



The Role of Strategic Leadership in Organizational Learning **A theoretical perspective**

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ABSTRACT

The study mainly focuses on the role of strategic leadership in organizational learning. The overview of the organizational learning with the help of strategic learning is explained. The study also explains the process and stages in the organizational learning's and strategic leadership and the combination of both that strengthen the organization. The term strategic leadership is referred to as the potentiality of a manager to establish a strategic vision for his company or a part of the company. On the other hand, organizational learning is referred to the pathway of an organization to prove itself over a time frame and in this process it needs to gain experience and create knowledge. For all companies the organizational learning is an important factor which it needs to incorporate because creating the learning, retaining the knowledge and transferring it to the employees will provide

strength to the organization. The company conceives an idea or a product, act on the promotion and the outcome then gets reflected. It is by the procedure of reflection the outcome and the process of learning will take place.

1. Introduction:

1.1 An overview:

The term strategic leadership referred to the potentiality of a manager to establish a strategic vision for his company or a part of the company. The manager needs to motivate and persuade his subordinate to establish his strategic vision. It can also be defined as the efficient utilization of the resources and strategic management of the employees. On the other hand, organizational learning referred to the pathway of an organization to prove itself over a period of time and in this process, it needs to obtain experience and generate knowledge (Naim & Lenka, 2018). The knowledge which is gathered is then passed to the organization. The combination of strategic learning and organizational learning is the core to the success of the organizations. Thus, the manager needs to strategically make managerial decisions and incorporate the organizational learning’s gather experience and implement it with the subordinates to achieve the organizational goals.

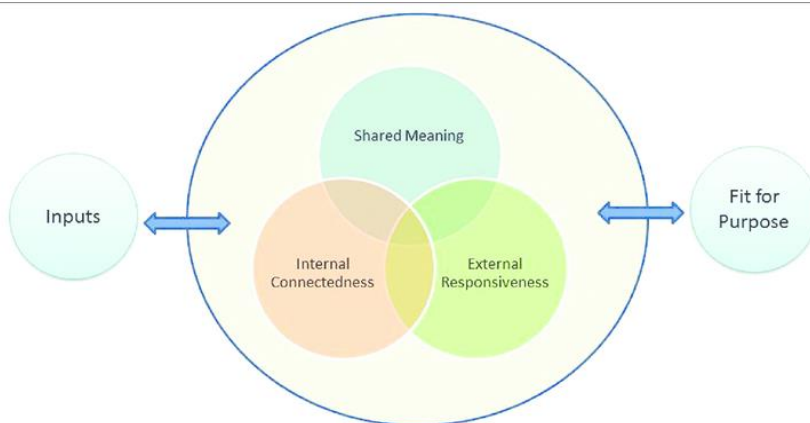


Figure (1) the role of strategic leadership in organization

In figure (1), the role of strategic leadership in organization explained. The organizational learning is adapted and inputted into the manager. The manager adapts the learning the then implement the learning into the system. The process of transferring has three stages:

- I. **Shared meaning-** The manager explains the purpose of the decision and shares the learning and thought process within their subordinates (Ruel, Rowlands & Njoku, 2020). This stage is important because the manager combines the organizational learning with strategic leadership and transfers it to the employees.
- II. **Internal connectedness-** The connection and clear communication an important factor an organization to get the best outcome of the decision. The harmony motivation and other factors gets involved through which the manager tries to establish the strategic decision.
- III. **External responsiveness-** This the performance stage of the learning and decision. The manager then act according to the decision and the employees tries to match their expectation with the organization expectation and tries to achieve the target.

After the transfer of the learning and decision is complete then the leaders fit it with the goal of the organization and strengthen the organization (Shao, Feng & Hu, 2017). With this process of strategic leadership combining with organizational learning helps the organization to prosper in future.

1.2. Study Objectives:

The research mainly focuses on the role of strategic leadership in organizational learning.

The following are the objectives of the research.

1. Understand the process and logic behind organizational learning
2. Understand the process and theory behind strategic leadership
3. And the role of strategic leadership in organizational learning

1.3. Study Hypothesis

This research only focuses on the role of strategic leadership in organizational learning and the findings are relevant for all the organizations. It will be beneficial for all the organization and it would help to strengthen the brand.

