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Strategic Management Determination: Organizational Culture, Strategic Leadership, Market Dynamics and Strategy Evaluation

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Abstract: The purpose of this literature study is to develop a hypothesis regarding the influence between variables that can be used for further research in the scope of strategic management. The literature review article on strategic management determination: organizational culture, strategic leadership, market dynamics and strategic evaluation is a scientific literature article in the field of strategic management. The approach used in this literature review is descriptive qualitative. The data collection technique is to use a literature study or review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research relevant to this research and is sourced from academic online media such as Thomson Reuters, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous research, each relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Organizational Culture affects Strategic Management; 2) Strategic Leadership affects Strategic Management; 3) Market Dynamics affects Strategic Management; and 4) Strategy Evaluation affects Strategic Management.

Keyword: Strategic Management, Organizational Culture, Strategic Leadership, Market Dynamics, & Strategy Evaluation.

INTRODUCTION

Strategic management is an important process for organizations to achieve their long-term goals. In the midst of intense global competition and rapidly changing market dynamics, a deep understanding of strategic management decision-making is critical. Organizational culture, strategic leadership, and market dynamics are elements that interact with and influence the effectiveness of the implemented strategy. For example, according to a study conducted by Niswah et al., (2024), 70% of organizational transformations fail due to a lack of support from the existing organizational culture. This shows that a strong organizational culture that is aligned with the adopted strategy is critical to the successful implementation of strategic management.

Data and statistics show that companies that implement strategic management well outperform those that do not. According to study Dewi & Kartadjumena, (2020), companies that invest in strategic planning experience 30% higher revenue growth than those that do not.

In addition, a study by Wahono & Ali, (2021) shows that 55% of CEOs believe that effective strategic management is the key to increasing the company's competitiveness in the global marketplace. Therefore, it is important for organizations to understand and implement effective strategic management in order to adapt to changing markets and consumer needs.

In this context, organizational culture acts as a foundation that supports the adopted strategy. A study conducted by Febriani & Ramli, (2023) shows that a positive organizational culture can increase employee engagement and encourage innovation, which in turn contributes to the success of the strategy. On the other hand, strategic leadership is also a key factor in determining the direction and success of strategic management. Leaders who are visionary and able to inspire their teams to achieve common goals will be more successful in implementing planned strategies.

The dynamics of an ever-changing marketplace also influence how strategies should be formulated and evaluated. Shifting consumer preferences, technological advances, and the emergence of new competitors require organizations to remain flexible and responsive. For example, during the COVID-19 pandemic, many companies had to quickly adapt to changes in consumer behavior that shifted to online shopping (Ducman et al., 2023).

Taking all these factors into account, this study aims to explore how organizational culture, strategic leadership, and market dynamics influence strategic management. Through a comprehensive analysis, it is hoped that new insights can be gained to help organizations formulate and evaluate their strategies more effectively. This study will also provide recommendations for management practitioners to improve the implementation of strategic management in their organizations.

Problem Formulation

Based on the background of the problem above, the following problem formulations are obtained to be used as hypotheses for further research: 1) Does Organizational Culture have an effect on Strategic Management?; 2) Does Strategic Leadership have an effect on Strategic Management?; 3) Does Market Dynamics have an effect on Strategic Management?; and 4) Does Strategy Evaluation have an effect on Strategic Management?.

METHOD

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the characteristics of strategic management as a whole. The collection and analysis of descriptive qualitative data allows researchers to adapt their approach to the research needs and characteristics of the subjects under study.

The data used in this study comes from previous research on the topic of strategic management. The researcher will analyze existing literature to identify patterns and trends in organizational culture, strategic leadership, market dynamics, strategy evaluation, and strategic management. By using previous research, the researcher can develop stronger, evidence-based arguments and contribute to a broader understanding of the factors that influence strategic management, (Susanto, Arini, et al., 2024).

This study uses data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of various sources also allows researchers to gain a more comprehensive understanding of strategic management from various perspectives.

