



**SCHOOL OF GRADUATE STUDIES**

**EFFECTS OF STRATEGIC LEADERSHIP ON BUSINESS  
SUSTAINABILITY: THE CASE OF TINAW FLORICULTURE SHARE  
COMPANY**

**MBA THESIS**

**BY  
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**APRIL, 2025  
WOLKITE, ETHIOPIA**

**EFFECTS OF STRATEGIC LEADERSHIP ON BUSINESS  
SUSTAINABILITY: THE CASE OF TINAW FLORICULTURE SHARE  
COMPANY**

**A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES IN  
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)**

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## DECLARATION

I Wogayehu Moltotal, declare that this thesis research entitled “Effects of Strategic Leadership on Business Sustainability: The Case Of Tinaw Floriculture Share Company” is outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. To the best of my knowledge, this study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of Masters of Business Administration.

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ADVISORS' APPROVAL SHEET  
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I hereby certify that I have read and evaluated this Thesis titled “Effects of Strategic Leadership on Business Sustainability: The Case of Tinaw Floriculture Share Company”, prepared under our guidance by Wegayehu Moltotal, I recommend that the Thesis shall be submitted as fulfilling the requirements for the award of Master of Business Administration Degree.

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As members of the Board of Examiners of the Masters of Art Thesis open defense examination, we have read and evaluated this thesis prepared by Elias Jemal Sirur entitled as “Effects of Strategic Leadership on Business Sustainability: The Case of Tinaw Floriculture Share Company”, and examined the candidate. We hereby certify that, the thesis is accepted for fulfilling the requirements for the award of the degree of Master of Business Administration (MBA).

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APRIL, 2025  
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## **ACKNOWLEDGMENT**

First of all I would like to thank my God. Next I want to appreciate my advisor Dr. Tamiru Yihun for his follow up, simplicity, constructive and encouraging advice and friendly approach at every stage during the preparation of this thesis. I am also grateful to Mr. Andamlak, production manager of Tinaw floriculture industry for giving me to conduct my research in the farm.

## **ABSTRACT**

*The interplay between leadership and strategic management is crucial for organizational success. However, there remains a notable gap in research regarding how leadership specifically influences strategic management practices, particularly in terms of implementation and control. This study investigates the impact of strategic leadership on business sustainability at Tinaw Floriculture Share Company in Ethiopia. It aims to explore how strategic leadership enhances resource efficiency, fosters stakeholder collaboration, drives innovation, and aligns with the organization's long-term vision. Employing a descriptive, explanatory, and inferential research design, data were collected through structured questionnaires and the analysis of company documents to gain insights into current practices and to understand causal relationships between strategic leadership and business sustainability. The explanatory approach was particularly useful in identifying how specific dimensions of strategic leadership impact key sustainability outcomes. The findings reveal that strategic leadership significantly enhances resource utilization. However, the relationship between strategic leadership and the organization's long-term vision and resilience was found to be relatively weak, indicating a need for improvement in aligning leadership practices with long-term sustainability and organizational resilience goals. Based on the findings, several recommendations are proposed: invest in continuous training to equip employees with skills related to sustainability and innovation; adopt technologies that enhance resource efficiency and operational effectiveness; develop structured strategies for stakeholder engagement; and establish clear, measurable objectives to monitor progress and align with long-term sustainability goals. These findings are expected to contribute to a deeper understanding of the vital role strategic leadership plays in promoting business sustainability, particularly within the context of a developing economy. The study offers practical implications for both scholars and practitioners in the field.*

**Keywords:** *Strategic Leadership, Business Sustainability, Stakeholder Collaboration, Ethiopian Floriculture*

## TABLE OF CONTENTS

DECLARATION .....	i
ABSTRACT .....	v
TABLE OF CONTENTS.....	vi
LIST OF FIGURE.....	ix
LIST OF TABLE .....	x
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.1. Background of the study.....	1
1.2. Statement of the Problem .....	2
1.3. Research Questions.....	3
1.4. Objective of the study.....	4
1.4.1. General objective.....	4
1.4.2. Specific objectives.....	4
1.5. Significance of the Study.....	4
1.6. Scope of the Study .....	6
1.7. Limitation of the Study.....	6
1.8. Organization of the study .....	7
CHAPTER TWO.....	8
REVIEW OF LITERATURE .....	8
2.1 Key Concepts in Business Strategy and Sustainability .....	8
2.1.1 Strategies .....	8
2.1.2 Leadership.....	8
2.1.3 Business sustainability .....	9
2.1.4 Resource Utilization Optimization .....	9

2.2 Collaboration with Stakeholders .....	10
2.2.1 Innovation and Adaptability .....	11
2.2.2 Long-Term Vision and Resilience.....	11
2.3 Strategy and Strategic Leadership Concepts .....	12
2.4 Strategic Leadership Practices .....	12
2.5 Strategic Leadership Models.....	13
2.5.1. Environmental Scanning .....	13
2.5.2. Strategy Formulation.....	14
2.5.3. Strategy Implementation .....	14
2.5.4. Evaluation and Control.....	14
2.6 Business Sustainability and Strategic Leadership .....	15
2.6.1 The Role of Strategic Leadership in Business Sustainability .....	15
2.7 Empirical Research on Business Sustainability.....	15
2.8 Conceptual frame work .....	16
CHAPTER THREE.....	19
RESEARCH METHODOLOGY .....	19
3.1. Background of the Company .....	19
3.2 Research Design and Research Approach .....	20
3.2.1 Research Approach .....	20
3.2 Target Population and Sampling Technique .....	21
3.2.1 Sampling Technique .....	22
3.2.2 Sample size determination .....	22
3.2. Data Collection Methods.....	23
3.3. Data Analysis .....	23
3.4. Validity and Reliability .....	23
Chapter Four .....	27
Data Analysis and Interpretation .....	27
4.1 analysis of Demographic Data.....	27
Descriptive statistics on study variables .....	29

Inferential statics analysis.....	45
Coefficient of Correlations analysis.....	45
4.4 Overview of the Correlation Matrix .....	46
Chapter Five.....	52
Summary, conclusion and Recommendation.....	52
5.1 Summary of Major Findings.....	52
5.2 Conclusion.....	54
5.3 Recommendation .....	54
REFERENCES .....	56
APPENDIX.....	58

## LIST OF FIGURE

Fig 2.1: Conceptual framework diagram of the relationship between the dimensions of Strategic Leadership and Business Sustainability.....	16
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## **LIST OF TABLE**

Table 4.2: Respondents sex, age and educational background .....	27
Table 4.3: Five-point scale Likert's criterion .....	29
Table 4.4: Long-term vision and Resilience .....	29
Table 4.5: Innovation and Adaptability .....	34
Table 4.6: Optimize Resource Utilization .....	38
Table 4.7: Business Sustainability .....	41
Table 4 .8 Rule of thumps for about the correlation of coefficients .....	45
Table 4 .9 Coefficient correlation analysis .....	46
Table 4 .10: Model summery .....	48
Table 4.12: Coefficients of co linearity diagnostics .....	50

# **CHAPTER ONE**

## **INTRODUCTION**

### 1.1. Background of the study

The intricate interplay between leadership and strategic management has been a focal point of organizational research for decades. While both constructs have been extensively studied individually, their synergistic impact on organizational performance remains a complex and dynamic area of inquiry (Liu et al., 2023). Strategic management, encompassing strategic planning, implementation, and evaluation, is essential for achieving organizational objectives (Wang & Hu, 2022). However, the literature often overemphasizes the formulation phase, underestimating the critical role of leadership in translating strategic intent into tangible outcomes (Hughes & Rowe, 2024).

Leadership, characterized by its influence on organizational culture, employee inspiration, and strategic change (Northouse, 2022), is indispensable for organizational success. Effective leaders possess the strategic acumen to align organizational capabilities with external opportunities and threats (Yukl, 2021). The concept of strategic leadership bridges the gap between these two domains, emphasizing the leader's role in navigating organizational challenges and achieving sustainable competitive advantage (Boal & Hooijberg, 2022).

While research has delved into leadership and strategic management separately, their interconnectedness warrants further exploration. This study seeks to illuminate the intricate relationship between these two constructs, particularly focusing on the role of strategic leadership in driving business performance (García-Morales et al., 2024). By examining how leaders influence the strategic process from formulation to implementation, this research aims to contribute to the ongoing discourse on effective organizational leadership.

The significance of strategic leadership in contemporary organizations cannot be overstated. As the business landscape becomes increasingly complex and dynamic, the need for visionary and adaptable leaders has grown exponentially (Hitt et al., 2024). Strategic leaders play a pivotal role in creating a shared vision, fostering organizational culture, building strategic capabilities, managing organizational changes, and cultivating stakeholder relationships. Despite the growing

recognition of its importance, empirical research on the impact of strategic leadership on business performance remains relatively limited (Krause & Paul, 2024).

This study aims to address this gap by examining the specific mechanisms through which strategic leadership influences organizational outcomes. Drawing on theoretical perspectives such as contingency theory, resource-based theory, and institutional theory (Barney & Hesterly, 2022; Greenwood & Hinings, 2023), this study seeks to provide a comprehensive understanding of the complex relationship between leadership and strategic management. By addressing research questions that explore how strategic leadership influences the strategic planning process, implementation, organizational performance, and leadership behaviors, this study aims to contribute to the existing body of knowledge and provide practical insights for organizations seeking to enhance their performance through effective leadership.

## 1.2. Statement of the Problem

The burgeoning field of strategic leadership has witnessed significant growth over the past two decades, highlighting its critical role in organizational success (Hoskisson et al., 2023). Research has increasingly focused on how strategic leadership influences organizational outcomes, particularly in Western and Eastern contexts. For instance, studies have shown that effective strategic leadership enhances organizational adaptability and performance (Yukl, 2021; Hitt et al., 2024). However, the African context—and specifically Ethiopia—remains relatively under-explored, with existing research primarily addressing broader strategic management processes rather than the nuances of strategic leadership (George et al., 2016; Mol et al., 2017).

The motivation to conduct this research emerged from the recognition of this significant regional and thematic gap in the literature. As Ethiopia experiences rapid economic growth and heightened global and domestic competition, the demand for strategic leadership that can drive sustainable performance has become more urgent. Despite this, many Ethiopian organizations, especially within the private sector, continue to face challenges in articulating and implementing effective strategic leadership practices. This was personally observed during preliminary interactions with several local businesses and a review of sector-specific reports, where leadership inconsistencies and unclear strategic direction were common themes.

Tinaw Floriculture Share Company was selected as a case study due to its prominence and influence within Ethiopia's growing floriculture sector—a key industry in the country's export

economy. As a major player, the company's performance and sustainability depend heavily on sound strategic leadership practices. Yet, there is a noticeable lack of academic studies analyzing how leadership dynamics influence business sustainability in this specific organizational context. Studying Tinaw Floriculture provides an opportunity to examine real-world leadership practices in a complex and competitive environment, thereby yielding valuable insights for the broader floriculture industry and similar sectors in Ethiopia.

Previous research on strategic management in Ethiopia has predominantly focused on procedural aspects such as strategy formulation, implementation, and evaluation, often neglecting the pivotal role of leadership in shaping and driving these processes (Tsehay, 2014; Timoteyos, 2015; Dinberu, 2016; Amelework, 2015). This process-oriented focus has overshadowed the need to explore the impact of leadership on strategic outcomes, organizational resilience, and long-term sustainability. Furthermore, most studies have employed purely qualitative methods, limiting the ability to quantify the relationship between strategic leadership and business performance.

This study addresses these gaps by adopting a mixed-methods approach—combining qualitative interviews with quantitative surveys—to offer a more comprehensive and empirically grounded understanding of strategic leadership within Tinaw Floriculture Share Company. In doing so, it contributes to filling the methodological and contextual void in current literature.

By exploring the interplay between leadership and strategic management in this specific setting, the study aims to contribute to a deeper, context-sensitive understanding of strategic leadership in Ethiopia. The findings are expected to inform both practitioners and scholars about the critical role strategic leadership plays in achieving sustainable business outcomes in the Ethiopian floriculture sector.

### 1.3. Research Questions

In light of the identified gaps in the literature regarding strategic leadership and its impact on organizational performance, this study aims to explore specific research questions that will guide the investigation into the practices of strategic leadership at Tinaw Floriculture Share Company. By focusing on the unique context of the Ethiopian floriculture industry, the research seeks to uncover how strategic leadership can be leveraged to enhance various aspects of organizational

effectiveness. The following research questions have been formulated to address the key areas of interest:

1. How can strategic leadership enhance resource efficiency and contribute to business sustainability within Tinaw Floriculture?
2. What approaches does strategic leadership employ to foster collaboration with stakeholders (employees, local communities, suppliers) in Tinaw Floriculture, and how do these collaborations impact social responsibility?
3. How do strategic leaders drive innovation and adaptability within Tinaw Floriculture, and what role does this play in achieving sustainable business practices?
4. How does strategic leadership contribute to Tinaw Floriculture's long-term vision and resilience, particularly in relation to sustainable growth?