2. Literature Review

2.1. An overview:

For all companies the organizational learning is an important factor, which it needs to incorporate because creating the learning, retaining the knowledge and transferring it to the employees, will provide strength to the organization. The company conceives an idea or a product, act on the promotion and the outcome then reflected. It is by the procedure of reflection the outcome and the process of learning will take place (Sadq, Z. M., Ahmad, B. S., Faeq, D. K., & Muhammed, H. O. 2020). In addition, with these actions there is three processes that occurs in organizational learning.

2.2 Process of organizational learning

The organization learning follows three processes

- I. **Knowledge creation**- At this the knowledge of the learning is created and the organizational requirements are decided.
- II. **Knowledge retention**- After the creation of the knowledge the learning should encourage the process of retention of the knowledge. And this should be then transferred in the organization system.
- III. **Knowledge transfer**- After the retention the knowledge should be utilized in the organization and it should have transferred within the organization.

For any organization it is important that the knowledge which has been created and gained should be both retained and transferred (Pasamar, Diaz-Fernandez & de la Rosa-Navarro, 2019). Individual knowledge retention is not important for an organization because individual might leave the organization after gaining the knowledge but the focus should be the implementation of this knowledge at the organization level because it will stay with the company for ever.

2.3. Characteristics of strategic leader

Strategic leadership requires the quality of forecasting the future and implements it in the organizational environment (Mohammed, 2019; Kanabi & Tasai, 2020). The quality or traits a strategic leader should have are as follows:

- I. **Loyalty**- A leader should always be loyal towards its organization. This would help him to grow in the organization and match the organization expectations.
- II. **Keeping self-updated**- The leader should have the ability to adapt with the changes and update regularly with the changes happening in the working environment.
- III. **Use of power judiciously**- The power of a leader is allotted by the organization but every one cannot be a strategic leader (Kim & Park, 2020). The person who uses his power judiciously becomes a successful leader.
- IV. **Macro perspective and views**- The leader should always wide its view towards the environment and should focus on macro aspects. Should always concentrate on the big picture for the betterment of the organization.
- V. **Motivation**- The leader should be self-motivated always and have the capability to motivate their subordinates (Abdullah, Rasool and Prabhu 2021).
- VI. **Compassion**- The leader should always be compassionate and consider the subordinates view before taking a decision.
- VII. **Social Skills**- The interpersonal and social skills of an individual should be a major quality because this factor helps the leader to be successful
- VIII. **Self-awareness**- The leader should always have first-hand information and self-awareness of the happenings in the organization.
- IX. **Delegate work**- The leader should always delegate the work properly, manage the outcome accordingly, and give equal importance to every employee (Do & Mai, 2020).
- X. **Reliability**- Strong leaders should have the reliability quality high because the organization depends on him and waits for him to deliver the result.

To conclude a successful strategic leader always make and creates the vision, expresses and transfer the vision and implements the vision and also deliver the outcome.

2.4. Recall causes and Prevention

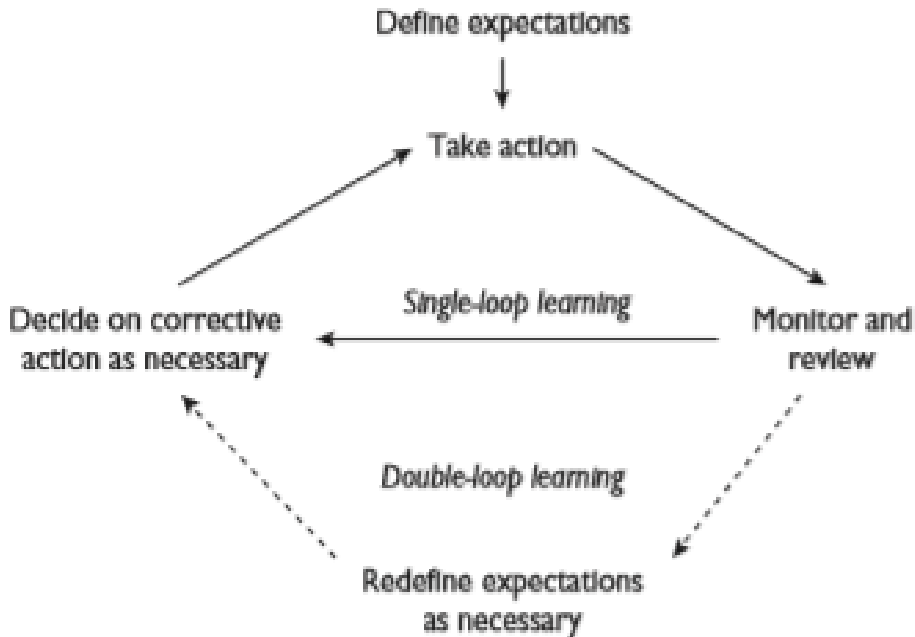
There are three broad function of strategic leadership