RESULTS AND DISCUSSION

Results

The following are research findings taking into account the context and problem formulation:

Strategic Management

Strategic management is a comprehensive process that involves planning, implementing, and monitoring strategies to achieve the organization's long-term goals. This process begins with an analysis of the internal and external environment to identify strengths, weaknesses, opportunities, and threats (SWOT analysis). Based on this analysis, the organization formulates a strategy that is consistent with its vision and mission. Strategy implementation involves resource allocation, prioritization, and interdepartmental coordination. Finally, strategic management includes evaluation and control to ensure that the implemented strategy is effective and can be adapted to changes in the environment. Strategic management aims to create competitive advantage and ensure the sustainability of the organization (Harahap et al., 2020).

The indicators or dimensions contained in the Strategic Management variable include: 1) Strategic Planning: The process of formulating the organization's vision, mission, goals, and strategies based on an analysis of the internal and external environment; 2) Strategy Implementation: The process of allocating resources, setting priorities, and coordinating activities to implement the formulated strategy; 3) Performance evaluation: The process of monitoring and measuring the results of strategy implementation against established goals; and 4) Strategic Control: The process of adjusting strategy based on evaluation results and changes in the environment to ensure long-term success (Appel-Meulenbroek & Danivska, 2021).

The Strategic Management Variable is relevant to previous research that has been studied by: (Daniels, 2020), (Borchers & Enke, 2021), (Tajeddini et al., 2024).

Organizational Culture

Organizational culture is a system of values, beliefs, norms, and practices shared by all members of an organization that shapes the way they think, act, and interact in the work environment. This culture reflects the identity of the organization and serves as a guide for individual and group behavior. A strong organizational culture can increase team cohesion, employee motivation, and alignment with organizational goals. Conversely, a culture that is weak or not aligned with strategy can hinder performance and innovation. Organizational culture also influences how an organization responds to change, overcomes challenges, and adapts to the external environment. As a result, organizational culture is often viewed as the foundation that supports successful strategy execution (Putri et al., 2023).

The indicators or dimensions contained in the Organizational Culture variable include: 1) Core Values: The basic principles that an organization upholds and that guide the behavior of its members; 2) Norms and customs: Unwritten rules and patterns of behavior that are considered standard in an organization; 3) Communication: The way information is communicated and received in an organization, reflecting the level of transparency and cooperation; and 4) Adaptability: The ability of an organization to adjust its culture to changes in the external and internal environment (Ali et al., 2022).

The Organizational Culture Variable is relevant to previous research that has been studied by: (Saputra et al., 2024), (Susanto, Simarmata, et al., 2024), (Mahaputra & Saputra, 2021).

Strategic Leadership

Strategic leadership is the ability of a leader to formulate a long-term vision, develop effective strategies, and inspire and direct all members of the organization to achieve these goals. Strategic leaders focus not only on day-to-day operations, but also on external challenges, market opportunities, and changes in the business environment. They have the

analytical skills to assess risks and opportunities, and strong communication skills to align the entire team with the organization's vision. Strategic leadership also involves making bold and innovative decisions to ensure that the organization remains competitive and relevant over the long term (Susanto et al., 2023).

The indicators or dimensions contained in the Strategic Leadership variable include: 1) Vision and Direction: The ability of a leader to articulate a long-term vision and to lead the organization toward that goal; 2) Decision Making: The ability to make the right and courageous decisions in complex and uncertain situations; 3) Inspiration and Motivation: The ability to inspire and motivate members of the organization to be passionate about achieving common goals; and 4) Innovation and Creativity: The ability to foster innovation and think creatively in the face of new challenges and opportunities (Sudiantini et al., 2019).

The Strategic Leadership variable is relevant to previous research that has been studied by: (Indartini et al., 2023), (Saputra, 2021), (Ali & Saputra, 2023).