#### 1.4. Objective of the study

##### 1.4.1. General objective

The general objective of the study is to assess the effects of strategic leadership on business sustainability in the case of Tinaw Floriculture Share Company

##### 1.4.2. Specific objectives

- ❖ To analyze how strategic leadership practices enhance resource efficiency and contribute to business sustainability within Tinaw Floriculture.
- ❖ To investigate the approaches employed by strategic leadership to foster collaboration with stakeholders (employees, local communities, suppliers) in Tinaw Floriculture, and to assess the impact of these collaborations on social responsibility.
- ❖ To examine how strategic leaders drive innovation and adaptability within Tinaw Floriculture, and to determine the role of these factors in achieving sustainable business practices.
- ❖ To evaluate how strategic leadership contributes to Tinaw Floriculture's long-term vision and resilience, particularly in relation to sustainable growth.

#### 1.5. Significance of the Study

Tinaw Floriculture is one of the key players in the Ethiopian floriculture industry, and studying the company's strategic leadership is crucial in understanding the practices that shape its sustainability outcomes. This study provides valuable insights that extend beyond the boundaries

of a single organization, benefiting a range of stakeholders and contributing meaningfully to academic and practical domains.

**Business Leaders and Managers:** The study offers actionable insights for executives and managers within the floriculture sector and other related industries in Ethiopia, enabling them to assess and improve their strategic leadership practices to enhance organizational sustainability and resilience.

**Policy Makers and Government Agencies:** Findings can inform the development of industry-specific policies and leadership development programs, helping government bodies craft more effective frameworks to support sustainable business growth in the agricultural and floriculture sectors.

**Academics and Researchers:** The study contributes to the relatively limited academic literature on strategic leadership in the Ethiopian context. It provides a robust empirical basis for future research and serves as a benchmark for comparative studies in similar developing economies.

**Development Partners and NGOs:** Organizations working in enterprise development, capacity building, and sustainable agriculture can use the findings to design targeted interventions that strengthen strategic leadership capacity within the private sector.

**Employees and Internal Stakeholders:** Improved leadership practices driven by this research can lead to better organizational culture, employee engagement, and long-term job security through enhanced sustainability practices.

This study addresses a significant gap in the literature by examining strategic leadership within the under-researched Ethiopian floriculture industry. While existing research has largely focused on strategy processes such as formulation and implementation, this study shifts the lens toward leadership dynamics and their direct impact on business sustainability.

Moreover, by adopting a mixed-methods approach, the research contributes methodologically by integrating both qualitative and quantitative perspectives to provide a comprehensive analysis. This enhances the depth and reliability of findings, setting a precedent for future studies in the field.

In summary, the study not only informs practice by guiding leadership development and policy formation but also enriches the academic discourse on strategic leadership in emerging markets, particularly in Sub-Saharan Africa. It lays a foundation for further research on how leadership can drive sustainable growth in dynamic and competitive industries.

#### 1.6. Scope of the Study

This study aimed to assess the effect of strategic leadership on business sustainability at Tinaw Floriculture Share Company, located in the Gurage Zone of Ethiopia. The scope of this research was defined by several key delimitations:

1. **Theoretical and Conceptual Scopes:** The study drew on established theories of strategic leadership and business sustainability, focusing on concepts such as resource optimization, stakeholder collaboration, innovation, and long-term visioning. It did not explore alternative leadership theories or practices outside the strategic framework, allowing for a focused analysis of how these specific elements contributed to sustainability. Moreover, other factors influencing sustainability, such as external economic conditions or regulatory frameworks, were not the primary focus of this research, ensuring a concentrated investigation of the core variables.
2. **Geographical Scope:** The research was geographically limited to the Gurage Zone of Ethiopia, specifically analyzing Tinaw Floriculture Share Company. While findings provided valuable insights within this context, they may not have been generalizable to other regions or sectors in Ethiopia or beyond due to the unique contextual factors influencing leadership and sustainability in this locale.
3. **Methodological Scope:** The study employed a mixed-methods approach, integrating both qualitative and quantitative methods. Qualitative data were collected through interviews and open-ended surveys with company leadership and stakeholders to gather in-depth insights. Quantitative data were obtained through structured surveys to allow for statistical analysis, enhancing the robustness of the findings. The timeframe for data collection was constrained to the current operational period of Tinaw Floriculture, providing a snapshot of the company's practices and outcomes.

#### 1.7. Limitation of the Study

The study gathered accurate and comprehensive data, which proved to be challenging. Tinaw Floriculture Share Company had limited historical data on sustainability practices, financial

performance, or strategic decisions. To ensure data reliability, multiple sources were cross-referenced and information was validated. The study relied on a small sample size, which had implications for the findings. These findings may not have been directly applicable to other floriculture companies or industries. This limitation was addressed by acknowledging the specific context and discussing potential variations. Time constraints and long-term effects were also considered in the analysis

#### 1.8. Organization of the study

This study contained five chapters. The first chapter dealt with the background of the study, statement of the problem, significance of the study, general and specific objectives, research questions, limitations, scope, and organization of the study. The second chapter presented a review of related literature. The third chapter focused on the research methodology. The fourth chapter included the presentation, analysis, and interpretation of data. Finally, the fifth chapter provided the conclusions and recommendations of the study.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

This chapter reviews various streams of strategic leadership theories, linking them directly to the objectives of this study. It begins with foundational concepts in strategic leadership, progresses to strategic leadership practices, and concludes with the role of strategic leadership in fostering business sustainability.

#### **2.1 Key Concepts in Business Strategy and Sustainability**

##### **2.1.1 Strategies**

Strategies are defined as a combination of plans or actions intended to accomplish a particular aim or target. In the context of business, strategies are formulated to help an organization achieve its goals and objectives, which may include expanding its client base, increasing revenue, or entering new markets David, (2011). The formulation of effective strategies involves a thorough analysis of both internal capabilities and external market conditions, often utilizing frameworks such as SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify strategic options Kotler & Keller (2016).

Empirical studies have shown that organizations with well-defined strategies are better positioned to respond to market changes and competitive pressures Hoskisson et al., (2023). For instance, a study by Porter (1985) emphasizes the importance of competitive strategies in achieving a sustainable competitive advantage, suggesting that organizations must choose between cost leadership, differentiation, or focus strategies to succeed in their respective markets.

##### **2.1.2 Leadership**

Leadership refers to the process of guiding, influencing, and motivating individuals or groups toward achieving common goals. Effective leaders exhibit qualities such as vision, communication, decision-making, and the ability to inspire and empower others Northouse, (2022). Leadership can take various forms, including transformational, transactional, servant, and situational leadership, each with its unique approach to influencing followers and achieving organizational objectives.

Transformational leadership, for example, is characterized by the ability to inspire and motivate followers to exceed their own self-interests for the good of the organization Bass & Riggio (2006). This style has been linked to higher levels of employee satisfaction and performance, as leaders foster an environment of trust and collaboration García-Morales et al., (2024). Conversely, transactional leadership focuses on the exchange between leader and follower, where compliance is achieved through rewards and punishments Yukl, (2021).

Empirical research has demonstrated that effective leadership is crucial for organizational success, particularly in times of change and uncertainty Hitt et al., (2024). For instance, studies have shown that organizations led by transformational leaders are more likely to innovate and adapt to changing market conditions, thereby enhancing their overall performance Zhao et al., (2019).

### 2.1.3 Business sustainability

Business sustainability refers to conducting operations in a manner that balances economic growth, environmental stewardship, and social responsibility. It encompasses the long-term viability of a business by minimizing negative impacts on the environment and society while maximizing positive contributions Ahi & Searcy (2013). Business sustainability can be measured through various indicators, such as the company's carbon footprint, resource conservation practices, community engagement efforts, and overall social impact.

The concept of sustainability has gained significant traction in recent years, driven by increasing awareness of environmental issues and social equity Elkington, (1997). Empirical studies have shown that organizations that prioritize sustainability not only enhance their reputation but also achieve better financial performance in the long run Hossain et al., (2018). For example, a study by Eccles et al. (2014) found that companies with strong sustainability practices outperformed their peers in terms of stock market performance, highlighting the financial benefits of adopting sustainable business practices.

### 2.1.4 Resource Utilization Optimization

Resource Utilization Efficiency (RUE) measures how effectively utilizes its resources such as land, water, energy, and raw materials to produce and distribute its products.

. RUE can be quantified as the ratio of output (e.g., flower production) to the input resources (e.g., water consumption, fertilizer usage, labor hours). Mathematically:

$$\text{RUE} = \text{Input} / \text{Output resources}$$

Optimizing resource utilization is critical for enhancing operational efficiency and reducing costs, which are essential for maintaining competitiveness in the floriculture industry Christou, (2015). Empirical research has shown that organizations that effectively manage their resources can achieve significant cost savings and improve their overall sustainability performance Krause & Paul, (2024). For instance, a study by Hitt et al. (2024) found that companies that implemented resource optimization strategies were able to reduce waste and improve their environmental impact, thereby contributing to their long-term sustainability goals.

In summary, the operational definitions of strategies, leadership, business sustainability, and resource utilization optimization provide a foundational understanding of the key variables that will be explored in this study. By examining these concepts in the context of Tinaw Floriculture, the research aims to uncover the intricate relationships between strategic leadership practices and business sustainability outcomes.

## 2.2 Collaboration with Stakeholders

The Stakeholder Engagement Index (SEI) reflects the degree of collaboration between Tinaw Floriculture and various stakeholders, including employees, local communities, suppliers, and customers. Effective stakeholder engagement is critical for organizations seeking to enhance their sustainability practices, as it fosters a sense of ownership and commitment among stakeholders Freeman, (1984). The SEI can be assessed through surveys, interviews, and other qualitative and quantitative methods, considering factors such as communication frequency, joint initiatives, and responsiveness to stakeholder needs Bourne & Walker (2006).

Empirical studies have shown that organizations with high levels of stakeholder engagement tend to perform better in terms of sustainability outcomes. For instance, a study by Hossain et al. (2018) found that companies that actively engage with their stakeholders are more likely to adopt sustainable practices and achieve better financial performance. This finding underscores the importance of the SEI in evaluating how well Tinaw Floriculture collaborates with its stakeholders

to drive sustainability initiatives

### 2.2.1 Innovation and Adaptability

The Innovation-Adaptability Score (IAS) captures how well Tinaw Floriculture adapts to changing market conditions and fosters innovation. IAS combines metrics related to product and service innovation (e.g., new flower varieties, sustainable practices) and adaptability (e.g., the ability to pivot during disruptions). This composite score can be derived from various indicators, such as the number of new products launched, the speed of response to market changes, and the implementation of innovative practices Zhao et al., (2019).

Research indicates that organizations that prioritize innovation and adaptability are better positioned to navigate uncertainties and capitalize on emerging opportunities. For example, a study by Teece (2018) emphasizes the importance of dynamic capabilities—an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. This perspective aligns with the objective of assessing how Tinaw Floriculture can leverage innovation and adaptability to enhance its sustainability efforts.

### 2.2.2 Long-Term Vision and Resilience

The Strategic Resilience Quotient (SRQ) reflects Tinaw Floriculture's ability to maintain its long-term vision despite external shocks. SRQ integrates strategic planning, risk management, and scenario analysis, assessing how well the company aligns its actions with its vision while navigating uncertainties Hitt et al., (2024). A strong long-term vision is essential for organizations to remain focused on their sustainability goals, even in the face of challenges.

Empirical evidence suggests that organizations with a clear long-term vision and resilience strategies are more likely to succeed in achieving their sustainability objectives. For instance, a study by Sull and Eisenhardt (2015) found that companies that adopt a resilient approach to strategy—one that incorporates flexibility and adaptability—are better equipped to withstand market disruptions and maintain their competitive advantage. This finding highlights the importance of the SRQ in evaluating Tinaw Floriculture's capacity to sustain its vision and navigate challenges effectively.

### 2.3 Strategy and Strategic Leadership Concepts

Strategic leadership is defined as the set of managerial decisions and actions that shape the long-term performance of an organization. According to Wheelen and Hunger (2017), this concept has evolved significantly, originally termed "business policy." David (2011) emphasizes that strategic management involves formulating, implementing, and evaluating cross-functional decisions to achieve organizational objectives.