- I. Achieving the common **task**- The strategic leadership always focuses on achieving the common organizational task and deliver the outcome matching the organizational goals.
- II. Building a **team** and maintain the team- Another important function of strategic leadership is to build an efficient team and maintain the team harmony (Sattayaraksa & Boon-itt, 2018).
- III. Motivation and developing **individual**- To build a team motivating an individual and develop him to be fit in an organization is also an important function of and strategic leadership.

2.5. Recall consequences

There are mainly seven important roles of strategic leadership in organizational learning

- I. Setting up the vision for the betterment of the organizational benefit
- II. Plan out the working process and thinking of various strategies for the success of the company
- III. Proper operation management and strong administrative policies should be build
- IV. Strengthen the organization making it fit for the corporate world and update for the situation requirements (Elshanti, 2017).
- V. Build up employee morale, spirit, energy and confidence to achieve the organizational goal
- VI. Having healthy relationship with the stakeholders
- VII. Setting an example to other organizations.



3. Discussion

Considering the organizational learning there are three main factors which needs to be performed by an organization. The factors are as follows

- I. **Conceive-** conceiving the learning adapting with changes in an important part of organizational learning. As a leader of the organization, the manager needs to adapt with the changes and conceive the learning to transfer for the betterment of the organization. After conceiving the learning, it becomes important for a manager to transfer the learning and perform the action (Webb, 2018).
- II. **Act-** The next step of action is to act the conceived learning. In this process, the action transferred and its then strategically performed to achieve the organizational goal. The act of learning is also important action because it gives the foundation of the organization.
- III. **Reflect-** is referred to the outcome of the learning. On the other hand, it defined as the result of the conceived organizational learning. After adapting

with learning, performing it efficiently the manager gets the desired outcome of the learning (Park & Kim, 2018). If the outcome is not matching the standards it is assumed that the learning is not complete and the manager needs to perform the task and compete process all over again.

4. Research Methodology

4.1. Introduction

The study mainly focuses on the role of strategic leadership in organizational learning. The overview of the organizational learning with the help of strategic learning is explained. The study also explains the process and stages in the organizational learning's and strategic leadership and the combination of both that strengthen the organization

4.2. Method Outline

Few research philosophies like positivism, deductive and descriptive were followed. Combining all the aspects will give the overall idea of the paper

4.3. Research Onion

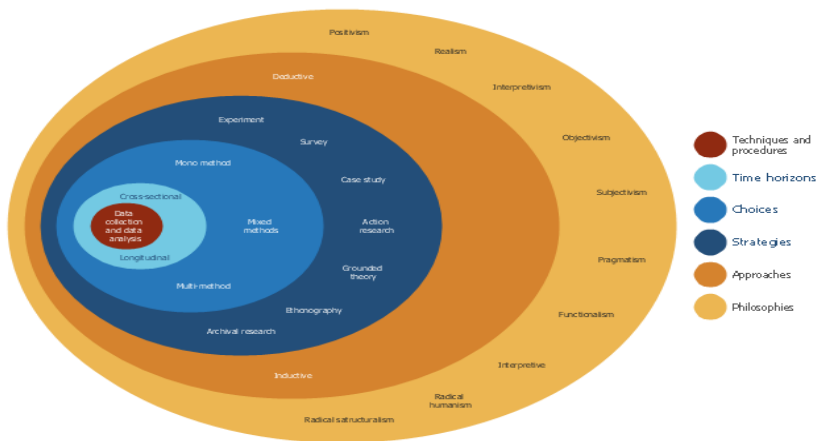


Figure (2) Research Onion



4.4. Research Approach

There is different aspect of research philosophy mainly Positivism, interpretivism and realism. The positivism aspect was adapted for better analytics. The study was done in a deductive approach and inductive approach was eliminated for the requirement of the research.