Market Dynamics

Market dynamics refer to changes and fluctuations in the market environment that are influenced by factors such as consumer preferences, competition, technology, regulations, and economic conditions. These changes can create new opportunities or threats for organizations. For example, the emergence of new technologies can change the way customers interact with products, while intense competition can force organizations to innovate. Rapid market dynamics require organizations to constantly monitor trends, analyze data, and adjust strategies to remain competitive. The ability to respond quickly and effectively to market dynamics is often the key to business success (Marina et al., 2024).

The indicators or dimensions contained in the Market Dynamics variable include: 1) Changes in Demand: Fluctuations in customer preferences and needs that affect the demand for products or services; 2) Competition: The level of competition in the industry, including the emergence of new competitors and the strategies used by competitors; 3) Technological developments: Technological advances that can change the way products are produced, marketed or consumed; and 4) Regulations and Policies: Changes in government regulations and public policies that affect business operations and strategies (Anggarini et al., 2020).

The Market Dynamics variable is relevant to previous research that has been studied by: (Amruddin et al., 2023), (Sepvira et al., 2024), (Afandi et al., 2024).

Strategy Evaluation

Strategy evaluation is a systematic process for assessing the extent to which the implemented strategy has succeeded in achieving the organization's goals. This process involves data collection, performance analysis, and comparison of results to goals. Strategy evaluation helps organizations identify strengths, weaknesses, opportunities, and threats in strategy implementation. With this information, organizations can make improvements, allocate resources more effectively, and adapt their strategies to changes in the business environment. Strategy evaluation also ensures that organizations stay on track to achieve their long-term goals (Kaligis et al., 2021).

The indicators or dimensions contained in the Strategy Evaluation variable include: 1) Performance Measurement: The process of collecting data and measuring results against established goals; 2) Gap Analysis: Identifying the differences between the results achieved and the intended goals, as well as their causes; 3) Feedback: The process of gathering input from various stakeholders to assess the effectiveness of the strategy; and 4) Strategy Adaptation: The process of making changes or improvements to the strategy based on evaluation results to improve performance (Agusnawati et al., 2024).

The Strategy Evaluation Variable is relevant to previous research that has been studied by: (Wilandari & Permadi, 2021), (Nugroho & Hadiwinarto, 2020), (Kolanus et al., 2024).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Tamimi et al., 2022)	-Organizational Culture Variable affects Strategic Management -Employee Performance Variable affects Strategic Management	This article has similarities in researching the Organizational Culture variable in its independent variable, and researching the Strategic Management variable in its dependent variable	-Another difference is that the Employee Performance variable is included as another independent variable.
2	(Yulia & Masdupi, 2024)	-The Strategic Leadership Variable affects Strategic Management -The SME Sustainability Variable affects Strategic Management	This article has similarities in researching the Strategic Leadership variable in its independent variable, and researching the Strategic Management variable in its dependent variable.	Another difference is that there is the SME Sustainability variable as another independent variable.
3	(Affandi et al., 2025)	-The Market Dynamics variable affects Strategic Management -The Digitization variable affects Strategic Management	This article has similarities in researching the Market Dynamics variable in its independent variable, and researching the Strategic Management variable in its dependent variable	The difference with previous research is that there is a Digitalization variable as another independent variable
4	(Silviya et al., 2025)	-The Strategy Evaluation Variable affects Strategic Management -The Policy and Implementation Variable affects Strategic Management	This article has similarities in examining the Strategy Evaluation variable in its independent variable, and examining the Strategic Management variable in its dependent variable	Another difference is that there is a difference in the Policy and Implementation variables as other independent variables.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

1. The Influence of Organizational Culture on Strategic Management

Based on a review of the literature and relevant previous research, it is stated that organizational culture affects strategic management.

To influence strategic management through organizational culture, what a company or organization must do is: 1) Basic values: reflect the main principles that the organization upholds in carrying out its vision and mission, thus providing a clear direction in strategic decision making; 2) Norms and customs: those formed in the organization will determine how

employees behave and contribute to the collective achievement of strategic goals; 3) Communication: effective communication ensures that strategic information can be clearly conveyed at all levels of the organization, so that all parties understand their role in strategy implementation; and 4) Adaptability: enables the company to respond to changes in the business environment flexibly and quickly, which plays a role in the sustainability of the company's strategy.