Understanding these foundational concepts is vital, as they directly inform how strategic leadership can optimize resource utilization and enhance operational effectiveness at Tinaw Floriculture. Alkhafaji (2003) further argues that strategic management focuses on making decisions to achieve long-term goals, highlighting its relevance to sustainable business practices. The historical development of strategic management, outlined by Furrer et al. (2008), illustrates the evolution of thought from economic organization to a more comprehensive understanding of strategy formation and implementation. This historical context is essential for grasping how contemporary strategic leadership practices can be applied to promote sustainability.

### 2.4 Strategic Leadership Practices

Numerous studies explore how strategic management frameworks facilitate competitive advantage. Robbins and Coulter (2002) define strategic management as encompassing planning, implementation, and evaluation processes. This understanding underpins the research objective of analyzing how effective strategic leadership practices at Tinaw Floriculture can drive sustainability.

Johnson and Scholes (2009) emphasize the significance of strategy implementation, which translates strategic plans into actions that align with long-term goals. This is particularly relevant for Tinaw Floriculture, as effective implementation can lead to enhanced resource optimization and stakeholder collaboration, crucial components of sustainability. Furthermore, Mintzberg and Waters (1985) highlight that strategy formation is not merely a planning process but a dynamic interplay of various factors. This perspective supports the objective of investigating how strategic leadership can adapt to changing market conditions and foster innovation, contributing to the company's resilience and sustainability.

## 2.5 Strategic Leadership Models

Wheelen and Hunger (2017) propose a rational and prescriptive strategic leadership model that comprises four core components: environmental scanning, strategy formulation, strategy implementation, and evaluation and control. This model offers a structured approach for analyzing how strategic leadership can embed sustainability into organizational practices. Applied to the case of Tinaw Floriculture Share Company, each component provides insights into how leaders can influence sustainable business outcomes.

1. **Environmental Scanning:** Recognizing external and internal factors helps leaders identify opportunities and threats, guiding sustainable practices at Tinaw Floriculture. This aligns with the study's objective to assess how strategic leaders can leverage environmental insights to enhance sustainability.
2. **Strategy Formulation:** This process aids in defining the organization's mission and goals, which are crucial for long-term sustainability. By integrating sustainability into strategic goals, leaders can ensure alignment with broader environmental and social responsibilities.
3. **Strategy Implementation:** Highlighted as a key focus, implementation is where strategic leadership directly influences operational practices that affect sustainability outcomes.
4. **Evaluation and Control:** Continuous assessment of strategies ensures that sustainability objectives are met, reinforcing the importance of strategic leadership in achieving long-term success.

### 2.5.1. Environmental Scanning

Environmental scanning involves analyzing both internal and external environments to identify opportunities and threats that influence strategic decision-making. At Tinaw Floriculture, this process helps leadership align operations with sustainability trends and external pressures, such as market shifts, environmental regulations, and stakeholder expectations (Daft, 2018).

Empirical evidence supports this approach. Geng et al. (2019) found that organizations engaging in comprehensive environmental scanning are more adaptable and more likely to adopt innovative sustainability practices. In the context of Tinaw Floriculture, this means that proactive scanning can help identify strategic opportunities for growth and resilience.

### 2.5.2. Strategy Formulation

Strategy formulation involves defining the organization's mission, vision, and long-term goals, incorporating sustainability as a core strategic priority. By aligning strategic goals with environmental and social responsibilities, leaders ensure a forward-looking and responsible organizational direction (David, 2011).

According to Porter and Kramer (2011), integrating sustainability into strategic planning through the concept of creating shared value enables companies to simultaneously generate economic and societal benefits. At Tinaw Floriculture, this means developing goals that address not only profitability but also environmental stewardship and community well-being.

### 2.5.3. Strategy Implementation

Strategy implementation is where leadership translates formulated strategies into concrete actions. It requires clear communication of the vision, effective resource allocation, and the cultivation of a corporate culture that supports sustainable practices (Kotter, 1996).

Johnson and Scholes (2009) highlight that successful implementation is strongly associated with improved sustainability performance. For Tinaw Floriculture, this underscores the need for strategic leaders to operationalize sustainability ensuring that every function and process contributes to long-term environmental and economic goals.

### 2.5.4. Evaluation and Control

The final component, evaluation and control, focuses on continuously monitoring strategic initiatives to assess progress and make necessary adjustments. This ensures alignment with sustainability objectives and fosters a culture of accountability (Kaplan & Norton, 1996).

Ahi and Searcy (2013) demonstrate that organizations with strong performance measurement systems are more successful in adopting and maintaining sustainable practices. For Tinaw Floriculture, this implies the importance of feedback loops and performance audits in reinforcing sustainable growth.

The Wheelen and Hunger (2017) strategic leadership model provides a robust framework for assessing how leadership influences sustainability at Tinaw Floriculture. By applying this model across its four components, the study highlights the essential role of strategic leadership in driving sustainable practices, improving resource efficiency, and achieving long-term organizational resilience.

## 2.6 Business Sustainability and Strategic Leadership

Business sustainability is characterized by the ability of organizations to operate responsibly while achieving economic success. The integration of strategic leadership into sustainability efforts is essential.

### 2.6.1 The Role of Strategic Leadership in Business Sustainability

Strategic leaders play a critical role in embedding sustainability into organizational culture. They align sustainability goals with business objectives, fostering a culture supportive of sustainable practices. Ahi and Searcy (2013) emphasize that effective leadership is crucial for integrating sustainability into the core values and operations of an organization. This supports the study's objective of exploring how strategic leadership can enhance stakeholder collaboration and resource utilization at Tinaw Floriculture.

Empirical studies have demonstrated that organizations with strong strategic leadership are more likely to achieve better sustainability performance. For example, Hossain et al. (2018) conducted a comprehensive study showing that leaders who actively engage in sustainability initiatives positively influence both financial performance and stakeholder satisfaction. Their research indicates that strategic leaders who prioritize sustainability can enhance organizational reputation and trust, which are essential for long-term success.

## 2.7 Empirical Research on Business Sustainability

Empirical studies highlight the significant relationship between strategic leadership and business sustainability, demonstrating that organizations with strong strategic leadership often achieve better sustainability performance.

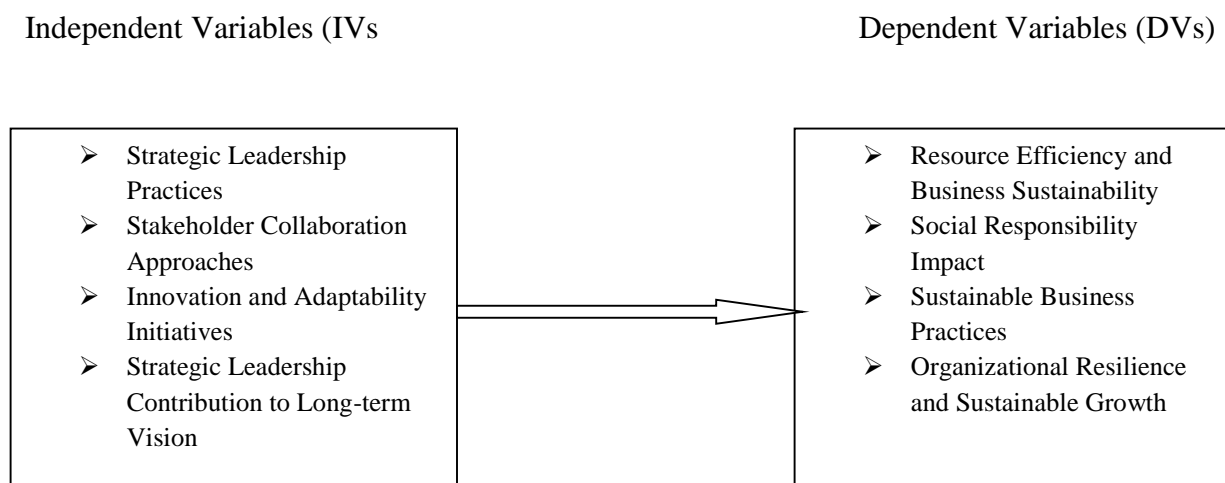
Hossain et al. (2018) conducted a comprehensive study showing that leaders who actively engage in sustainability initiatives positively influence both financial performance and stakeholder

satisfaction. Their research indicates that strategic leaders who prioritize sustainability can enhance organizational reputation and trust, which are essential for long-term success. This finding directly supports the research objective of assessing how leadership practices at Tinaw Floriculture can optimize resource utilization and stakeholder engagement.

Zhao et al. (2019) further explored the role of strategic leadership in fostering sustainable practices. Their findings reveal that effective strategic leaders not only promote the adoption of environmentally friendly practices but also cultivate an organizational culture that values innovation and adaptability. This underscores the importance of strategic leadership in driving resilience, a key aspect of the study’s objectives. Additionally, empirical evidence from studies such as those by Ahi and Searcy (2013) and Hossain et al. (2018) supports the idea that integrating environmental, social, and governance (ESG) criteria into leadership decision-making leads to enhanced sustainability outcomes. These studies collectively demonstrate that organizations with a clear commitment to sustainability, guided by effective leadership, are better equipped to navigate challenges and capitalize on opportunities in a dynamic market. Overall, the empirical research underscores the critical role of strategic leadership in shaping sustainable practices, aligning with the study’s objective to investigate how such leadership can optimize resource use and enhance operational effectiveness at Tinaw Floriculture.

## 2.8 Conceptual frame work

Fig 2.1: Conceptual framework diagram of the relationship between the dimensions of Strategic Leadership and Business Sustainability



Source: Sharma, S., & Ruud, A.( 2018)

The framework outlines how each independent variable influences its corresponding dependent variable, providing a structured approach to understanding the impact of strategic leadership on various aspects of business sustainability within Tinaw Floriculture. By examining these relationships, the study aims to identify effective leadership strategies that enhance resource utilization, foster stakeholder engagement, drive innovation, and contribute to long-term organizational resilience and growth.

### **Components of the Framework:**

#### **1. Independent Variables (IVs):**

These represent the key factors of strategic leadership that influence business sustainability at Tinaw Floriculture. The components include:

- ❖ **Strategic Leadership Practices:** Leadership actions related to decision-making, vision setting, and guiding organizational behavior.
- ❖ **Stakeholder Collaboration Approaches:** Strategies used to engage employees, suppliers, local communities, and other stakeholders.
- ❖ **Innovation and Adaptability Initiatives:** Leadership efforts to foster innovation and adapt to changing environments.
- ❖ **Strategic Leadership Contribution to Long-term Vision:** The role of leadership in shaping and sustaining the organization's future direction and resilience.

#### **2. Dependent Variables (DVs):**

These indicators reflect the outcomes influenced by the independent variables, representing different dimensions of business sustainability:

- ❖ **Resource Efficiency and Business Sustainability:** Effective utilization of resources to promote sustainable operations.
- ❖ **Social Responsibility Impact:** The effects of stakeholder collaboration on the company's social and community contributions.
- ❖ **Sustainable Business Practices:** Implementation of innovative and adaptive processes that support sustainability goals.
- ❖ **Organizational Resilience and Sustainable Growth:** The organization's capacity to maintain long-term growth and recover from challenges through strategic leadership.

The framework emphasizes the direct influence of each strategic leadership dimension (IV) on its respective sustainability outcome (DV). This relationship underpins the study's objective to

analyze how leadership dynamics drive business sustainability in the context of Tinaw Floriculture.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter outlines the description of study area, research design, target population, sampling techniques, data collection methods, and analysis procedures employed in the study of strategic leadership practices on business sustainability at Tinaw Business Share Company.

#### **3.1. Background of the Company**

Over the past two decades, Ethiopia's floriculture industry has grown rapidly, becoming a key contributor to the national economy and foreign exchange earnings. In 2017, flower exports generated approximately USD 212 million, reflecting Ethiopia's growing influence in the global flower market. A leading player in this sector is Tinaw Business Share Company (Tinaw), a private horticultural firm established in 2006. Specializing in the cultivation and export of high-quality rose flowers, Tinaw operates a 32-hectare farm located 175 kilometers southwest of Addis Ababa, in the Gurage zone of the SNNPR. Positioned at an altitude of 1,950 meters, the farm benefits from optimal climate conditions for rose production.

Tinaw produces over 18 varieties of roses with stem lengths between 40 and 70 centimeters. Utilizing advanced greenhouse technologies and sustainable practices—such as integrated pest management and water-efficient irrigation—the company maintains high productivity while minimizing environmental harm. It has earned a strong reputation in international markets, particularly in Europe, due to its commitment to quality, innovation, and customer satisfaction.

