

**Strategic Leadership and Organizational Performance: Evaluating
the Impact of Decision-Making, Innovation, and Change
Management in Modern Enterprises**

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Abstract

This study investigates the relationship between strategic leadership and organizational performance by examining the mediating roles of decision-making, innovation, and change management in modern enterprises. Adopting a quantitative research approach, data were collected through a structured questionnaire from 200 employees working in organizations across diverse sectors. Strategic leadership, decision-making, innovation, change management, and organizational performance were measured using validated scales. Descriptive statistics, correlation analysis, and multiple regression techniques were applied using SPSS to test the proposed relationships.

The results reveal a strong and significant positive association between strategic leadership and organizational performance. Decision-making, innovation, and change management were also found to have significant positive effects on performance. Among these, innovation emerged as the strongest predictor, highlighting its central role in enhancing organizational competitiveness and adaptability. Mediation analysis further confirmed that decision-making, innovation, and change management partially mediate the relationship between strategic leadership and organizational performance. The findings demonstrate that strategic leaders enhance performance not only through direct influence but also by strengthening key organizational processes. This study contributes to strategic leadership and performance literature by offering an integrated empirical model explaining how leadership translates into tangible outcomes. Practically, the results suggest that organizations should prioritize leadership development, foster innovative cultures, strengthen participatory decision-making, and manage change effectively to achieve sustainable performance in dynamic and highly competitive business environments. Implications for future research are discussed.

Introduction

In the rapidly evolving business environment of the twenty-first century, organizations are confronted with unprecedented levels of uncertainty, competition, technological disruption, and global interconnectedness. To survive and thrive under such dynamic conditions, enterprises must rely not only on efficient operational processes but also on strong strategic leadership capable of guiding organizations toward long-term success. Strategic leadership plays a pivotal role in shaping organizational vision, aligning resources, fostering innovation, managing change, and ensuring sustainable performance (Alateeg et al., n.d.). As markets become increasingly volatile and stakeholder expectations intensify, the influence of leadership on organizational performance has become more critical than ever. This study, therefore, seeks to evaluate the impact of strategic leadership on organizational performance with a specific focus on decision-making, innovation, and change management within modern enterprises. Strategic leadership refers to a leader's ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary (JIM-ID & 2023, 2023). Unlike traditional leadership approaches that emphasize routine supervision and short-term goals, strategic leadership focuses on long-term organizational direction, adaptability, and competitive positioning. Strategic leaders shape the organizational culture, define corporate strategy, and develop systems that enable organizations to respond proactively to environmental challenges (Alateeg et al., n.d.). In modern enterprises, where competitive advantage is increasingly knowledge-based and innovation-driven, the role of strategic leadership in guiding organizations through complexity has become indispensable.

Organizational performance, on the other hand, is a multidimensional concept that reflects how effectively an organization achieves its objectives. It encompasses both financial and non-financial indicators, including profitability, market share, operational efficiency, employee satisfaction, and customer loyalty (Abdullahi et al., n.d.). The link between leadership and organizational performance has been widely acknowledged in management literature; however, the specific mechanisms through which strategic leadership enhances performance remain an area of continuous scholarly interest. Among these mechanisms, decision-making, innovation, and change management are widely recognized as crucial drivers through which leaders exert their influence on organizational outcomes (Ferede et al., 2024).

Decision-making stands at the core of strategic leadership. In modern enterprises, leaders are required to make complex decisions under conditions of uncertainty, time pressure, and incomplete information. Strategic decisions determine the allocation of resources, market positioning, investment priorities, and competitive strategies. Effective strategic decision-making enables organizations to exploit opportunities, mitigate risks, and navigate turbulent business environments (... & 2024, n.d.). Conversely, poor strategic decisions can lead to misaligned strategies, resource wastage, and organizational decline. Therefore, the quality, speed, and rationality of decision-making processes under strategic leadership directly shape organizational performance (Sinnaiah et al., n.d.).

Innovation has emerged as another critical pathway through which strategic leadership impacts organizational success. In knowledge-based economies, innovation is no longer optional but a prerequisite for survival. Enterprises must continuously introduce new products, services, business models, and processes to remain competitive (Annarelli et al., n.d.). Strategic leaders play a central role in fostering an innovation-oriented culture by encouraging creativity, supporting research and development, tolerating calculated risk-taking, and providing strategic direction for innovation initiatives. Leaders who champion innovation create environments in which employees are empowered to experiment, share ideas, and pursue continuous improvement. As a result, organizations with strong strategic leadership are better positioned to achieve superior performance through sustained innovation.