If a company or organization can apply basic values, norms and customs, communication and adaptability, it will have an impact on strategic management which includes: 1) Strategic Planning: it will be more focused and realistic because it is based on a strong organizational culture and aligned with the company's long-term goals; 2) Strategic Implementation: it becomes more effective because all elements of the organization have the same understanding of the strategy being implemented; 3) Performance Evaluation: can be done more objectively, referring to the norms and work habits that have been applied in the organizational culture; and 4) Strategy Control: becomes more adaptive and responsive to external and internal dynamics, so that the organization can maintain its competitive advantage.

The results of this study are in line with previous research conducted by Saputra et al., (2024), which states that there is an influence between organizational culture and strategic management.

2. The Effect of Strategic Leadership on Strategic Management

Based on a review of the literature and relevant previous research, it is stated that Strategic Leadership has an effect on Strategic Management.

To influence strategic management through strategic leadership, what a company or organization must do is: 1) Vision and Direction: provide a foundation for the organization in setting long-term goals and ensuring that all elements of the organization are working towards the same vision; 2) Decision Making: accurate and data-based enables the organization to design and adjust strategies in accordance with the dynamics of the business environment; 3) Inspiration and Motivation: from strategic leaders encourages employees to be actively involved in strategy implementation, improving individual and team performance; and 4) Innovation and Creativity: a key factor in maintaining the company's competitiveness, enabling adaptation to market changes, and creating more effective and sustainable strategies.

If a company or organization can implement Vision and Direction, Decision Making, Inspiration and Motivation, Innovation and Creativity, it will have an impact on strategic management which includes: 1) Strategic Planning: will be more effective because it is based on a clear vision and purposeful decisions; 2) Strategic Implementation: can run more smoothly because employees are motivated to execute the strategy optimally; 3) Performance Evaluation: becomes more objective and oriented towards continuous improvement, because strategic leaders have set clear standards in performance measurement; and 4) Strategy Control: becomes more adaptive, enabling the organization to respond to challenges and opportunities with high flexibility. Thus, effective strategic leadership will strengthen strategic management and ensure the sustainability and success of the organization in facing increasingly complex competition.

The results of this study are in line with previous research conducted by Indartini et al., (2023), which states that there is an influence between strategic leadership and strategic management.

3. The Effect of Market Dynamics on Strategic Management

Based on a review of the literature and relevant previous research, it is stated that market dynamics influence strategic management.

To influence strategic management through market dynamics, what companies or organizations must do is: 1) Demand Change: requires companies to understand customer

trends and preferences in order to adapt the products or services offered; 2) Competition: which is getting tighter requires companies to create differentiation and innovation strategies to maintain a competitive advantage; 3) Technological Development: encourages organizations to adopt more sophisticated systems to improve operational efficiency and provide added value for customers; and 4) Regulations and Policies: which are constantly changing require companies to always comply with applicable regulations to avoid legal risks and ensure business sustainability.

If a company or organization can implement Changes in Demand, Competition, Technological Developments, Regulations and Policies, it will have an impact on strategic management which includes: 1) Strategic Planning: it will be more adaptive and data-driven, enabling the company to better anticipate market changes; 2) Strategic Implementation: it can run more effectively because it is supported by a deep understanding of market conditions and competition; 3) Performance Evaluation: becomes more accurate with monitoring of the impact of the implemented strategy, so that improvements can be made quickly and appropriately; and 4) Strategy Control: will be more flexible and responsive to external changes, ensuring that the company stays on track with its long-term goals.

The results of this study are in line with previous research conducted by Amruddin et al., (2023), which states that there is an influence between market dynamics and strategic management.

4. The Effect of Strategy Evaluation on Strategic Management

Based on a review of the literature and relevant previous research, it is stated that Strategy Evaluation has an effect on Strategic Management.

