential practices, including: defining the organization's long-term goals; recognizing and leveraging its strengths; managing its human and social resources. Other than this, these leaders help in cultivating a resilient organizational culture; prioritizing ethical standards; and designing and implementing control systems that are sufficiently adaptable to change while maintaining operational stability[9]. Strategic leadership is defined by original thought, motivation, and collaboration. Creativity is an essential element under strategic leadership. A vital attribute of an effective leader is the capacity to cultivate a healthy and productive work

environment, which may serve as a strategic advantage for any organization. Opportunities for problem-solving, goal achievement, and team development flourish when individuals and groups are motivated to think creatively and from diverse perspectives[7].

The strategic leader is essential in shaping the company's innovation strategy. Strategic leaders should be open to employee proposals and initiatives, and should support them rather than undermine them. Furthermore, they ought to demonstrate faith in their personnel by fostering a pleasant work atmosphere that prioritizes collaboration, commitment, and assurance. Employees of the organization must understand their actual impact on the innovation processes. Managers may more effectively prepare and motivate their employees to innovate if they possess a comprehensive understanding of the nature of innovation and its mechanisms[3].

"Collaborative Leadership" is a management style that highlights the necessity of successful leadership skills that beyond organizational and functional boundaries. Distributing authority among teams, departments, and entire organizations is fundamental to collaborative leadership, which is known by several terms. Collaborative leadership is widely recognized as essential for achieving performance objectives in the workplace. When leaders fail to promote teamwork and collaboration, employees exhibit diminished engagement in their tasks and are more prone to disputes regarding superiority in performance. Collaboration between leaders and employees diminishes the divide between them, so enhancing teamwork. A crucial attribute for leaders is the capacity to collaborate effectively and establish robust alliances inside their firm. Moreover, the ability to proficiently lead the contemporary workforce is increasingly essential. Collaboration cultivates a culture of collective accountability by amalgamating the thoughts, skills, and perspectives of individuals[10].

## 5. Research Question

What is the influence of motivating employees in acquiring a competitive advantage?

## 6. Methodology

### 6.1 Research design:

A cross-sectional study was performed, with individuals monitored for four months. The efficacy of the cross-sectional design relied on data collection at a singular, cost-efficient location. Due to constraints in research time and materials, a

quantitative methodology was employed. Through a random sampling method, we successfully contacted each survey participant. The requisite sample size for a viable study was calculated utilizing Rao Soft. Participants will be provided with details regarding the experiment and will have the opportunity to pose any inquiries to the researcher while completing the survey.

### 6.2 Sampling:

Subsequent to an early assessment including 35 participants, the research's valid data set comprised a definitive survey of 995 individuals. A random sampling method was employed to distribute the entire set of questions. Given the sensitive nature of the acquired data, the researcher would not have allowed participants to submit incomplete surveys for this study. Researchers employed the Rao-soft approach to choose a sample size of 935 individuals, thereafter distributing 1,100 questionnaires to gather data. The study comprised 995 participants from a total of 1067 survey respondents, with 72 individuals eliminated.

### 6.3 Data and Measurement:

This study primarily utilized questionnaires as the principal method for data collection. Part A comprised fundamental demographic inquiries, whereas Part B employed a 5-point Likert scale to evaluate respondents' experiences with various offline and online venues. Comprehensive secondary sources, including online databases, were utilized to gather the requisite data.

### 6.4 Statistical Software:

SPSS 25 and MS Excel was used in this research for statistical analysis.

### 6.5 Statistical Tools:

The descriptive analysis illuminated the data's fundamental characteristics. The researcher has conducted validity checks by integrating factor analysis and ANOVA.

## 7. Conceptual Framework

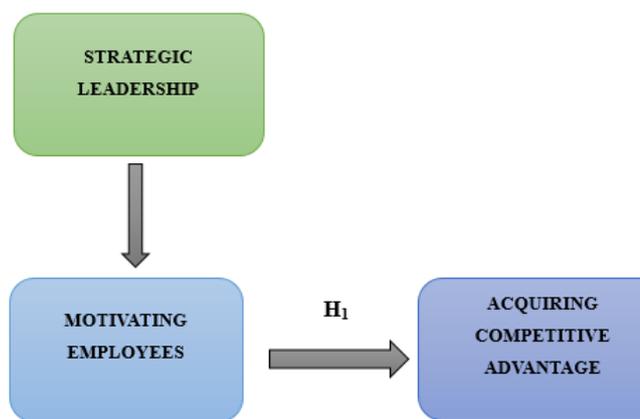


Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.927
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

## 8. Results

### Factor Analysis

Factor Analysis (FA) is commonly employed to decompose a set of measurement items into their constituent components. Individuals believe that imperceptible influences directly affect the variables under investigation. Accuracy analysis (FA) is a methodology that use models. The primary objective of this study is to comprehend the interrelations of particular events, their causes, and the evaluation of errors.

The suitability of data for factor analysis is assessed by the Kaiser-Meyer-Olkin (KMO) Method. To ensure adequate sampling, we examine the entire model as well as each variable individually. Statistical approaches can determine the extent of variance shared among several variables. Factor analysis is more effective with datasets exhibiting lower percentages.

The KMO output can range from 0 to 1. A KMO score ranging from 0.8 to 1 signifies that the sample size is sufficient.

The KMO must exceed 0.6 to signify sufficient sampling; else, corrective measures must be implemented. Exercise caution in your decision; a range of 0.5-0.6 is generated as some authors utilize 0.5 for this purpose.

A KMO score of 0 indicates that partial correlations are more prevalent than overall correlations. Robust correlations represent a primary problem in component analysis.