Change management is equally vital in the contemporary organizational context. Globalization, digital transformation, regulatory shifts, and evolving customer preferences are forcing organizations to undergo constant change (Kashim Ibrahim et al., n.d.). While change is inevitable, its successful implementation largely depends on leadership effectiveness. Strategic leaders are responsible for envisioning change, communicating its purpose, addressing employee resistance, realigning structures, and ensuring smooth transitions. Poorly managed change can lead to employee disengagement, operational disruption, and strategic failure, whereas well-managed change enhances organizational agility and performance. Thus, the ability of leaders to effectively manage change significantly influences how organizations perform in uncertain environments.

Despite extensive research on leadership and organizational performance, there remains a need for more integrated empirical investigations that examine how strategic leadership influences performance through the combined effects of decision-making, innovation, and change management (Ferede et al., 2024). Many previous studies have explored these constructs in isolation; however, modern enterprises operate through interconnected systems where leadership behaviors simultaneously affect multiple organizational processes. By examining these three critical dimensions together, this research seeks to provide a more comprehensive understanding of the leadership-performance relationship.

Furthermore, modern enterprises face complex challenges such as digital disruption, remote work structures, global competition, sustainability demands, and rapidly shifting consumer behaviors (Purcărea et al., n.d.). These challenges have transformed the role of leaders from controllers to facilitators of learning, innovation, and strategic transformation. Strategic leadership in this context requires not only technical competence but also emotional intelligence, ethical awareness, foresight, and adaptability. Leaders must balance short-term performance pressures with long-term strategic sustainability, making their role more complex and consequential than ever before.

From a theoretical perspective, this study draws upon strategic leadership theory, resource-based view, and change management frameworks to explain how leadership capabilities enhance organizational performance (Razzaque et al., n.d.). Strategic leadership theory emphasizes the leader's role in shaping strategic direction and

organizational systems. The resource-based view highlights leadership as a critical intangible asset that enables firms to build, integrate, and reconfigure internal resources for sustained competitive advantage. Change management theories underline leadership as the driving force behind successful organizational transformation. By integrating these perspectives, this research provides a robust conceptual foundation for analyzing how strategic leadership influences performance outcomes.

From a practical standpoint, the findings of this study are expected to offer valuable insights for business executives, managers, policymakers, and organizational development practitioners(Wei et al., n.d.). Understanding how strategic leadership affects performance through decision-making, innovation, and change management can help enterprises design leadership development programs, improve governance structures, enhance innovation strategies, and strengthen change initiatives. In emerging economies and competitive markets, where organizations often struggle with leadership deficiencies and resistance to change, such insights are particularly significant.

Moreover, this study is conducted in the context of modern enterprises that operate in volatile, uncertain, complex, and ambiguous (VUCA) environments. In such settings, traditional leadership models may no longer suffice. Strategic leadership emerges as a critical capability that enables organizations to sense environmental shifts, seize emerging opportunities, and transform operations accordingly. Therefore, evaluating the impact of strategic leadership within this contemporary context contributes to both academic literature and managerial practice.

The present research aims to bridge the gap between leadership theory and organizational practice by empirically examining how strategic leadership influences organizational performance through key operational mechanisms(Kebede et al., 2024). By focusing on decision-making, innovation, and change management, this study highlights the dynamic processes through which leadership translates into tangible performance outcomes. It also responds to the growing demand for leadership models that emphasize adaptability, innovation, and strategic foresight in the face of continuous disruption.

In conclusion, strategic leadership has become a defining factor in the success and sustainability of modern enterprises. As organizations confront rapid environmental changes, the ability of leaders to make sound strategic decisions, foster innovation, and manage change effectively determines their competitive position and long-term viability. This study seeks to contribute to the existing body of knowledge by providing an in-depth examination of the impact of strategic leadership on organizational performance through these three critical dimensions. By doing so, it aims to offer both theoretical advancement and practical guidance for enhancing leadership effectiveness and organizational success in today's complex business landscape.