Beyond its business operations, Tinaw demonstrates a strong corporate social responsibility ethos. It ensures worker safety, promotes environmental sustainability, and supports surrounding communities. Its initiatives include providing clean drinking water to over 3,000 households and schools, building a 1.6-kilometer access road, and supporting education through infrastructure and resources.

Despite the industry's success, challenges persist in achieving sustainable development. These include the need for improved labor conditions, better water and chemical management, and increased economic competitiveness. Addressing these issues requires collaborative efforts from the government, private sector, NGOs, and international partners. With sustained and inclusive

strategies, Ethiopia's floriculture sector can continue to thrive while contributing to long-term development and environmental stewardship.

## 3.2 Research Design and Research Approach

### 3.2.1 Research Approach

This study employed both qualitative and quantitative research methods to gather comprehensive and well-rounded data. The integration of both approaches provided a deeper understanding of the effects of strategic leadership on business sustainability in the case of Tinaw Floriculture Share Company from different perspectives. The quantitative approach focused on collecting quantitative data to understand trends, patterns, and relationships among variables related to strategic leadership and business sustainability. The qualitative aspect of the study focused on gathering in-depth insights into the experiences, perceptions, and attitudes of employees involved in strategic leadership and business sustainability.

By integrating both qualitative and quantitative research methods, the study ensured a more holistic and nuanced understanding of the effects of strategic leadership on business sustainability in the case of Tinaw Floriculture Share Company. The qualitative data provided rich, detailed context, while the quantitative data helped to generalize findings to a broader population and allowed for comparison across different sites or communities.

### 3.2.2 Research Design

A descriptive and explanatory research design was adopted to investigate the strategic leadership practices and their own business sustainability at Tinaw Floriculture Share Company. This combined design was appropriate for providing both a detailed description of existing conditions and for exploring and explaining potential causal relationships between leadership practices and sustainability outcomes.

The descriptive component enabled the researcher to systematically describe the current leadership strategies, organizational behaviors, and employee perceptions without altering the environment. It focused on answering the "what" and "how" questions by capturing factual information regarding habits, attitudes, and practices (Kombo & Tromp, 2006).

The explanatory component, on the other hand, focused on determining the “why” investigating the underlying causes and effects of strategic leadership practices on sustainability outcomes. This approach helped in identifying and explaining the relationships between the independent variables (strategic leadership dimensions) and the dependent variable (business sustainability), thus supporting hypothesis testing and theory development.

To achieve robust and comprehensive findings, the study employed a mixed-methods approach, incorporating both qualitative and quantitative methodologies. This integration enhanced the depth of the analysis and allowed for the triangulation of findings from different data sources.

The study made use of both primary and secondary data:

- **Primary Data:** Collected through structured questionnaires and semi-structured interviews with employees, supervisors, and managers of Tinaw Floriculture Share Company. These tools were designed to gather data on leadership practices, decision-making processes, and perceptions of sustainability.
- **Secondary Data:** Sourced from company documents, reports, policy manuals, and academic literature related to strategic leadership and sustainability. These provided background and contextual information that complemented the primary data.

By combining descriptive, explanatory, and inferential approaches, the study provided a comprehensive understanding of the strategic leadership practices at Tinaw Floriculture Share Company and how these practices affect business sustainability.

### 3.2 Target Population and Sampling Technique

The target population for this study comprises key individuals engaged in strategic leadership at Tinaw Floriculture Share Company. Specifically, the population includes:

1. **Management and Leadership :** This group consists of individuals occupying managerial and leadership roles such as department heads, senior managers, and executives who are directly responsible for formulating and guiding the strategic direction of the company
2. **Operational Employees:** Employees who contribute directly to the company's strategic initiatives and operations. Their firsthand knowledge and experiences are invaluable for understanding the practical impact of strategic leadership across various organizational levels. The rationale for including both management and

operational employees is to capture a comprehensive perspective on the effectiveness of strategic leadership practices. Employees at different levels of the organization can provide insights into how these practices influence business sustainability and overall performance.

To determine the exact size of the target population, according to the Tinaw Floriculture Share Company Human Resource Management Department, the total number of employees working in the Company is 1083. Having an accurate population size is essential for calculating the appropriate sample size for the study and for conducting reliable statistical analyses. By clarifying the target population and ensuring accurate data collection, the study was positioned to analyze the relationship between strategic leadership and business sustainability effectively.

### 3.2.1 Sampling Technique

This study employed a combination of purposive and random sampling techniques to select participants. Purposive Sampling: This method was used to identify key individuals involved in strategic leadership at Tinaw Floriculture Share Company, including managers and employees. These individuals possessed in-depth knowledge of the company's strategic direction and practices, making them crucial for understanding the nuances of strategic leadership.

Random Sampling: To complement the purposive sampling, random sampling was employed to select a representative sample of employees from the broader workforce. The total number of employees working in the company was 1,083.. This approach ensured a diverse range of perspectives by including employees from various departments and levels within the organization. By combining purposive and random sampling, the study aimed to capture comprehensive insights into strategic leadership practices while ensuring that the sample accurately reflected the entire employee population at Tinaw Floriculture Share Company.

### 3.2.2 Sample size determination

The sample size is determined using the formula proposed by Yemane (1967) and Israel (1992), which takes into account the total target population, including management, leadership, and operational employees. The formula for calculating the sample size is as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where

**n= sample size**

**N=total population**

**e = accepted error**

$$\begin{aligned}
 n &= \frac{1083}{1+1083(0.05)^2} \\
 &= \frac{1083}{1+1083(0.0025)} = \underline{\underline{292}}
 \end{aligned}$$

### 3.2.Data Collection Methods

Primary data was collected using structured questionnaires. The questionnaires were administered to selected respondents and consisted of closed-ended questions utilizing a Likert scale to measure the extent of strategic leadership practices. This quantitative approach provided a systematic analysis of the data. In-depth interviews were conducted with key personnel involved in strategic leadership, such as managers, team leaders, and department heads. These interviews provided qualitative insights into the nuances of strategic leadership practices and their impact on business sustainability. Additionally, secondary data was gathered from company documents, reports, and relevant literature to complement the primary data and provide a broader context for the study. By employing a mixed-methods approach that combined quantitative and qualitative data collection techniques, the research aimed to achieve a comprehensive understanding of the relationship between strategic leadership practices and business sustainability at Tinaw Floriculture Share Company

### 3.3.Data Analysis

To meet the objectives stated in the above section, data collected from the structured questionnaires were analyzed using a statistical package social science (SPSS) version20. The researcher was used a statistical package social science (SPSS) version20 for descriptive statics and inferential statics method which helps to assess strategic leadership practices and business sustainability at Tinaw Floriculture Share Company. Frequency distribution method were used to analyze and interpret the data collected using statics such as percentage, frequency distribution, mean, standard deviation.

### 3.4.Validity and Reliability

In order to ensure the validity of survey instrument, the initial questionnaire were given to a panel of experts and faculty members to judge its content's validity, the clarity of its items meaning and to assure its linkages with the study objectives. In order to validate the reliability, the questionnaire were pilot tested using 11 respondents, of the total sample size. This group was chosen to represent a subset of the study population, allowing for an initial assessment of the questionnaire's reliability

and validity, who were considered the representatives of the study population the value of **Cronbachalpha found 0.848**, for the variables of strategic leadership and business sustainability, indicating a highly acceptable level of reliability for the questionnaire.

Table3.1ReliabilityStatisti

cs

Cronbach's Alpha	N of Items
.848	19

Table 3.2 Item-Total Statistics

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
understand the long-term vision articulated by my leaders	19.0909	4.891	.000	.850
Leaders envisioning of the future	19.0000	3.800	.851	.816
Leaders commitment for the vision of the Organization's	18.8182	3.364	.764	.824
Leaders have vision in mind always	19.0909	4.891	.000	.850
Organization's current strategies to withstand external shocks and challenges	19.0909	4.891	.000	.850
leaders are always ready to learn new things	19.0000	3.800	.851	.816
Leaders seek advice on new issues/ideas	19.0909	4.891	.000	.850
Share new ideas and innovative solutions within the organization	19.0909	4.891	.000	.850
our organization is able to adapt to changing market conditions	19.0909	4.891	.000	.850
Leaders always identifies opportunities	19.0909	4.891	.000	.850
our organization successfully minimizes waste in its operations	19.0000	3.800	.851	.816
There is a strong evaluation and controlling mechanism.	19.0909	4.891	.000	.850
our organization's ability to enhance operational efficiency through effective resource management	18.8182	3.364	.764	.824
specific strategies or practices do you believe could improve our resource utilization and operational efficiency	19.0909	4.891	.000	.850
Our organization is in implementing environmentally responsible practices	19.0909	4.891	.000	.850
Processes efficiently perform what is expected from them	19.0000	3.800	.851	.816
Our organization's long-term sustainability goals and objectives.	18.9091	3.491	.818	.816
Our organization maintains economic health while pursuing sustainability initiatives	19.0909	4.891	.000	.850

Our organization promotes social equity and responsibility within its operations	19.0909	4.891	.000	.850
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### 3.5. Ethical considerations

While conducting the study, ethical issues were considered. Before the data collection process all the necessary information about the study like who is conducting the study and for what purpose is the study conducted and other necessary information that respondents like to know were provided to all respondent so that it can help them to decide whether to participate or not in this study. They were also be notified that their participation in the study is voluntary and also that they have the freedom to with draw from the study at any time without any unfavorable consequences, and they are not harmed as a result of their participation or non-participation in the study. They were also guaranteed for their anonymity and confidentiality of their response.

## Chapter Four

### Data Analysis and Interpretation

This chapter presents the findings of the study based on the methodology outlined in Chapter Three. The data collected from employees were analyzed to address the primary objective of the research, which was to examine The effects of strategic leadership on business sustainability in case of Tinaw Floriculture Share Company. A total of 292 employees were selected as the sample size using Yamane’s (1967) sample size determination formula. The analysis was conducted using descriptive statistical methods.

Table 4.1: Rate of response by respondents

Questionnaire	Respondents	Percentage
<b>Returned</b>	278	95.2
<b>Not returned</b>	14	4.8
<b>Total distributed</b>	292	100

*Source: own survey 2025*

As shown in table 4.1 above, 292 questionnaires were administered to employees Out of 292 questionnaire that were distributed 278(95.2 %) returned and 14(4.8%) of questionnaires were not returned. The return rate indicates that there was a high rate of response from the respondents. Analysis of the paper was made based on returned questionnaires 278(95.2%).

#### 4.1 analysis of Demographic Data

Table 4.2: Respondents sex, age and educational background

Characteristics	N	%
Sex of respondents		
Male	<b>110</b>	<b>39.6</b>
Female	<b>168</b>	<b>60.5</b>
Total	<b>278</b>	<b>100</b>
Age of respondents		
20 -25	<b>50</b>	<b>18.1</b>
26-30	<b>119</b>	<b>42.8</b>
31-35	<b>93</b>	<b>33.5</b>
36-40	<b>8</b>	<b>2.8</b>
41 and above	<b>8</b>	<b>2.8</b>
Total	<b>278</b>	<b>100</b>
Educational states		
Grade 10	<b>184</b>	<b>66.2</b>
TVET	<b>30</b>	<b>10.8</b>
Diploma	<b>30</b>	<b>10.8</b>

BA/BSC	<b>24</b>	<b>8.6</b>
MA/MSc above	<b>10</b>	<b>3.6</b>
Total	<b>278</b>	<b>100.0</b>

*Source: own survey 2025*

The majority of the workforce at Tinaw Floriculture Share Company is female (60.5%), reflecting a gender dynamic that may be influenced by the nature of the floriculture industry. This presents a valuable opportunity for strategic leaders to promote gender inclusivity and empower women to actively participate in decision-making processes related to sustainability and business growth.

Although males (39.5%) make up a smaller proportion of the workforce, their presence remains significant. This suggests the potential to develop balanced teams and encourage male involvement in key areas such as leadership and technical roles.

The age distribution at Tinaw Floriculture Share Company reveals a predominantly young workforce, with the majority of employees falling within the 26–35 age range. This presents a valuable opportunity for strategic leaders to harness the energy, adaptability, and innovative potential of a youthful team to drive sustainability efforts.

However, the low representation of older age groups (36 and above) suggests a potential gap in leadership experience and institutional knowledge. To ensure long-term business sustainability, it is essential for leaders to invest in structured leadership development, succession planning, and mentorship programs that empower younger employees while integrating the insights of more experienced staff. A balanced approach that values both innovation and experience will strengthen the company’s strategic direction and resilience.