4.5. Research Design

Descriptive research design was adapted

4.6. Methods of Data collection

It was purely secondary data based study. There were few ethical considerations while doing this research. The data was collected for academic use and breach of any data will be the responsibility of the researcher and the study was completed marinating all the guidelines and standards.

There were few ethical considerations while doing this research. The data was collected for academic use and breach of any data will be the responsibility of the researcher and the study was completed marinating all the guidelines and standards.

4.7. Data analysis and interpretation

The importance of organizational learning's and strategic leadership has many benefits for an organization. The ethical consideration of all the learning's is very important for any organization. This would help in development of an organizational culture. Important roles of strategic leadership in organizational learning are setting up the vision for the betterment of the organizational benefit. Planning out the working process and thinking of various strategies for the success of the company is very important.

4.8. Methods of Data collection

Proper operation management and strong administrative policies should be built to create a brand for the company. Strengthen the organization making it fit for the corporate world and update for the situation requirements are necessary. Build up employee morale, spirit, energy and confidence to achieve the organizational goal should be the primary focus of the organization. Having healthy relationship with the

stakeholders will benefit the company to grow and sustain in the future and setting an example to other organizations.

5. Limitations of research

Achieving the common task in strategic leadership always focuses on achieving the common organizational task and delivers the outcome matching the organizational goals. Building a team and maintain the team is another important function of strategic leadership is to build an efficient team and maintain the team harmony. Motivation and developing individual to build a team motivating an individual and develop him to be fit in an organization is also an important function of and strategic leadership. To conclude a successful strategic leader always make and creates the vision, expresses and transfer the vision and implements the vision and also deliver the outcome.

Main activities/ stages	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Topic selection	*						
Secondary data collection							
Developing the layout for the study							
Literature review			*				
Research plan development			*				
Selection Research Techniques					*		
Analysis & Interpretation					*	*	
Findings						*	
Conclusion of the Study						*	
Formation of Rough Draft						*	*
Submission of Final Work						*	*



Main activities/ stages	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Topic selection	*						
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Developing the layout for the study		*					
Literature review		*	*	*			
Research plan development			*	*			
Selection Research Techniques				*	*		
Analysis & Interpretation					*	*	
Findings						*	
Conclusion of the Study						*	
Formation of Rough Draft						*	*
Submission of Final Work						*	*

6. Conclusion and Recommendations

The organizational learning and strategic leadership mainly focuses on creation of knowledge, retention of knowledge and transfer of knowledge. For any organization it is important that the knowledge which has been created and gained should be both retained and transferred. Individual knowledge retention is not important for an organization because individual might leave the organization after gaining the knowledge but the focus should be the implementation of this knowledge at the organization level because it will stay with the company for ever. The company should incorporate the culture that provides better result for knowledge sharing (Louis & Murphy, 2017). Organization should always have a strategic approach and consume time to learn from their failures and adapt changes to encounter the issues regarding the failures. Company should include in their best practices employee education and



training for updating them with better knowledge and it should encourage individual employees and teams to compete for the status quo.

This research only focuses on the role of strategic leadership in organizational learning and the findings are also relevant for all the organizations. It will be beneficial for all the organization and it would help to strengthen the brand. The company conceives an idea or a product, act on the promotion and the outcome then gets reflected. It is by the procedure of reflection the outcome and the process of learning will take place. In addition, with these actions there is three processes that occurs in organizational learning. The company should incorporate the culture that provides better result for knowledge sharing. Organization should always have a strategic approach and consume time to learn from their failures and adapt changes to encounter the issues regarding the failures. Company should include in their best practices employee education and training for updating them with better knowledge and it should encourage individual employees and teams to compete for the status quo. Strategic leadership requires the quality of forecasting the future and implements it in the organizational environment. A leader should always be loyal towards its organization (Jamal & Sultan, 2021). This would help him to grow in the organization and match the organization expectations. The leader should have the ability to adapt with the changes and update regularly with the changes happening in the working environment. The power of a leader is allotted by the organization but every one cannot be a strategic leader. The person who uses his power judiciously becomes a successful leader. The leader should always wide its view towards the environment and should focus on macro aspects and should always concentrate on the big picture for the betterment of the organization. The leader should be self-motivated always and have the capability to motivate their subordinates. The leader should always be compassionate and consider the subordinates view before taking a decision. The interpersonal and social skills of an individual should be a major quality because this factor helps the leader to be successful. The leader should always have first-hand information and self-awareness of the happenings in the organization. The leader should always delegate the work properly and manage the outcome accordingly and give equal importance to every employee. Strong leaders should have the reliability quality high because the organization depends on him and waits for him