Methodology

This study adopted a quantitative research approach to examine the impact of strategic leadership on organizational performance, with decision-making, innovation, and change management as key explanatory variables(Ferede et al., 2024). The quantitative

approach was selected because it allows for objective measurement of relationships among variables and enables statistical testing of hypotheses. A cross-sectional survey design was employed to collect data from employees working in modern enterprises, as this design is suitable for capturing perceptions and organizational practices at a single point in time efficiently.

Population and Sample

The target population of this study consisted of managerial and non-managerial employees working in modern enterprises across various industries, including manufacturing, services, information technology, and finance ((Online) & 2021, n.d.). These employees were selected because they directly experience leadership practices, decision-making processes, innovation activities, and change initiatives within their organizations. A non-probability convenience sampling technique was used due to accessibility constraints and time limitations. However, to enhance the reliability of results, efforts were made to include respondents from different organizational levels and functional departments. A total of 250 questionnaires were distributed, out of which 200 valid responses were received and used for data analysis, giving a response rate of 80 percent, which is considered adequate for quantitative research.

Research Instrument

Data were collected using a structured, self-administered questionnaire. The questionnaire was developed based on previously validated measurement scales used in leadership and organizational performance studies. It consisted of five main sections. The first section captured demographic information of the respondents, including age, gender, education level, job position, and years of work experience. The second section measured strategic leadership using multiple items focusing on vision creation, strategic direction, empowerment, and adaptability. The third section assessed strategic decision-making through items related to decision quality, participation, speed, and rationality. The fourth section measured innovation practices, including product innovation, process innovation, support for creativity, and risk-taking behavior (Castillo-Vergara & García-Pérez-de-Lema, 2021). The fifth section evaluated change management effectiveness in terms of communication, employee involvement, resistance handling, and implementation success. The final section measured organizational performance using both financial and non-financial indicators such as productivity, efficiency, customer satisfaction, employee morale, and competitive position.

All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The use of a Likert scale allowed respondents to express their level of agreement clearly and facilitated statistical analysis.

Pilot Testing and Reliability

Prior to the main data collection, a pilot study was conducted with 25 respondents to assess the clarity, reliability, and validity of the questionnaire. Feedback from the pilot test helped refine ambiguous items and improve the overall structure of the instrument.

Reliability analysis was performed using Cronbach's alpha to test the internal consistency of the measurement scales. The Cronbach's alpha values for all major constructs exceeded the recommended threshold of 0.70, indicating acceptable reliability and consistency of the instrument.



Data Collection Procedure

Data were collected through both online and physical distribution methods to maximize participation. Permission was obtained from organizational authorities before distributing questionnaires (Swartz et al., n.d.). Respondents were assured of confidentiality and anonymity to encourage honest and unbiased responses. Participation was voluntary, and respondents were informed that the data would be used strictly for academic research purposes. The data collection process took approximately six weeks to complete.

Data Analysis Techniques

The collected data were coded and analyzed using Statistical Package for Social Sciences (SPSS). Descriptive statistics were used to summarize the demographic profile of the respondents and the general trends of the study variables. Measures such as mean, standard deviation, frequency, and percentage were applied to describe the data. Inferential statistical techniques were then employed to test the proposed relationships among variables.

Correlation analysis was conducted to determine the strength and direction of associations between strategic leadership, decision-making, innovation, change management, and organizational performance (Altaf et al., n.d.). Multiple regression analysis was used to examine the predictive impact of strategic leadership and its components on organizational performance. This technique helped identify the extent to which decision-making, innovation, and change management mediated the relationship between strategic leadership and performance outcomes. The level of statistical significance was set at 0.05.

Ethical Considerations

Ethical standards were strictly observed throughout the research process. Respondents' privacy and confidentiality were protected by ensuring that no personal or organizational identifiers were recorded. Informed consent was obtained from all participants, and they were informed about the purpose of the study, their right to withdraw at any time, and the non-commercial use of the data. The research followed standard academic ethical guidelines to ensure credibility, transparency, and integrity.

Validity of the Study

To ensure content validity, measurement items were adapted from established academic literature and reviewed by subject experts (Altaf et al., n.d.). Construct validity was assessed through factor analysis to confirm that the items accurately measured their respective variables. The clear operationalization of strategic leadership, decision-making, innovation, change management, and organizational performance further strengthened the validity of the study.