The data reveals that the majority of the respondents at Tinaw Floriculture Share Company have a relatively low level of formal education: The largest portion of respondents (66.2%) have completed only up to Grade 10. This indicates a workforce with basic education, which may affect their understanding and engagement with complex strategic leadership concepts. A moderate share of respondents (10.8% each) have technical and vocational training or a diploma, suggesting some presence of semi-skilled labor. Only 8.6% have attained a bachelor’s degree, reflecting a limited pool of respondents with higher academic qualifications. A small minority (3.6%) hold a master’s degree or higher, indicating a very limited representation of advanced education among staff.

Descriptive statistics on study variables

Table 4.3: Five-point scale Likert's criterion

No	Mean range	Response option
1	[1.00-1.80)	Strongly disagree
2	[1.80-2.60)	Disagree
3	[2.60-3.40)	Neutral
4	[3.4-4.20)	Agree
5	[4.20-5.00)	Strongly agree

**Source:** Al Sayaan et al, (2006) cited in Bassam (2013)

Standard deviation is widely used measurement of variability or diversity used in statistics of probability theory. It shows how much variation or "dispersion" there is the average (mean or expected value). A low standard deviation indicates that the data spread out over large range of values.

The sample mean is to show the majority of respondent as best predictors of the population and hence to inter for other (i.e. the whole employee of Tinaw Floriculture Share Company in particular study area).

Standard deviation is widely used measurement of variability or diversity used in statistics of probability theory. It shows how much variation or "dispersion" there is the average (mean or expected value). A low standard deviation indicates that the data spread out over large range of values.

The sample mean is to show the majority of respondent as best predictors of the population and hence to inter for other (i.e. the whole employee of Tinaw Floriculture Share Company in particular study area).

Table 4.4: Long-term vision and Resilience

No	Measure Questions	SD		D	N	A	SA	Mean	Std. Dev.
		N	%						
1	understand the long-term vision articulated by my	N	12	25	40	120	81	3.8381	1.07770
		%	4.3	9	14.4	43.2	29.1		
2	Leaders envisioning of the future	N	10	20	35	130	83	3.9209	1.01658
		%	3.6	7.2	12.6	46.8	29.8		
3	Leaders commitment for the vision of the Organization's	N	8	18	38	135	79	3.9317	.96827
		%	2.9	6.5	13.6	48.6	28.4		

4	Leaders have vision in mind always	N	15	28	45	120	70	3.7266	1.10989
		%	5.4	10	16.2	43.2	25.2		
5	Organization's current strategies to withstand external shocks and challenges	N	20	30	50	110	68	3.6331	1.17214
		%	7.1	10.8	18	39.6	24.5		
Grand								3.81008	1.04311

**Source:** *own survey 2025*

**Mean:** = represents the central tendency of the data, giving an indication of the typical value within the dataset.

**Standard Deviation =** quantifies the variability of the data around that mean

Concerning Item 1 in Table 4.4, based on the data provided regarding understanding of the long-term vision articulated by leaders A significant majority of respondents (72.3% combined) either agree (43.2%) or strongly agree (29.1%) with the statement, reflecting a generally positive perception of their understanding of the long-term vision. In contrast, only a small percentage (13.3% combined) strongly disagree (4.3%) or disagree (9.0%), suggesting that relatively few individuals feel disconnected from the vision. Meanwhile, 14.4% of respondents selected a neutral response, indicating that some may lack a strong opinion or feel indifferent about the clarity of the long-term vision.

The mean score of 3.8381 (on a likely 1-to-5 scale) suggests that, on average, respondents lean toward agreement with the statement. This is a positive indication that most respondents feel they understand the long-term vision.

The standard deviation of 1.07770 indicates a moderate level of variability in the responses. A standard deviation close to 1 implies that while many responses are clustered around the mean, there is still a notable spread in perceptions. This variability may stem from differences in engagement levels or clarity of communication across the respondent group.

Overall, the data reveals a generally positive perception of the long-term vision among respondents, with a strong majority expressing agreement. However, the presence of neutral and negative responses highlights potential areas for improvement in communication or engagement. Leaders may benefit from further exploring the reasons behind these responses to ensure that all team members are well-informed and aligned with the organization's long-term goals.

Regarding item 2 in Table 4.4, the data on Leaders envisioning of the future leaders shows a significant majority of respondents (76.6% combined) either agree (46.8%) or strongly agree (29.8%) with the statement, indicating a strong positive perception of their leaders' future vision. Only a small percentage (10.8% combined) either strongly disagree (3.6%) or disagree (7.2%), suggesting that very few individuals feel disconnected from their leaders' vision for the future. The neutral response (12.6%) indicates that some respondents may either not have a strong opinion or may feel indifferent about their leaders' future vision.

The mean score of 3.9209 (on a scale likely from 1 to 5) suggests that, on average, respondents tend to agree with the statement. This is a positive indicator that the majority feel positively about their leaders' future vision. The standard deviation of 1.01658 indicates a moderate level of variability in the responses. A standard deviation near 1 suggests that while most respondents are clustered around the mean, there is still some spread in opinions. This variability may reflect differing levels of engagement or understanding among respondents regarding their leaders' vision.

Overall, the data reveals a strong positive perception of leaders' ability to envision the future, with a clear majority expressing agreement. The low percentage of negative responses indicates that most individuals feel aligned with their leaders' vision. However, the presence of neutral responses highlights that some respondents may be uncertain or less engaged. Leaders may want to consider strategies to better communicate their vision and engage those who are neutral or less enthusiastic, ensuring a more unified understanding and commitment to the future direction.

According to item 3 in Table 4.4, the data regarding leaders' commitment to the organization's vision reveals that a significant majority of respondents (77% combined) either agree (48.6%) or strongly agree (28.4%) with the statement. This indicates a strong positive perception of leadership commitment to the organization's vision.

Conversely, only a small percentage of respondents (9.4% combined) either disagree (6.5%) or strongly disagree (2.9%), suggesting that very few individuals perceive a lack of commitment from their leaders. Additionally, 13.6% of respondents selected a neutral response, which may reflect indifference, uncertainty, or lack of strong opinion on the matter.

The mean score of 3.9317 (on a scale likely ranging from 1 to 5) further supports this positive outlook, indicating that, on average, respondents tend to agree with the statement. The standard deviation of 0.96827 reflects relatively low variability in the responses, meaning that most respondents' views are clustered around the mean. This suggests a general consensus among participants regarding their leaders' commitment.

Overall, the data reflects a strong and positive perception of leadership commitment to the organization's vision. The low percentage of negative responses suggests that most individuals feel aligned with their leaders in this regard. However, the presence of neutral responses highlights a segment of respondents who may be uncertain or less engaged. To strengthen alignment and foster a more unified understanding, leaders may consider implementing strategies to further communicate their vision and demonstrate their commitment—especially to those who remain neutral or unenthusiastic.

As stated in Item 4 of Table 4.4, based on the data provided regarding perceptions of the statement Leaders have a vision in mind always, a majority of respondents (68.4% combined) either agree (43.2%) or strongly agree (25.2%). This indicates a generally positive perception that leaders do, in fact, maintain a clear vision.

Conversely, a combined total of 15.4% of respondents either disagree (10%) or strongly disagree (5.4%), suggesting that a small but notable portion of individuals believe that leaders do not consistently have a vision. Additionally, 16.2% of respondents selected a neutral response, indicating either indifference or uncertainty about the leaders' vision.

The mean score of 3.7266 (on a scale likely ranging from 1 to 5) supports the interpretation that, on average, respondents tend to agree with the statement. However, this mean is slightly lower than the mean scores of previous questions, suggesting there may still be room for improvement in this area. The standard deviation of 1.10989 reflects a moderate level of variability in the responses. A standard deviation above 1 typically indicates a wider spread of opinions—while

many respondents agree, there is also a significant number who are either neutral or in disagreement.

Overall, the data reflects a generally positive perception of leaders having a vision in mind. However, the presence of a notable percentage of neutral and negative responses suggests a degree of uncertainty or lack of clarity among some individuals. To address this, leaders may consider enhancing their communication strategies to more clearly and consistently articulate their vision. Doing so could help reduce the number of neutral and negative responses and foster stronger alignment with the organization's overall direction.

According to the information in item 5, based on the data provided regarding the organization's current strategies to withstand external shocks and challenges, the results show that a combined total of 64.1% of respondents either agree (39.6%) or strongly agree (24.5%) with the statement. This indicates a generally positive perception of the organization's strategies for handling external challenges.

However, a significant proportion (17.9% combined) either strongly disagree (7.1%) or disagree (10.8%), suggesting that a notable portion of respondents believe the organization's strategies are inadequate. Additionally, the neutral response rate (18%) indicates that a substantial number of respondents may not have a strong opinion or may feel indifferent about the effectiveness of the current strategies.

The mean score of 3.6331 (on a scale likely ranging from 1 to 5) suggests that, on average, respondents tend to agree with the statement. However, this score is lower than those from previous questions, indicating that while there is a positive perception, it is not as strong as in other areas. This may suggest potential concerns about the overall effectiveness of the strategies.

The standard deviation of 1.17214 points to a moderate to high level of variability in the responses. A standard deviation above 1 implies a wider spread in opinions, meaning that while many respondents agree, there are also significant numbers who are neutral or disagree. This variability could reflect differing levels of awareness or confidence in the organization's strategies.

Overall, the data reveals a mixed perception of the organization's current strategies to withstand external shocks and challenges. While a majority of respondents express agreement, the presence

of a notable proportion of neutral and negative responses suggests that there may be concerns or uncertainties regarding the effectiveness of these strategies. Leadership may benefit from investigating the reasons behind the neutral and negative responses, enhancing communication about the existing strategies, and potentially revisiting and refining those strategies to ensure they are both robust and clearly understood by all employees. Doing so could help foster greater confidence and alignment within the organization in its approach to external challenges.

Table 4.5: Innovation and Adaptability

No	Measure Questions	SD		D	N	A	SA	Mean	Std. Dev.
		N	%						
6	leaders are always ready to learn new things	N	10	18	40	130	80	3.9065	1.00463
		%	3.6	6.5	14.3	46.8	28.8		
7	Leaders seek advice on new issues/ideas	N	12	20	50	120	76	3.8201	1.04934
		%	4.3	7.2	18.0	43.2	27.3		
8	Share new ideas and innovative solutions within the organization	N	15	22	55	115	71	3.7374	1.09120
		%	5.4	7.9	19.7	41.4	25.5		
9	our organization is able to adapt to changing market conditions	N	18	24	60	110	66	3.5468	1.13509
		%	6.5	8.6	21.6	39.6	23.7		
10	Leaders always identifies opportunities	N	11	19	38	129	81	3.8993	1.02528
		%	4.0	6.8	13.7	46.4	29.1		
Grand								3.98202	1.0611

**Source:** *own survey 2025*

**Mean:** = represents the central tendency of the data, giving an indication of the typical value within the dataset.

**Standard Deviation** = quantifies the variability of the data around that mean

As indicated in Table 4.5, Item 6, a combined total of 75.6% of respondents either Agree (46.8%) or Strongly Agree (28.8%) with the statement. This reflects a strong consensus that leaders are

perceived as being ready to learn new things. In contrast, only 10.1% of respondents either Disagree (6.5%) or Strongly Disagree (3.6%), suggesting minimal opposition to the idea that leaders are learners. Meanwhile, 14.3% of respondents selected Neutral, which may indicate indifference or a lack of sufficient information to form a strong opinion.

The mean score of 3.9065, which is close to 4 on a 5-point scale, suggests that overall sentiment leans towards agreement. A mean above 3 typically indicates a positive perception, whereas a mean below 3 would suggest a negative one. The standard deviation of 1.00463 indicates a moderate level of variability in the responses. A value close to 1 suggests that while most responses are clustered around the mean, there remains a reasonable spread in opinions—likely due to differing experiences or perspectives on leadership and learning.

Overall, the data reveals a strong belief among respondents that leaders are open to learning, with a significant majority expressing agreement. The relatively low standard deviation reinforces this consensus, despite some variation in individual views. This insight is valuable for organizations aiming to promote leadership development and foster a culture of continuous learning.

According to Table 4.5, Item 7, a combined total of 70.5% of respondents either Agree or Strongly Agree with the statement, indicating a strong consensus that leaders do seek advice on new issues and ideas. In contrast, only 11.5% of respondents either Disagree or Strongly Disagree, suggesting that a minority believe leaders do not actively seek advice. Meanwhile, 18.0% of respondents selected Neutral, representing a significant portion who may be indifferent, undecided, or lack sufficient information to form a strong opinion.

The mean value of 3.8201 indicates that, on average, respondents lean towards agreement with the statement. Given a scale likely ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), a mean close to 4 reflects a generally positive perception. The standard deviation of 1.04934 suggests a moderate level of variability in responses. A value close to 1 indicates that while many responses cluster around the mean, there is still a noticeable spread in opinions. This variation is evident in the distribution, where more than a quarter of respondents either disagreed or remained neutral.