To influence strategic management through strategy evaluation, what a company or organization must do is: 1) Performance Measurement: enables the organization to assess the effectiveness of the strategy based on predetermined indicators, such as revenue growth, operational efficiency, or customer satisfaction; 2) Gap Analysis: helps identify the difference between actual results and expected targets, so that organizations can overcome weaknesses and optimize opportunities; 3) Feedback: from various stakeholders, including customers, employees, and business partners, it is very important to adapt strategies to market realities and organizational needs; and 4) Strategy Adaptation: ensures that companies can adapt their strategic plans to changes in the business environment, in terms of competition, regulation, and technology.

If a company or organization can implement Performance Measurement, Gap Analysis, Feedback, Strategy Adaptation, it will have an impact on strategic management which includes: 1) Strategic Planning: it will become more accurate and realistic because it is based on clear evaluation data; 2) Strategic Implementation: it will be more effective because the strategy used has been adjusted to the results of the previous evaluation; 3) Performance Evaluation: becomes more systematic, enabling the company to make continuous improvements based on the data and feedback obtained; and 4) Strategy Control: becomes more flexible and responsive, enabling the company to adjust policies and actions in dealing with business dynamics.

The results of this study are in line with previous research conducted by Wilandari & Permadi, (2021), which states that there is an influence between strategy evaluation and Strategic Management.

Conceptual Framework

The conceptual framework is determined based on the problem formulation, research objectives, and previous research relevant to the discussion of this literature research:

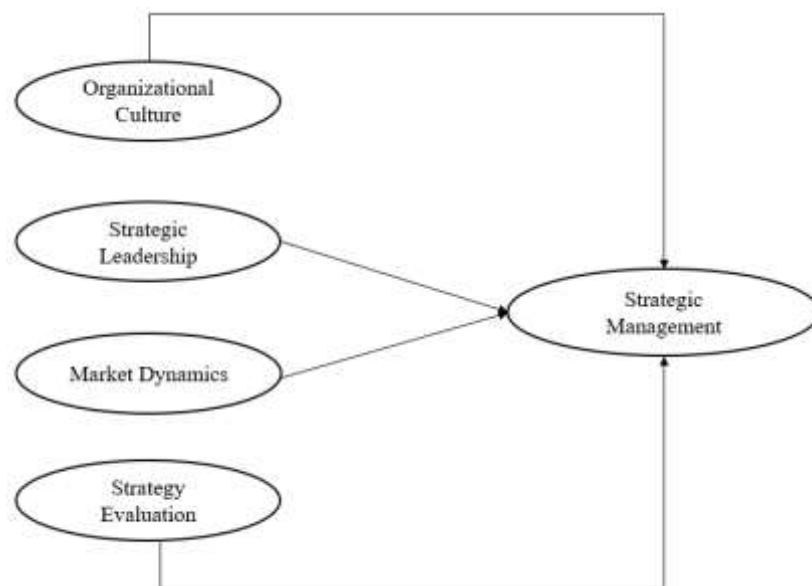


Figure 1. Conceptual Framework

Based on Figure 1 above, Organizational Culture, Strategic Leadership, Market Dynamics, Strategy Evaluation, Strategic Management. However, in addition to the variables of Organizational Culture, Strategic Leadership, Market Dynamics, and Strategy Evaluation that influence Strategic Management, there are other variables that influence it, including:

- 1) Environment: (Agustin & Tyas, 2024), (Hermawan, 2022), (Siahaan et al., 2023).
- 2) Innovation: (Qiu et al., 2020), (Siagian, 2023), (Begum et al., 2022).
- 3) Competition: (Wijayanthi & Suanendri, 2021), (Sari et al., 2021), (Windi & Mursid, 2021).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusion of this study is: 1) Organizational Culture affects Strategic Management; 2) Strategic Leadership affects Strategic Management; 3) Market Dynamics affects Strategic Management; and 4) Strategy Evaluation affects Strategic Management.

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