Kindly assess the following to ascertain your eligibility for Kaiser:

A decrease from 0.050 to 0.059.

Its range, spanning from 0.60 to 0.69, is markedly below the norm.

The normal range for middle school is between 0.70 and 0.79 cm.

Employing a quality point scale ranging from 0.80 to 0.89, values between 0.90 and 1.00 demonstrate significant volatility.

Bartlett's Test of Sphericity further demonstrates the generalizability of the correlation matrices. The Kaiser-Meyer-Olkin method indicates a sample adequacy of 0.927, as reported by the researcher. The researchers obtained a p-value of 0.00 using Bartlett's sphericity test. The researchers determined that the correlation matrix fails to meet the criteria for a valid correlation matrix based on the significant results of Bartlett's sphericity test.

### Independent Variable

#### Strategic Leadership

Daily organizational operations, encompassing goal-setting, planning, growth assessment, system development, problem identification, and resolution, are regarded as competencies associated with strategic leadership. A company's human capital encompasses the collective expertise and experience of its personnel. To fully leverage the competitive advantage of their workforce, organizations must make significant investments in the global economy. These investments are essential for modern economies that rely on information, expertise, and knowledge to achieve robust long-term growth.

### Factor

#### Motivating Employees

Encouragement of people to perform at their best is a fundamental component of strategic leadership since it directly affects the sustainability and efficiency of every company. It entails putting plans into action that motivate staff members to participate completely in line with company objectives. Significant motivators can be both intrinsic and external ones like recognition, autonomy, chances for professional development, and performance-related pay-offs. Strategic leaders that create an environment that gives participation, teamwork, and creativity top priority help to raise employee morale and productivity. More likely to surpass

expectations, show loyalty, and creatively support the goals of the company are motivated and valued personnel. Strategic leadership sees motivation as an investment in the long-term success of a company, not as merely in the immediate performance of individual employees[2].

**Dependent Variable**

**Acquiring Competitive Advantage**

Gaining a competitive advantage means that your company could outperform competitors by offering clients more value. One can do this using cost leadership, uniqueness, or niche targeting. It comes from efficiently using both internal resources and outside possibilities to provide goods and services clients find more appealing. In this process, strategic leadership is crucial since it helps to match the behaviour, resources, and competencies of the workforce with long-term objectives. When a competitive advantage promotes long-lasting consumer preference and is difficult for rivals to copy, it is judged sustainable. Having motivated employees directed by a strategic vision helps one to keep a competitive advantage in conditions of a dynamic market[1]. These people are more likely to offer creative ideas, improve procedures, and raise client satisfaction.

**Relationship between motivating employees and acquiring competitive advantage**

Improved organizational performance is a result of employee motivation; so, obtaining a competitive advantage and inspiring people are naturally connected. Strategic leaders that give inspiration top priority lead motivated, involved, and conscientious workers. Passionate employees are more likely to be creative, assume leadership, and provide fresh ideas unique to their company that set it apart from competition. Getting a competitive advantage calls for proactive, high-performance behaviour that improves operational effectiveness, customer satisfaction, and product or service quality. Because of lower attrition and more flexibility, companies with highly engaged employees are more suited to react to changes in the market. Therefore, by actively motivating their staff and using human capital as a strategic resource, leaders can find a durable edge in the modern fast and very competitive business environment[5].

From the above assessment, the researcher tested the hypothesis that there is significant interrelationships between motivating employees and acquiring competitive advantage.

“H<sub>0</sub>: There is no significant impact of motivating employees on acquiring competitive advantage”  
 “H<sub>1</sub>: There is a significant impact of motivating employees on acquiring competitive advantage”

Table 2: H<sub>1</sub> ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	41683.721	401	5908.578	996.891	.000
Within Groups	598.948	593	5.927		
Total	42282.669	994			

This discovery is significant in this study. The significance level is attained with an F-value of 996.891 and a p-value of 0.000, which is below the 0.05 alpha level. By rejecting the null hypothesis, we can assert that “H<sub>1</sub>: There is a significant impact of motivating employees on acquiring competitive advantage” is valid.

**9. Discussion**

Organizational performance can be improved by the use of motivation, which is a component of strategic leadership. By ultimately increasing employees' self-esteem, self-regulation, job happiness, well-being, clarity of vision, and sense of purpose, this ultimately leads to an increase in productivity. Recognizing and respecting the viewpoints and thoughts of one another is another aspect of working together. It is important to provide every individual with the opportunity to participate in the project. An advantage in the market that is distinguished by the fact that innovation, quality, and cost are the factors that determine the dependent variable. By offering cost advantages, superior goods, and new concepts, effective strategic leadership is beneficial not just to the leader but also to the team and the organization and provides benefits to all three. When it comes to gaining a competitive advantage, firms need to carefully manage their operations because of the volatility of the market.

**10. Conclusion**

This study examines the relationship between strategic leadership and an organization's capacity to achieve a competitive advantage. The major motivation for this research was to identify evidence linking strategic leadership to an organization's capacity to achieve a competitive advantage. This study analysed the characteristics, aspects, and impacts of strategic leadership on competitive

advantage using a review process. This analysis was grounded in assessment of motivating employees for increasing the performance of an organisation. The study demonstrates the relationship between strategic leadership and competitive advantage, which are the dependent variables. It has become evident that two fundamental elements of strategic leadership—motivating followers to take action and cultivating teamwork—are vital for impacting company outcomes. Cost, quality, and innovation were identified as suitable metrics for assessing competitive advantage in conjunction with strategic leadership attributes.

### Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.
- **Conflict of interest:** The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper
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