Overall, the data reflects a strong inclination among respondents to agree that leaders seek advice on new issues and ideas. The high level of agreement (70.5%) and relatively low disagreement (11.5%) point to a favorable perception of leadership behavior in this area. However, the notable

proportion of neutral responses (18.0%) and the moderate variability suggest that there are differing experiences or perspectives among respondents, which may warrant further exploration.

According to Table 4.5, Item 8, a significant majority of respondents (66.9% combined) either Agree (41.4%) or Strongly Agree (25.5%) that new ideas and innovative solutions are shared within the organization. This reflects a generally positive perception of the organization's culture regarding innovation and knowledge sharing. A smaller portion of respondents (13.3% combined) either Disagree (7.9%) or strongly Disagree (5.4%), indicating that relatively few individuals hold a negative view on this aspect. Meanwhile, 19.7% of respondents selected Neutral, suggesting that a notable group may feel indifferent or uncertain about the effectiveness of idea sharing within the organization.

The mean score of 3.7374 (on a scale likely ranging from 1 to 5) indicates that, on average, respondents lean towards agreement. This value is closer to 4 (Agree) than to 3 (Neutral), reinforcing the overall positive sentiment. The standard deviation of 1.09120 points to a moderate level of variability in responses. While many respondents agree with the statement, the spread in responses—particularly the neutral and disagreeing segments—suggests a diversity of perspectives on this issue.

Overall, the data reflects a positive trend in the sharing of new ideas and innovative solutions within the organization. However, the presence of neutral and dissenting responses indicates room for improvement. Addressing the concerns or uncertainties of these groups could help strengthen the organization's culture of innovation and promote a more collaborative and inclusive environment.

According to Table 4.5, Item 9, a combined total of 63.3% of respondents either Agree (39.6%) or Strongly Agree (23.7%) that the organization is able to adapt to changing market conditions. This indicates a generally positive perception of the organization's adaptability. A smaller portion of respondents (15.1% combined) either Disagree (8.6%) or Strongly Disagree (6.5%), suggesting that some individuals are less confident in the organization's ability to respond to change. Meanwhile, 21.6% of respondents selected Neutral, indicating a significant portion who may feel uncertain or indifferent about this aspect of the organization.

The mean score of 3.5468 (on a likely 5-point scale) suggests that, on average, respondents lean towards agreement, though the score is closer to the neutral midpoint than in the previous item. This reflects a moderate level of confidence in the organization's adaptability. The standard deviation of 1.13509 indicates a moderate degree of variability in responses. This suggests that while many respondents agree, there is a notable spread of opinions, with a significant portion feeling neutral or expressing disagreement.

Overall, the data reflects a generally positive sentiment regarding the organization's ability to adapt to changing market conditions. However, the relatively high proportion of neutral and negative responses highlights an opportunity for improvement. Enhancing communication, involving employees in change processes, and addressing areas of concern may help build a stronger culture of adaptability and responsiveness across the organization.

Based on Table 4.5, item 10, a significant majority of respondents (75.5% in total) either *agree* (46.4%) or *strongly agree* (29.1%) that leaders in the organization identify opportunities. This reflects a strong positive perception of leadership effectiveness in recognizing and capitalizing on opportunities.

In contrast, a smaller proportion of respondents (10.8% in total) *disagree* (6.8%) or *strongly disagree* (4.0%), indicating that only a few individuals hold negative views on this aspect of leadership. Additionally, 13.7% of respondents selected a *neutral* response, suggesting that a small but noteworthy group may feel indifferent or uncertain about the leaders' ability to identify opportunities.

The mean score of 3.8993 (on a likely 5-point scale) indicates that, on average, respondents lean towards agreement. Since this score is closer to 4 (*Agree*) than to 3 (*Neutral*), it further supports the conclusion that the overall perception is positive. The standard deviation of 1.02528 suggests a moderate level of variability in the responses. While most respondents express agreement, the presence of neutral and negative responses points to a diversity of opinions.

In summary, the data reflects a generally positive sentiment regarding leaders' ability to identify opportunities within the organization. However, there is still room for improvement in addressing the views of those who are neutral or disagree. By promoting a culture of engagement and open

communication, the organization can enhance the perception of leadership effectiveness and encourage a more proactive approach to opportunity identification.

Table 4.6: Optimize Resource Utilization

No	Measure Questions	SD		D	N	A	SA	Mean	Std. Dev.
		N	%						
11	our organization successfully minimizes waste	N	10	25	40	120	83	3.8669	1.05460
		%	3.6	4.0	14.4	43.2	29.9		
12	There is a strong evaluation and controlling mechanism.	N	15	30	60	110	63	3.6331	1.10883
		%	5.4	10.8	21.6	39.6	22.7		
13	our organization's ability to enhance operational efficiency through effective resource management	N	8	20	50	130	70	3.8417	.97817
		%	2.9	7.2	18.0	46.8	25.2		
14	specific strategies or practices do you believe could improve our resource utilization and operational efficiency	N	12	18	55	115	78	3.8237	3.8597
		%	4.3	6.5	19.5	41.4	28.1		
Grand								3.79135	1.0472

**Source:** *own survey 2025*

**Mean:** = represents the central tendency of the data, giving an indication of the typical value within the dataset.

**Standard Deviation** = quantifies the variability of the data around that mean

Based on Table 4.6, Item 11, a majority of respondents (73.1% combined) either agree (43.2%) or strongly agree (29.9%) that the organization successfully minimizes waste. This indicates a strong positive perception of the organization's waste reduction efforts. A smaller portion of respondents (7.6% combined) either disagree (4.0%) or strongly disagree (3.6%), suggesting that only a few individuals hold a negative view of the organization's waste minimization practices. The neutral

response rate (14.4%) implies that a notable segment of respondents may be indifferent or uncertain about the effectiveness of the organization's strategies.

The mean score of 3.8669 (on a scale likely ranging from 1 to 5) suggests that, on average, respondents tend to agree with the statement. This score is closer to 4 (Agree) than to 3 (Neutral), reinforcing the overall positive sentiment. The standard deviation of 1.05460 indicates a moderate level of variability in responses. While the majority agree, there is still a diversity of opinions, particularly among those who feel neutral or disagree.

Overall, the data reflects a positive perception of the organization's ability to minimize waste. Nevertheless, there is room for improvement in addressing the views of those who are neutral or disagree. By fostering a culture of engagement and open communication, the organization can further enhance the perception of its waste management efforts and promote a more proactive approach to sustainability

As shown in Table 4.6, Item 12, a combined total of 62.3% of respondents either agree (39.6%) or strongly agree (22.7%) that there is a strong evaluation and control mechanism in the organization. This indicates a generally positive perception of the effectiveness of these processes. A smaller portion of respondents (16.2% in total) either disagree (10.8%) or strongly disagree (5.4%), suggesting that some individuals view the evaluation and control mechanisms less favorably. The neutral response rate of 21.6% indicates that a significant number of respondents may feel indifferent or uncertain about the effectiveness of these mechanisms.

The mean score of 3.6331 (on a scale likely ranging from 1 to 5) suggests that, on average, respondents lean toward agreement, though they are closer to the neutral point compared to previous questions. This reflects a moderate level of confidence in the organization's evaluation and control systems. The standard deviation of 1.10883 indicates a moderate level of variability in responses, suggesting a range of perspectives, with some respondents feeling neutral or even negative about the effectiveness of these mechanisms.

Overall, the data reflects a moderately positive sentiment regarding the organization's evaluation and control mechanisms. However, there remains room for improvement, particularly in addressing the concerns of those who are neutral or disagree. Enhancing communication and

involving employees more actively in the evaluation process could help strengthen both the perception and the effectiveness of these mechanisms.

In Table 4.6, Item 13, a significant majority of respondents (72.0% combined) either agree (46.8%) or strongly agree (25.2%) that the organization enhances operational efficiency through effective resource management. This indicates a strong positive perception of the organization's capabilities in this area. A smaller portion of respondents (10.1% combined) disagree (7.2%) or strongly disagree (2.9%), suggesting that only a few individuals hold negative views about the organization's resource management practices. Meanwhile, 18.0% of respondents selected a neutral response, indicating a notable portion may feel indifferent or uncertain about the effectiveness of resource management in improving operational efficiency.

The mean score of 3.8417 (on a scale likely ranging from 1 to 5) suggests that, on average, respondents lean toward agreement. This score is closer to 4 (Agree) than to 3 (Neutral), reinforcing the conclusion that the overall sentiment is positive regarding the organization's ability to manage resources effectively. The standard deviation of 0.97817 indicates a relatively low level of variability in responses, suggesting that most respondents share a similar perception, with few holding extreme views.

Overall, the data reflects a positive sentiment regarding the organization's ability to enhance operational efficiency through effective resource management. The high mean score and low percentage of negative responses indicate strong confidence in this area. However, addressing the concerns of those who responded neutrally could further strengthen perceptions and engagement. By fostering a culture of communication and transparency, the organization can enhance both its resource management practices and overall operational efficiency.

As shown in Table 4.6, Item 14, a significant majority of respondents (69.5% combined) either agree (41.4%) or strongly agree (28.1%) that there are specific strategies or practices that could improve resource utilization and operational efficiency. This indicates a generally positive perception of the potential for improvement in this area.

A smaller portion of respondents (10.8% combined) disagree (6.5%) or strongly disagree (4.3%), suggesting that only a few individuals hold a negative view regarding the potential for

improvement. Meanwhile, 19.5% of respondents selected a neutral response, indicating some level of indifference or uncertainty about the effectiveness of such strategies or practices.

The mean score of 3.8237 (on a scale likely ranging from 1 to 5) suggests that, on average, respondents lean toward agreement. This score is closer to 4 (Agree) than to 3 (Neutral), reinforcing the notion of an overall positive sentiment regarding the potential impact of specific strategies on resource utilization and operational efficiency.

However, the standard deviation of 3.8597 is unusually high, indicating a substantial level of variability in responses. This suggests that, despite the general agreement, there are divergent views among respondents about the effectiveness of these strategies or practices.

In conclusion, while the data reflects a predominantly positive sentiment about the potential for specific strategies to enhance resource utilization and operational efficiency, the high standard deviation highlights the presence of diverse perspectives. Further exploration and open dialogue with employees could provide valuable insights and help the organization better tailor its strategies to optimize resource management and operational performance

Table 4.7: Business Sustainability

No	Measure Questions	SD		D	N	A	SA	Mean	Std. Dev.
		N	%						
15	Our organization is in implementing	N	12	28	45	125	68	3.8597	1.03639
		%	4.3	10.1	16.2	45.0	24.5		
16	Processes efficiently perform what is expected from them	N	10	22	50	135	61	3.7734	.99588
		%	3.6	7.9	18.0	48.6	21.9		
17	Our organization's long-term sustainability goals and objectives.	N	9	20	40	140	69	3.8633	.97774
		%	3.2	7.2	14.4	50.4	24.9		
18	Our organization maintains economic health while	N	13	26	48	120	71	3.7554	1.08046
		%	4.7	9.4	17.6	43.2	25.5		

	pursuing sustainability initiatives								
19	Our organization promotes social equity and responsibility within its operations	N	11	24	47	130	66	3.7770	1.03053
		%	4.0	8.6	16.9	46.8	23.7		
	Grand							3.81295	1.0226

**Source:** *own survey 2025*

**Mean:** = represents the central tendency of the data, giving an indication of the typical value within the dataset.

**Standard Deviation =** quantifies the variability of the data around that mean

As shown in Table 4.7, in item 15, a significant majority of respondents (69.5% combined) either agree (45.0%) or strongly agree (24.5%) that the organization is implementing environmentally friendly practices. This indicates a strong positive perception of the organization's commitment to environmental sustainability. A smaller portion of respondents (14.4% combined) disagree (10.1%) or strongly disagree (4.3%), suggesting that there are few individuals who feel negatively about the organization's environmental initiatives. The neutral response (16.2%) indicates that a notable portion of respondents may feel indifferent or uncertain about the effectiveness or extent of the organization's environmental practices.

The mean score of 3.8597 (on a scale likely from 1 to 5) suggests that, on average, respondents lean towards agreement. This score is closer to 4 (Agree) than to 3 (Neutral), reinforcing the idea that the overall sentiment is positive regarding the organization's environmental initiatives. The standard deviation of 1.03639 indicates a moderate level of variability in responses. This suggests that while many respondents agree with the statement, there is still a range of opinions, particularly with some respondents feeling neutral or negative about the organization's environmental efforts.