to deliver the result. The ethical consideration of all the learning's is very important for any organization. This would help in development of an organizational culture. Important roles of strategic leadership in organizational learning are setting up the vision for the betterment of the organizational benefit.

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رۆلی سهرکردایه تی ستراتیژی له فیروبونی ریکخراوهییدا

پوخته:

تویژینهوهکه به شیوهیهکی سهرهکی تیشک دهخاته سهر رۆلی سهرکردایه تی ستراتیژی له فیروبونی ریکخراوهییدا. کورتهی فیروبونی ریکخراوهیی به یارمه تی فیروبونی ستراتیژی روونکراوهتهوه. ههروهه توژیینهوهکه پرۆسه و قوناغهکان له سهرکردایه تی فیروبونی ریکخراوهیی و ستراتیژی و تیکه لکردنی ههردووکه که ریکخراوهکه بههیز دهکن روون دهکاتهوه. دهستهواژهی سهرکردایه تی ستراتیژی به توانای بهرپوهه ریک ناوده بریت بۆ دامه زانندی دیدی ستراتیژی بۆ کۆمپانیاکه یان به شیک له کۆمپانیاکه. له لایه کی ترهوه فیروبونی ریکخراوهیی ئاماژه بهرپوهی ریکخراویک دهکریت بۆ سهلماندنی خۆی له ماوهیه کی زهمه نیدا و له م پرۆسهیه دا پپویستی به به دهسته هینانی ئەزموون و دروستکردنی مه عریفه ههیه. بۆ هه موو کۆمپانیاکان فیروبونی ریکخراوهیی فاکته ریکی گرنگه که پپویسته تیکه لی بکات چونکه دروستکردنی فیروبون و هیشتنه وهی زانین و گواستنه وهی بۆ فه رمانبه ران هیز بۆ ریکخراوهکه دابین دهکات. کۆمپانیاکه بپروکه یه ک یان به ره مه میک ده ناسپنیت، کار له سه ر به رزکردنه وه که دهکات و دواتر ئەنجامه که ره نگ ده داته وه. ئەوه به رپوشوینی ره نگدانه وهی ئەنجامه که یه و پرۆسه ی فیروبون بهرپوهه ده چیت.

دور القيادة الاستراتيجية في التعلم التنظيمي منظور نظري

الملخص:

تركز الدراسة أساساً على دور القيادة الاستراتيجية في التعلم التنظيمي. يتم شرح نظرة عامة على التعلم التنظيمي بمساعدة التعلم الاستراتيجي. كما توضح الدراسة العملية والمراحل في القيادة التنظيمية والقيادة الاستراتيجية، والجمع بين كليهما يعزز المنظمة. يشار إلى مصطلح القيادة الاستراتيجية على أنه إمكانية المدير في وضع رؤية استراتيجية لشركته أو جزء من الشركة. ومن ناحية أخرى، يشار إلى التعلم التنظيمي على مسار المنظمة لإثبات نفسها خلال إطار زمني، وفي هذه العملية تحتاج إلى اكتساب الخبرة وخلق المعرفة. بالنسبة لجميع الشركات، يعد التعلم التنظيمي عاملاً مهماً يحتاج إلى دمج لأن إنشاء التعلم والاحتفاظ بالمعرفة ونقلها إلى الموظفين سيوفر القوة للمنظمة. الشركة تصور فكرة أو منتج، والعمل على تعزيز النتيجة ثم يحصل تنعكس. ومن خلال إجراء التفكير في النتائج وعملية التعلم سوف تجري.