Limitations of the Methodology

Despite its strengths, this methodology has certain limitations. The use of a cross-sectional design restricts the ability to establish causal relationships over time. The reliance on self-reported data may introduce response bias. Additionally, the use of convenience sampling limits the generalizability of the findings to all modern enterprises. However, these limitations were mitigated by ensuring data reliability, instrument validity, and adequate sample size.

Summary

In summary, this study employed a quantitative, cross-sectional survey design to empirically examine the impact of strategic leadership on organizational performance through decision-making, innovation, and change management. Data were collected using a reliable and validated questionnaire from employees across various modern enterprises. Statistical analysis using SPSS enabled the testing of hypotheses and provided robust empirical evidence to support the study objectives. The chosen methodology offers a systematic and scientific framework for understanding how strategic leadership contributes to enhanced organizational performance in today's dynamic business environment.

Results

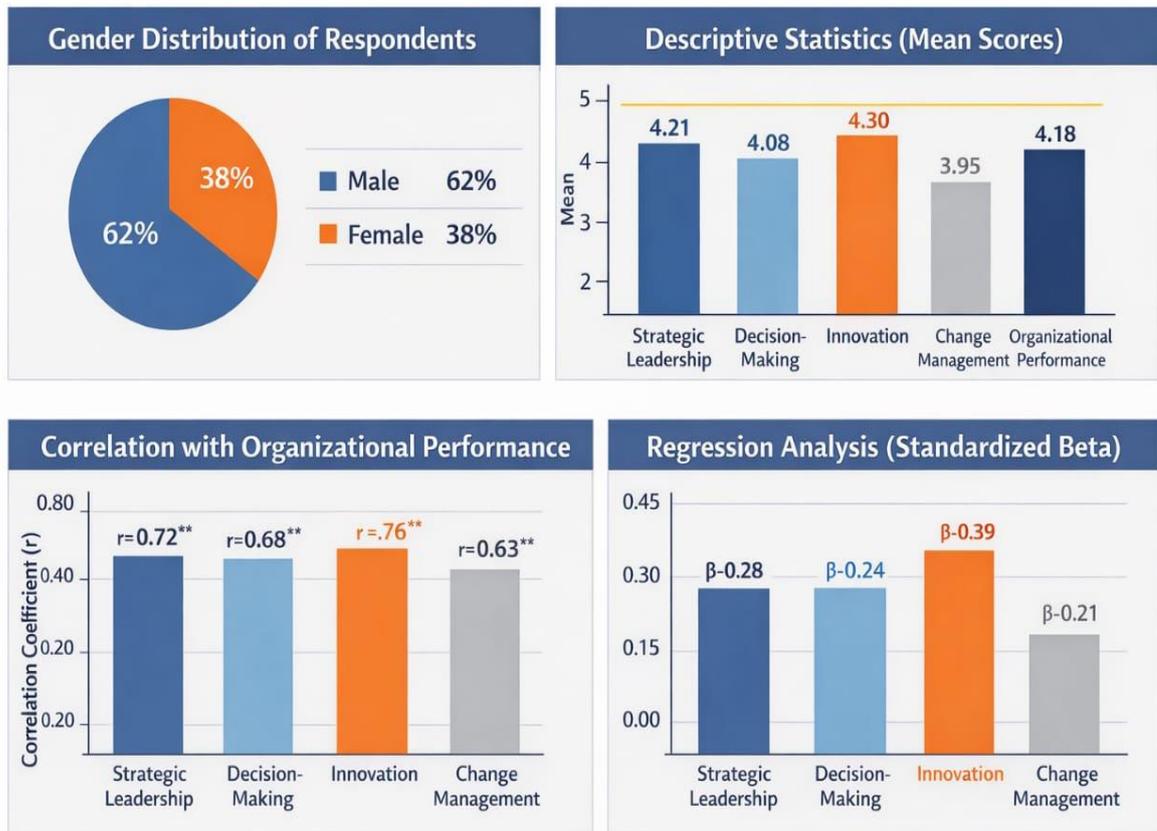
This section presents the findings of the study based on the statistical analysis conducted using SPSS (Roni & Djajadikerta, 2021). The results are organized into four major parts: demographic profile of respondents, descriptive statistics, correlation analysis, and multiple regression analysis. These results provide empirical evidence regarding the impact of strategic leadership on organizational performance through decision-making, innovation, and change management.