Overall, the data reflects a positive sentiment regarding the organization's implementation of environmentally friendly practices. The high percentage of agreement and the mean score indicate strong confidence in the organization's commitment to sustainability. However, addressing the concerns of those who are neutral or disagree could further enhance perceptions and engagement. By fostering a culture of communication and participation, the organization can strengthen its environmental initiatives and promote a more sustainable workplace.

In Table 4.7, Item 16, a significant majority of respondents (70.5% combined) either agree (48.6%) or strongly agree (21.9%) that the processes efficiently perform as expected. This indicates a strong positive perception of the effectiveness of the organizational processes. A smaller portion of respondents (11.5% combined) either disagree (7.9%) or strongly disagree (3.6%), suggesting that only a few individuals hold negative views regarding process efficiency. The neutral response rate of 18.0% suggests that a notable portion of respondents may feel indifferent or uncertain about the processes' ability to meet expectations.

The mean score of 3.7734 (on a scale likely ranging from 1 to 5) indicates that, on average, respondents lean towards agreement. This score is closer to 4 (Agree) than to 3 (Neutral), reinforcing the idea of a generally positive sentiment regarding process efficiency. The standard deviation of 0.99588 reflects a relatively low level of variability in responses, suggesting that most respondents share a similar perception, with fewer extreme views.

Overall, the data reflects a positive sentiment regarding the efficiency of processes in fulfilling expectations. The high percentage of agreement and the mean score demonstrate strong confidence in this area. However, addressing the concerns of neutral respondents could further strengthen perceptions and enhance engagement. By fostering a culture of open communication and continuous improvement, the organization can further optimize its operational processes and overall effectiveness.

As shown in the above Table 4.7, in item 17, a significant majority of respondents (75.3% combined) either agree (50.4%) or strongly agree (24.9%) that the organization has clear long-term sustainability goals and objectives. This indicates a strong positive perception of the organization's commitment to sustainability. A smaller portion of respondents (10.4% combined) disagree (7.2%) or strongly disagree (3.2%), suggesting that only a few individuals feel negatively about the organization's sustainability goals. The neutral response (14.4%) indicates that a notable portion of respondents may feel indifferent or uncertain about the clarity or effectiveness of the organization's sustainability goals and objectives.

The mean score of 3.8633 (on a scale likely from 1 to 5) suggests that, on average, respondents lean towards agreement. This score is closer to 4 (Agree) than to 3 (Neutral), reinforcing the idea that the overall sentiment is positive regarding the organization's sustainability goals. The standard deviation of 0.97774 indicates a relatively low level of variability in responses, suggesting that

most respondents have a similar perception of the organization's sustainability goals, with fewer extreme opinions.

Overall, the data reflects a positive sentiment regarding the organization's long-term sustainability goals and objectives. The high percentage of agreement and the mean score indicate strong confidence in this area. However, addressing the concerns of those who are neutral could further enhance perceptions and engagement. By fostering a culture of communication and participation, the organization can strengthen its sustainability initiatives and promote a more sustainable workplace.

Based on Table 4.7, Item 18, a significant majority of respondents (68.7% combined) either agree (43.2%) or strongly agree (25.5%) that the organization maintains economic health while pursuing sustainability initiatives. This indicates a generally positive perception of the balance between economic performance and sustainability efforts. A smaller portion of respondents (14.1% combined) disagree (9.4%) or strongly disagree (4.7%), suggesting that some individuals feel negatively about the organization's ability to balance economic health with sustainability. The neutral response (17.6%) indicates that a notable portion of respondents may feel indifferent or uncertain about the organization's effectiveness in maintaining economic health alongside sustainability initiatives.

The mean score of 3.7554 (on a scale likely from 1 to 5) suggests that, on average, respondents lean towards agreement. This score is closer to 4 (Agree) than to 3 (Neutral), reinforcing the idea that the overall sentiment is positive regarding the organization's ability to balance economic health with sustainability. The standard deviation of 1.08046 indicates a moderate level of variability in responses. While many respondents agree with the statement, there is a range of opinions, particularly with some respondents expressing neutral or negative views about the organization's performance in this area.

Overall, the data reflects a positive sentiment regarding the organization's ability to maintain economic health while pursuing sustainability initiatives. The high percentage of agreement and the mean score suggest strong confidence in this area. However, addressing the concerns of those who are neutral or disagree could help further enhance perceptions and engagement. By fostering a culture of communication and participation, the organization can strengthen its sustainability initiatives while ensuring economic viability.

Based on Table 4.7, item 19, a significant majority of respondents (70.5% combined) either agree (46.8%) or strongly agree (23.7%) that the organization promotes social equity and responsibility within its operations. This indicates a strong positive perception of the organization's commitment to social equity and responsibility. A smaller portion of respondents (12.6% combined) disagree (8.6%) or strongly disagree (4.0%), suggesting that only a few individuals feel negatively about the organization's efforts in this area. The neutral response (16.9%) indicates that a notable portion of respondents may feel indifferent or uncertain about the effectiveness of the organization's promotion of social equity and responsibility.

The mean score of 3.7770 (on a scale likely from 1 to 5) suggests that, on average, respondents lean toward agreement. This score is closer to 4 (Agree) than to 3 (Neutral), reinforcing the idea that the overall sentiment is positive regarding the organization's efforts in promoting social equity and responsibility. The standard deviation of 1.03053 indicates a moderate level of variability in responses, suggesting that while many respondents agree with the statement, there is still a range of opinions, particularly with some respondents feeling neutral or negative about the organization's performance in this area.

Overall, the data reflects a positive sentiment regarding the organization's promotion of social equity and responsibility within its operations. The high percentage of agreement and the mean score indicate strong confidence in this area. However, addressing the concerns of those who are neutral or disagree could further enhance perceptions and engagement. By fostering a culture of communication and participation, the organization can strengthen its initiatives related to social equity and responsibility, contributing to a more inclusive and responsible workplace.

#### Inferential statics analysis

#### Coefficient of Correlations analysis

Table 4 .8 Rule of thumps for about the correlation of coefficients

Range of coefficients	Description of strength
$\pm .81$ to $\pm 1.0$	Very strong
$\pm .61$ to $\pm .80$	Strong
$\pm .41$ to $\pm .60$	Moderate
$\pm .21$ to $\pm .40$	Weak
$\pm .00$ to $\pm .20$	None

**Source:** Bhattacharjee (2012)

Table 4 .9 Coefficient correlation analysis

		Long-term vision and Resilience	Innovation and Adaptability	Optimize Resource Utilization	Business Sustainability:
Long-term vision and Resilience	Pearson Correlation	1	.996**	.994**	.989**
	Sig. (2-tailed)		.000	.000	.000
	N	278	278	278	278
Innovation and Adaptability	Pearson Correlation	.996**	1	.995**	.991**
	Sig. (2-tailed)	.000		.000	.000
	N	278	278	278	278
Optimize Resource Utilization	Pearson Correlation	.994**	.995**	1	.994**
	Sig. (2-tailed)	.000	.000		.000
	N	278	278	278	278
Business Sustainability:	Pearson Correlation	.989**	.991**	.994**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	278	278	278	278

*Source: own survey 2025*

#### 4.4 Overview of the Correlation Matrix

These values show the pairwise Pearson correlation coefficients, their statistical significance, and the sample size for each pair of variables. Specifically, the value you've highlighted, .994 (between Optimize Resource Utilization and Long-term vision and Resilience), indicates an extremely strong, positive linear relationship between these two variables. A correlation of .994 is very close to a perfect positive correlation of 1.0. This means that as Optimize Resource Utilization increases, Long-term vision and Resilience also increases almost proportionally, and vice-versa. The Sig. (2-tailed) = .000 indicates that this incredibly strong correlation is highly statistically significant. It is very unlikely that this relationship occurred by chance in a sample of 278 participants.

More generally, looking at the entire table, what's remarkable is that *all* the off-diagonal correlation coefficients are extremely high (ranging from .989 to .996) and highly statistically significant. This implies that all four of these constructs ("Long-term vision and Resilience," "Innovation and Adaptability," "Optimize Resource Utilization," and "Business Sustainability") are very strongly and positively related to each other.

The extremely high correlation coefficients in this table, particularly values like .994, .996, and .995, are a strong indicator of collinearity (or multicollinearity) among these variables. In the

context of statistical modeling, particularly multiple regression analysis, collinearity occurs when two or more predictor (independent) variables in a model are highly correlated with each other. Multicollinearity is a broader term for when one predictor variable can be linearly predicted from the others with a high degree of accuracy.

**Unstable Coefficients:** When predictor variables are highly correlated, it becomes difficult for the regression model to determine the unique contribution of each variable to the dependent variable. This can lead to very large standard errors for the regression coefficients, making them statistically insignificant even if the variables are truly related to the outcome. **Reduced Statistical Power:** The model's ability to identify true relationships might be compromised. **Misleading Results:** The estimated coefficients can become highly sensitive to small changes in the data, making the model unstable and difficult to interpret. It's hard to isolate the individual impact of each highly correlated predictor. **Redundancy:** If variables are almost perfectly correlated (like .994), they are essentially measuring the same thing or highly overlapping concepts. Including both in a model might be redundant.

The correlations between your variables (e.g., Long-term vision and Resilience with Innovation and Adaptability, Optimize Resource Utilization, and Business Sustainability) are all exceptionally high (e.g., .996, .994, .989).

This suggests that these four constructs are not truly independent and likely overlap significantly in what they measure. If you were to use "Long-term vision and Resilience," "Innovation and Adaptability," and "Optimize Resource Utilization" as independent variables to predict "Business Sustainability" in a multiple regression model, you would almost certainly encounter severe multicollinearity.

### **Assessing the Validity of Regression Models**

In this researcher multiple regression analysis was applied. Multiple regression analysis used by researcher of this thesis, because, it is usually used in the research where there are two or more independent variables that are hypothesized to influence one or more dependent variables (Baker, 2006).

The regression analysis was used to see how far the dependent variable affected by independent variables. To test hypotheses set of the model, there is need to find out if independent variables are significantly predictors of the dependent variable. To test the relationships and in that way the

research hypotheses, regression analysis is used in this paper. Regression analysis can determine how much of the variation in the dependent variable can be explained by the independent variables. It is measure by"  $R^2$ " and Adjusted  $R^2$ .

Table 4 .10: Model summery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 <sup>a</sup>	.988	.988	.544

*Source: own survey 2025*

This value, R Square = .988, means that 98.8% of the total variance in the dependent variable, Business Sustainability, can be explained by the independent variables in this model: Long-term vision and Resilience, Innovation and Adaptability, and Optimize Resource Utilization.

This is an extremely high R-square value. In most social sciences or business research, R-square values are much lower (e.g., 0.10 to 0.50). An R-square of .988 suggests that the combination of your predictor variables is almost perfectly explaining the variability in Business Sustainability.

This is very rare in real-world data and might indicate:

- Very strong relationships: The variables genuinely have an almost perfect linear relationship.
- Conceptual overlap/Collinearity: As discussed with the previous correlation matrix, the very high correlations between your "independent" variables and with the dependent variable suggest they might be measuring very similar underlying constructs. This R-square reinforces the idea that these variables are so closely related that they almost fully account for each other's variance, including the variance in "Business Sustainability." If you were to run a separate regression with *each* of your independent variables predicting Business Sustainability, you'd likely get a very high R-squared for each as well, highlighting redundancy.
- Potential for overfitting (less likely with N=278 but possible): If the sample size were very small relative to the number of predictors, an R-square this high could sometimes signal overfitting, but with N=278 and only 3 predictors, that's less of a primary concern here than the conceptual overlap.

a. Predictors: (Constant), Long-term vision and Resilience, Innovation and Adaptability, Optimize Resource Utilization

- These are the independent variables (also called predictor variables) that are used in the regression equation to predict the dependent variable.

- The "(Constant)" refers to the y-intercept in the regression equation, which is the predicted value of the dependent variable when all independent variables are zero.
- So, the model attempts to explain "Business Sustainability" based on the levels of "Long-term vision and Resilience," "Innovation and Adaptability," and "Optimize Resource Utilization."

b. Dependent variable: Business Sustainability

- This is the dependent variable (also called the outcome or response variable). It's the variable that the regression model is trying to predict or explain.

Table 4 .11: Analysis of variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6972.563	3	2324.188	7.842E3	.000 <sup>a</sup>
	Residual	81.207	274	.296		
	Total	7053.770	277			

*Source: own survey 2025*

- Predictors: (Constant), Optimize Resource Utilization, Long-term vision and Resilience, Innovation and Adaptability
- Dependent Variable: Business Sustainability:

Table 4.11 provides key statistics for the regression analysis predicting Business Sustainability. The regression explains the variance in the dependent variable, with the regression sum of squares (SS) being 6972.563, indicating a significant portion of the variance is explained by the predictors. The residual sum of squares (81.207) represents the unexplained variance. The total sum of squares (7053.770) is the total variability in the dependent variable. The degrees of freedom for regression (3) and residual (274) are consistent with the sample size of 278. The mean squares (MS) are 2324.188 for regression and 0.296 for residual, and the F-statistic (7842) suggests the model is significantly better than a model without predictors. With a p-value of .000, we reject the null hypothesis, confirming the model is statistically significant.

The ANOVA table shows that the overall regression model is statistically significant, with a p-value of .000, indicating that the predictors—Optimize Resource Utilization, Long-term Vision and Resilience, and Innovation and Adaptability—collectively have a significant impact on

predicting Business Sustainability. The large F-statistic (7842) further supports that the model is a good fit for the data, and the predictors are effective in explaining the variability in Business Sustainability. This suggests that these predictors, as a group, are important factors influencing Business Sustainability.

Table 4.12: Coefficients of co linearity diagnostics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.531	.126		4.230	.000	.284	.779
	Long-term vision and Resilience	-.070	.071	-.073	-.982	.327	-.211	.070
	Innovation and Adaptability	.314	.078	.323	4.047	.000	.161	.467
	Optimize Resource Utilization	.916	.084	.745	10.967	.000	.751	1.080
<i>Source: own survey 2025</i>								

.It shows the estimated coefficients and their statistical significance. While severe collinearity can *impact* these coefficients (as we will see), this table itself does not present the direct "collinearity diagnostics" metrics like VIF (Variance Inflation Factor) or Tolerance. Those would typically be additional columns to the right.

This value, Sig. = .327, is the p-value for the predictor "Long-term vision and Resilience."

- Interpretation: Since .327 is greater than the conventional significance level of .05 (or even .10), the unstandardized coefficient for "Long-term vision and Resilience" (B = -.070) is not statistically significant.
- Meaning: This means that, after accounting for the effects of "Innovation and Adaptability" and "Optimize Resource Utilization," there is no statistically significant unique linear relationship between "Long-term vision and Resilience" and "Business Sustainability." In

simpler terms, "Long-term vision and Resilience" does not add unique predictive power to the model for "Business Sustainability" once the other two highly correlated variables are already in the equation.

- Supporting evidence:
  - The t-statistic (-.982) is small in absolute value.
  - The 95% Confidence Interval for B (-.211 to .070) includes zero. This confirms that zero is a plausible value for the true population coefficient, reinforcing its non-significance.

Innovation and Adaptability and Optimize Resource Utilization are indeed highly significant (p-values = .000). This means their estimated unique effects on Business Sustainability are statistically distinguishable from zero. Long-term vision and Resilience is not significant (p-value = .327). Its unique effect on Business Sustainability is not statistically distinguishable from zero.

This interpretation suggests that even if Long-term vision and Resilience has some relationship with Business Sustainability on its own (bivariate correlation), its *unique contribution* to explaining Business Sustainability becomes negligible once Innovation and Adaptability and Optimize Resource Utilization are already in the model. In other words, the other two variables might be doing such a good job explaining Business Sustainability that Long-term vision and Resilience doesn't add any *new* significant information. This is the more probable explanation, especially considering the extremely high correlations you observed in the first table (e.g., Long-term vision and Resilience correlated at .996 with Innovation and Adaptability, .994 with Optimize Resource Utilization, and .989 with Business Sustainability).

When independent variables are very highly correlated with each other, they are essentially measuring very similar (or redundant) information. In a multiple regression model, they compete to explain the same portion of the variance in the dependent variable.

## Chapter Five

### Summary, conclusion and Recommendation

#### 5.1 Summary of Major Findings

This study examined the strategic leadership on business sustainability at Tinaw Floriculture Share Company. A total of 292 employees received a 29-item questionnaire, with 278 responses collected. The workforce is predominantly female (60.5%) and largely young, with most employees aged 26–35. This youthful demographic offers opportunities for innovation and adaptability but also highlights a gap in leadership experience due to the low representation of older employees.

To address this, the company should implement leadership development, succession planning, and mentorship programs that balance fresh perspectives with institutional knowledge.

Educationally, 66.2% of respondents have only completed Grade 10, with few holding higher qualifications. This may limit understanding and engagement with strategic leadership practices. Investing in capacity building, leadership training, and skill development is essential to bridge knowledge gaps and drive sustainable business growth.

According to the analysis, the major findings of the study were as follows:

The results show that most employees have a positive view of strategic leadership and communication at Tinaw Floriculture Share Company. Around 72.3% of respondents said they understand the organization's long-term vision, with an average rating of 3.8381. However, the moderate standard deviation (1.07770) and 14.4% neutral responses suggest that some employees may still be unsure or unclear about the vision.

Most respondents (77%) agreed that the leadership is committed to the organization's vision, showing strong overall support. The low standard deviation (0.96827) suggests that most people had similar views. However, 13.6% were neutral, which may indicate some uncertainty or minor concerns.

While 68.4% agreed that leaders consistently uphold a vision, 15.4% disagreed and 16.2% remained neutral. The average score (3.7266) and a relatively high standard deviation (1.10989) show mixed perceptions and room for improvement.

Confidence in the organization's ability to handle external challenges was moderate, with a mean score of 3.6331. The relatively high standard deviation (1.17214) shows that employees had mixed opinions on this issue.

Leadership's willingness to accept advice was viewed positively by 70.5% of respondents, with a mean score of 3.8201. However, 11.5% disagreed and 18% were neutral, suggesting that not everyone shared the same view (standard deviation = 1.04934).

When it comes to idea sharing, 66.9% of respondents agreed that it is done effectively. Still, 13.3% disagreed and 19.7% were neutral. The average score was 3.7374, with a standard deviation of 1.09120, indicating generally positive feedback but with some differences in individual experiences."

The findings reflect a generally positive perception of leadership and organizational practices at Tinaw Floriculture Share Company. Leadership is perceived as effective in identifying opportunities, with 75.5% agreement and a strong mean score of 3.8993, though a moderate standard deviation (1.02528) indicates varied perceptions. Organizational adaptability received 63.3% agreement, but 21.6% neutrality and an SD of 1.13509 suggest some uncertainty about responsiveness to market changes.

Waste reduction efforts are well-regarded, with 73.1% agreement and a mean score of 3.8669. The moderate variability (SD = 1.05460) indicates differing views on implementation. Evaluation and control mechanisms were rated moderately positive, with 62.3% agreement, but higher neutrality (21.6%) and an SD of 1.10883 suggest room for improvement.

Resource management practices were positively perceived (72% agreement, mean = 3.8417), with a low SD (0.97817) indicating strong consensus. In contrast, perceptions of efforts to improve operational efficiency were more varied. (SD = 3.8597), despite 69.5% agreement, pointing to differing opinions on effectiveness.

Environmental practices received 69.5% agreement (mean = 3.8597), with some uncertainty (16.2% neutral, 14.4% disagreed) and moderate variability (SD = 1.03639). Similarly, 70.5% agreed that processes are efficient, supported by a mean of 3.7734 and low SD (0.99588), indicating a consistent positive view.

Finally, 75.3% of respondents affirmed the company's clear long-term sustainability goals (mean = 3.8633, SD = 0.97774), and 70.5% agreed the organization promotes social equity (mean = 3.7770, SD = 1.03053). While sentiment is largely positive, some neutrality and disagreement suggest areas for further engagement and improvement.

## 5.2 Conclusion

The result shows a generally positive perception of leadership and alignment with the organization's long-term vision, with most respondents acknowledging leadership commitment. However, neutral and negative responses reveal gaps in communication and engagement. Enhancing clarity, transparency, and inclusiveness in strategic messaging is key to improving alignment and team cohesion.

Overall, respondents view leadership effectiveness, adaptability, and the culture of learning positively. Still, mixed responses in some areas point to improvement opportunities. Addressing concerns through open communication and fostering a more engaging, collaborative environment will further strengthen leadership perceptions and organizational culture.

The data indicates a generally positive view of the organization's efforts in waste minimization, evaluation mechanisms, resource management, and operational efficiency. However, neutral and negative responses suggest room for improvement. Enhancing communication, promoting engagement, and involving employees in decision-making can boost effectiveness and perception in these areas.

Similarly, the organization's commitment to environmental practices, sustainability goals, process efficiency, and social equity is well-regarded. Still, mixed responses highlight the need to strengthen communication and participation to further improve performance and alignment.

## 5.3 Recommendation

Based on the finding result the researchers recommend the following points for consideration by Tinaw Floriculture Share Company.

- ❖ Address neutral/negative perceptions by clearly and consistently communicating leadership vision and strategies.

- ❖ Regularly update staff on organizational direction and involve them in meaningful discussions.
- ❖ Create open lines of communication between leadership and employees.
- ❖ Actively involve staff in decision-making, especially on changes affecting their work.
- ❖ Conduct follow-up discussions or focus groups with neutral/negative respondents to understand and address concerns.
- ❖ Offer ongoing training, workshops, and access to learning resources to support skill development and knowledge sharing.
- ❖ Implement structured mechanisms for gathering employee feedback (e.g., surveys, suggestion boxes).
- ❖ Recognize and celebrate individuals or teams contributing ideas or adapting successfully to changes.
- ❖ Cultivate a culture that values continuous improvement and encourages idea-sharing and innovation across departments.
- ❖ Regularly assess the effectiveness of strategies and initiatives and make data-driven improvements.
- ❖ Increase transparency and communication around environmental and waste reduction efforts.
- ❖ Empower employees to participate in sustainability initiatives and resource optimization.
- ❖ Define and share progress on organizational goals, especially related to sustainability, resource use, and operational efficiency.
- ❖ Ensure evaluation mechanisms are clear, effective, and inclusive of employee input.
- ❖ Recognize contributions to social equity and regularly evaluate the impact of related initiatives.

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## APPENDIX

**WOLKITE UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
COLLEGE OF BUSINESS AND ECONOMIC  
DEPARTMENT OF MANAGEMENT  
OF BUSINESS ADMINISTRATION PROGRAM**

*Dear Respondents!*

My name is Wegayehu Moltotal, a student of Masters of Business Administration in Wolkite University. Now I am doing a master's thesis research entitled "*Effects of Strategic Leadership on Business Sustainability in The Case of Tinaw Floriculture Share Company*". This questionnaire is designed to collect data up on my thesis topic. The information that you will provide me is quite useful to achieve the objective of this study. I kindly request you to spend about half an hour of your time to complete this questioner to the best of your abilities. Finally, I would like to express my deep appreciation for your generous time, honest and prompt responses.

### **General Instructions**

✚ No need of writing your name.

✚ In all cases where answer options are available please tick (✓) in the appropriate box.

**Confidentiality:** -The information you will provide will kept strictly confidential. If you have any queries regarding the questionnaire, you contact me.

Name: Wegayehu Moltotal

Phone Number: +251 913012091

After completing the questioner, you should return it to the person who gives it to you.

***I would like to thanks in advance for your cooperation in completing the questionnaire!!***

### **Part I - Demographic Questionnaire**

1) Gender: Female      Male

2) Age

25-30

31-40

41-50

51-60

## Part II- Strategic Leadership questions

### Instruction

For the following statements put “X” sign for your level of agreement based on the scales below

**Key for Scales: 1 = Strongly Disagree; 2 = Disagree, 3 = Neutral; 4 = Agree 5 = Strongly Agree**

No	<i>Unique ability of Strategic leadership</i>					
<b>Long-term vision and Resilience</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	understand the long-term vision articulated by my leaders					
2	Leaders envisioning of the future					
3	Leaders commitment for the vision of the Organization’s					
4	Leaders have vision in mind always					
5	Organization’s current strategies to withstand external shocks and challenges					
<b>Innovation and Adaptability</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
6	leaders are always ready to learn new things					
7	Leaders seek advice on new issues/ideas					
8	Share new ideas and innovative solutions within the organization					
9	our organization is able to adapt to changing market conditions					
10	Leaders always identifies opportunities					
<b>Optimize Resource Utilization</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
11	our organization successfully minimizes waste in its operations					
12	There is a strong evaluation and controlling mechanism.					
13	our organization’s ability to enhance operational efficiency through effective resource management					
14	specific strategies or practices do you believe could improve our resource utilization and operational efficiency					
<b>Business Sustainability:</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
15	Our organization is in implementing environmentally responsible practices					
16	Processes efficiently perform what is expected from them					
17	Our organization’s long-term sustainability goals and objectives.					
18	Our organization maintains economic health while pursuing sustainability initiatives					
19	Our organization promotes social equity and responsibility within its operations					

***Thank You for Your Priceless Cooperation!!!***