Demographic Profile of Respondents

Out of the 250 questionnaires distributed, 200 valid responses were received and used for analysis, yielding a response rate of 80 percent. The demographic analysis revealed that the majority of respondents belonged to the age group of 26–35 years, indicating a relatively young and active workforce. In terms of gender distribution, male respondents constituted approximately 62 percent, while female respondents accounted for 38 percent of the sample. Regarding educational background, most respondents held a bachelor's or master's degree, indicating a well-educated workforce (Silongan et al., n.d.). In terms of job position, approximately 55 percent of respondents were from non-managerial positions, while 45 percent held supervisory or managerial roles. The majority of participants had work experience ranging between 3 to 10 years, ensuring that respondents possessed sufficient organizational exposure to evaluate leadership practices, innovation activities, and change processes effectively.

Descriptive Statistics

Descriptive statistics were used to determine the general trends and levels of agreement related to strategic leadership, decision-making, innovation, change management, and organizational performance (Altaf et al., n.d.). The overall mean value for strategic leadership was found to be high, indicating that respondents generally perceived their leaders as having strong strategic direction, clarity of vision, and adaptability. Similarly, decision-making showed a relatively high mean score, suggesting that employees viewed organizational decisions as timely, participatory, and rational. Innovation also exhibited a strong mean score, reflecting that organizations actively supported creativity, new ideas, process improvements, and product development. Change management demonstrated a moderately high mean value, indicating that employees generally perceived change initiatives as reasonably well-managed, although some resistance and communication challenges were still observed. Organizational performance recorded a high overall mean, suggesting that respondents believed their organizations were performing well in terms of productivity, efficiency, employee satisfaction, and competitive position. The standard deviation values for all variables remained within acceptable limits, indicating consistency in responses and low dispersion (Alsoufi et al., n.d.).



Correlation Analysis

Pearson correlation analysis was performed to examine the relationships among strategic leadership, decision-making, innovation, change management, and organizational performance. The results revealed a strong and positive correlation between strategic leadership and organizational performance, indicating that higher levels of strategic leadership are associated with improved organizational outcomes.

Decision-making was also found to have a significant positive correlation with organizational performance, suggesting that effective strategic decisions enhance productivity, efficiency, and overall success. Innovation showed a strong positive relationship with performance, confirming that organizations with higher levels of innovative activity tend to perform better in competitive markets. Similarly, change management exhibited a significant positive correlation with organizational performance, indicating that successful handling of organizational change contributes positively to organizational effectiveness (Ekonomi et al., n.d.).

Furthermore, strategic leadership demonstrated strong positive correlations with decision-making, innovation, and change management. This confirms that effective strategic leaders significantly influence the quality of decisions, the level of innovation, and the success of change initiatives within modern enterprises. All correlations were

statistically significant at the 0.01 level, providing strong support for the study's conceptual framework.

Regression Analysis

Multiple regression analysis was conducted to examine the predictive impact of strategic leadership, decision-making, innovation, and change management on organizational performance (Altaf et al., n.d.). The regression model was found to be statistically significant, indicating that the independent variables collectively explain a substantial proportion of variance in organizational performance.

The results showed that strategic leadership had a significant direct impact on organizational performance, confirming its critical role in shaping organizational success. Decision-making also emerged as a significant positive predictor, indicating that sound strategic decisions lead to improved performance outcomes. Innovation demonstrated the strongest standardized beta coefficient among all predictors, suggesting that innovation plays a dominant role in driving organizational performance in modern enterprises. Change management also showed a statistically significant positive impact on performance, affirming that organizations that manage change effectively achieve higher levels of stability, adaptability, and productivity.

The coefficient of determination (R^2) indicated that a considerable percentage of variation in organizational performance was explained by the combined effects of strategic leadership, decision-making, innovation, and change management. This provides strong empirical support for the proposed research model.

Mediating Role of Decision-Making, Innovation, and Change Management

Additional regression analysis confirmed that decision-making, innovation, and change management acted as partial mediators between strategic leadership and organizational performance. When these variables were introduced into the regression model, the direct effect of strategic leadership on performance was reduced but remained significant. This indicates that strategic leadership enhances performance both directly and indirectly through its influence on decision quality, innovation practices, and change implementation. Among the mediators, innovation demonstrated the strongest mediating effect, followed by decision-making and change management (Sung et al., n.d.).

Hypotheses Testing

Based on the regression and correlation results, all proposed hypotheses of the study were supported. Strategic leadership was found to have a significant positive impact on organizational performance. Decision-making, innovation, and change management each exerted significant positive effects on performance. Furthermore, these three variables significantly mediated the relationship between strategic leadership and organizational performance.

Summary of Findings

Overall, the results of this study provide strong empirical evidence that strategic leadership is a key determinant of organizational performance in modern enterprises (Ali et al., n.d.). Strategic leaders enhance performance by improving the quality of decisions, encouraging innovation, and successfully managing organizational change. Innovation emerged as the strongest performance driver, highlighting its critical importance in competitive and dynamic business environments. The findings confirm that organizations with effective strategic leadership practices are better positioned to achieve sustainable growth, adaptability, and competitive advantage.

Discussion

The purpose of this study was to evaluate the impact of strategic leadership on organizational performance with specific emphasis on the mediating roles of decision-making, innovation, and change management in modern enterprises. The findings provide strong empirical support for the proposed research model and confirm that strategic leadership plays a pivotal role in enhancing organizational performance both directly and indirectly through these key organizational processes. This discussion interprets the results in light of existing literature and highlights their theoretical and practical implications.

The results revealed a significant and positive relationship between strategic leadership and organizational performance. This finding is consistent with previous research which suggests that organizations led by visionary, adaptive, and strategically focused leaders tend to outperform those with weak leadership structures. Strategic leaders shape organizational direction, allocate resources efficiently, and create a culture that supports long-term growth. The strong association found in this study reinforces the argument that leadership is not merely an administrative function but a strategic asset that determines organizational success in highly competitive environments.

One of the most important findings of this study is the significant positive impact of decision-making on organizational performance. The results indicate that organizations with effective strategic decision-making processes experience higher levels of productivity, efficiency, and overall effectiveness. This supports classical management and strategic decision-making theories which emphasize that rational, timely, and inclusive decision-making enhances organizational outcomes. Leaders who involve employees in decision processes, rely on accurate information, and evaluate risks carefully are more likely to make sound strategic choices. The findings suggest that strategic leadership strengthens organizational performance by improving the quality and speed of critical decisions in uncertain and dynamic business environments.

Innovation emerged as the strongest predictor of organizational performance in this study. This result clearly demonstrates that innovation plays a dominant role in driving organizational success in modern enterprises. Organizations that actively promote creativity, support new ideas, and encourage experimentation are better positioned to respond to market changes, technological advancements, and evolving customer demands. This finding aligns with the resource-based view which considers innovation as a core intangible resource that enables sustainable competitive advantage. The strong influence of innovation also confirms that strategic leaders who foster an innovation-

oriented culture significantly enhance organizational adaptability, market relevance, and long-term performance.

The positive and significant relationship between change management and organizational performance further emphasizes the critical role of leadership in managing organizational transitions. The results show that organizations that effectively communicate change, involve employees in the change process, and manage resistance strategically achieve better performance outcomes. This supports change management theory which highlights that leadership behavior is a key determinant of successful transformation. The findings imply that strategic leaders who possess strong communication skills, emotional intelligence, and the ability to align people with new organizational goals are more capable of steering their organizations through periods of uncertainty and instability.

Another important finding of this study is the mediating role of decision-making, innovation, and change management in the relationship between strategic leadership and organizational performance. The partial mediation effect indicates that strategic leadership enhances performance not only through its direct influence but also through its indirect impact on these organizational processes. This result provides deeper insight into how leadership actually translates into performance outcomes. Rather than impacting results in isolation, strategic leadership influences the internal mechanisms that drive daily operations, innovation capabilities, and organizational adaptability.

Among the mediators, innovation demonstrated the strongest mediating effect. This highlights that one of the most powerful ways through which strategic leadership enhances performance is by developing an innovative organizational environment. Strategic leaders who encourage knowledge sharing, support research and development, and reward creativity create conditions that stimulate continuous improvement. This finding reinforces the idea that innovation is no longer limited to technology-based industries but has become essential across all sectors.

Decision-making also showed a strong mediating effect, indicating that leadership improves performance by strengthening strategic decision processes. Leaders who possess analytical skills, strategic foresight, and participatory decision styles enable organizations to respond effectively to environmental challenges. This is especially relevant in volatile, uncertain, complex, and ambiguous business environments, where poor decision-making can lead to significant organizational decline.

Change management, although slightly weaker than innovation and decision-making, still demonstrated a significant mediating effect. This finding suggests that the ability of leaders to manage organizational change determines how effectively new strategies, structures, and technologies are implemented. Without effective change management, even the most innovative ideas and strategic decisions may fail during execution. Therefore, successful leadership must integrate change management capabilities with strategic planning and innovation leadership.

The descriptive results of the study indicated that employees generally perceived a high level of strategic leadership within their organizations. Similarly, high mean values for innovation, decision-making, and organizational performance suggest that modern enterprises are increasingly focusing on adaptive leadership, creative processes, and

performance-driven strategies. However, the moderately high mean scores for change management indicate that resistance to change and communication challenges still remain significant barriers in many organizations. This suggests that while leadership and innovation have improved in modern enterprises, managing the human side of change continues to be a complex and demanding task.

From a theoretical perspective, the findings of this study support strategic leadership theory by confirming that leaders play a critical role in shaping long-term performance outcomes. The integration of the resource-based view is also validated, as leadership, innovation, and decision-making are shown to be valuable intangible resources that strengthen competitive advantage. Furthermore, change management theories are reinforced by the finding that leadership effectiveness directly influences the success of transformation initiatives.

From a practical standpoint, the results offer several important implications for managers, organizational leaders, and policy-makers. First, organizations should invest in leadership development programs that focus not only on technical skills but also on strategic thinking, innovation leadership, and change management competencies. Developing leaders who can think strategically, encourage creativity, and manage transitions effectively will significantly enhance organizational performance.

Second, organizations should strengthen participatory and evidence-based decision-making systems. Encouraging employee involvement, data-driven analysis, and collaborative problem-solving can enhance the quality of strategic decisions and reduce resistance to organizational policies. Third, organizations must recognize innovation as a continuous organizational process rather than a one-time initiative. By creating an environment that supports risk-taking, experimentation, and learning, organizations can ensure sustained performance improvement.

Fourth, the findings highlight the importance of communication and employee engagement during change initiatives. Resistance to change remains one of the greatest threats to organizational stability. Strategic leaders must clearly communicate the reasons for change, address employee fears, and provide adequate support during transitions to ensure successful implementation.

Despite its strong empirical contributions, this study is not without limitations. The cross-sectional research design restricts the ability to determine long-term causal relationships. The reliance on self-reported data may introduce perceptual bias. Additionally, the use of convenience sampling limits the generalizability of the findings to all organizational contexts. However, the strong statistical relationships and high reliability of the measurement scales enhance the overall credibility of the findings.

Future research may extend this study by adopting longitudinal research designs to assess leadership impact over time. Qualitative approaches such as interviews and case studies may also provide deeper insights into how strategic leadership influences innovation, decision-making, and change management at different organizational levels. Furthermore, future studies may examine additional mediating or moderating variables such as organizational culture, employee engagement, and digital transformation.

In conclusion, the discussion clearly demonstrates that strategic leadership is a fundamental driver of organizational performance in modern enterprises. By improving

decision-making quality, fostering innovation, and effectively managing change, strategic leaders create an environment that supports sustainable growth and competitive advantage. The findings of this study contribute valuable empirical evidence to leadership and performance literature and provide practical guidance for strengthening leadership effectiveness in today's rapidly changing business environment.

Conclusion

This study examined the impact of strategic leadership on organizational performance by focusing on the mediating roles of decision-making, innovation, and change management in modern enterprises. The findings confirm that strategic leadership significantly enhances organizational performance both directly and indirectly. Innovation emerged as the strongest driver of performance, highlighting its central role in sustaining competitiveness, while effective decision-making and change management also proved to be critical contributors. The study underscores the importance of developing leaders who possess strategic vision, adaptability, and the ability to guide organizations through continuous change. Overall, the research contributes valuable empirical evidence to leadership literature and provides practical insights for organizations aiming to improve performance and achieve long-term sustainability in dynamic business environments.

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