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Journal of Environmental Management and Tourism

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Strategic Objectives and Control: Optimizing Strategic Success in the Hospitality Setting through Transformational Leadership

Ibrahim Bader A. Alharbi
 Administrative and Financial Sciences, Applied College
 Taibah University, Madinah, Kingdom of Saudi Arabia
 ORCID: [0000-0002-1407-3927](https://orcid.org/0000-0002-1407-3927)
lharbi@taibahu.edu.sa

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Abstract: The aim of the study is to assess the impact of strategic and control objectives on strategic success. Furthermore, it seeks to examine how transformational leadership affects the relationship between goal implementation/commitment and strategic success. Using a quantitative approach, the study collects data through convenience sampling. It is particularly relevant in the hospitality industry in Saudi Arabia. The 378 collected responses are analyzed using partial least squares structural equation modeling technique. The findings confirm all hypotheses of the study except the expected role of transformational leadership in mediating the link between implementation goals and strategic success. The study confirms that strategic and strategic objectives have a significant and positive impact on strategic success. Furthermore, transformational leadership is known to play a facilitating role in the relationship between strategic management and strategic success. This study provides valuable insights and recommendations for practitioners and scholars in the hotel industry in Saudi Arabia.

Keywords: hospitality industry; strategic objective; strategic control; strategic success; transformational leadership.

JEL Classification: Z32; Z11; R11.

Introduction

Tourism plays an important role in the economies of many countries around the world. In 2000, Saudi Arabia established the Supreme Commission for Tourism (SCT) to promote tourism development. The move is expected to boost the hotel and tourism industry significantly in the coming years. The World Travel and Tourism Council (WTTC 2022) reported that tourism contributed 11% of Saudi Arabia's gross domestic product (GDP) in 2019. The introduction of tourist permits by the government in 2019 is expected to have a positive impact on hotels and tourist-based sectors (Faraj *et al.* 2023). In 21st century hospitality, tourism, or hotel management, management systems have emerged as a key factor, with various tools being used to achieve improved efficiency and competitive advantage (Zadoia & Charkina 2023). In tourism, strategic objectives (SOs) are key drivers for the implementation of sustainability-oriented policies and community development, increasing the demand for responsible leadership in the tourism industry. This and the increasing emphasis on environmental and social responsibility in the country meets the sector (Karshiev 2023) where he works. By focusing on SOs, businesses can differentiate themselves through innovation, thereby gaining a competitive advantage. In this context, clear objectives are critical for aligning efforts with shared objectives and ensuring organizational success. Thus, the concept of strategic success (SS) has emerged as an important link between strategic goals and strategies such as strategic control (SC) (labachee 2023). Recent research has shown that SC practices are important in translating strategies into action, enabling organizations to make informed decisions during change or challenges (Akilo & Olaosebikan 2021). These practices include feed-forward feedback mechanisms for goal setting and measurement to ensure that organizational objectives are achieved and that its strategies are effectively implemented. As a result, SS has gained considerable attention in business circles for its role in creating a consistent, robust, and dynamic organizational culture that has led many organizations to seek employee capabilities and transformational leadership (TL) strategies to achieve SOs well (Abuzaid 2018). Organizations use a variety of strategies to develop strategic plans to meet SOs (Wolf & Floyd 2017). These policies are

categorized as coercive actions, aimed at increasing management control and communication, and improving actions that improve internal communication and employee engagement in policy implementation (Alharbi 2024; Novak 2020). Both roles are designed to actively involve employees in organizational processes and ensure that tasks are completed efficiently and in a timely manner. Both roles are designed to actively involve employees in organizational processes and ensure that tasks are completed efficiently and in a timely manner. As the hotel industry goes through these challenges, attention to SOs and the role of SCs becomes increasingly important. This article explores the complex relationship between strategic objectives, SC, and SS, particularly in hotel management, with the aim of providing in-depth insights, for decision-making about strategy has been enhanced, supporting the long-term success of a dynamic hotel business (Caliguri 2020).

Strategic success represents the achievement of the organization's long-term goals and objectives. This is achieved through the effective implementation of a variety of strategies, from small to mid-sized schemes. These strategies include building a brand or franchise, increasing customer value, tracking operational efficiencies, and encouraging flexibility in a changing environment. In today's ever-evolving highly competitive business environment, SS acquisition has become a great need for organizations to gain competitive advantage and ensure shared-term sustainability are consistent with, businesses can position themselves for sustainable growth and maintain a strong foothold in their market (Abuzaid 2018; Tawse & Tabesh 2020). Strategic success represents the achievement of the organization's long-term goals and objectives. This is achieved through the effective implementation of a variety of strategies, from small to mid-sized schemes. These strategies include building a brand or franchise, increasing customer value, tracking operational efficiencies, and encouraging flexibility in a changing environment. In today's ever-evolving highly competitive business environment, SS acquisition has become a great need for organizations to gain competitive advantage and ensure shared-term sustainability are consistent with, businesses can position themselves for sustainable growth and maintain a strong foothold in their market (Abuzaid 2018; Tawse & Tabesh 2020).

Strategic objectives are an important component of management strategy because they ensure that strategies are used effectively to achieve objectives (Ugboro *et al.* 2011). In the public sector, a robust management system is essential to generate revenue and mitigate the challenges posed by a dynamic market environment. Essential SOs serve as guidelines for decision-making, resource allocation, and employee performance measurement in line with strategic management guidelines (Alharbi 2024). Furthermore, SOs play an important role in organizational development and life cycle, as they influence various aspects of employee performance and business. Prominent functions are key performance indicators (KPIs) or are tools to evaluate employee performance, motivate and engage employees, and improve resource management. SOs in different regions can help reshape and differentiate the market among competitors. This may include targeting specific customer segments and offering improved opportunities, highlighting unique offerings, or taking advantage of location advantages (Buhalis & Costa 2006). In addition, clearly defined objectives can provide benefits such as providing highly appreciated services to customers, and enabling organizations to exceed customer expectations (Enz 2009).

Zadoia and Charkina (2023) highlighted that SC is the technique by using which organizations control the system and implementation of strategic plans. It is argued that this management device is distinct because it employs uncertainty and improbability as control mechanisms at diverse factors in the device. Rather than judging achievement based on past problems and screw ups, SC makes a speciality of attaining destiny desires. To steer a company inside the proper course, figuring out areas requiring alternate is vital (Kim 2022). This isn't approximately learning from beyond mistakes; even struggling groups can attain the pinnacle with effective SC. The SC system hyperlinks the effort and time required to finish the steps main to approach implementation. Essentially, SC systematically monitors, measures, and aligns institutional movements with strategic planning or techniques (Aldehayyat & Anchor 2008). It includes comparing real performance towards meant results, detecting deviations, and applying corrective moves whilst necessary. SC mechanisms enable organizations to stay conscious of changes in internal and outside environments, ensuring they stay on track to obtain their SOs. Additionally, SC sports commonly consist of best aid allocation (monetary, human, and other sources), risk management, setting objectives aligned with making plans, and imposing comments mechanisms (Niven 2005). These capabilities contribute to maintaining SC within organizations.

According to (Valentine *et al.* 2024), Leaders who embrace change are more influential in achieving well-defined goals and maintaining authority in for-profit organizations such as businesses and schools. The ability to motivate and motivate teams facilitates successful planning. Chesbrough (2003) argued that innovation is key to the success of businesses in challenging markets and environments. Transformational leadership plays an important role in creative growth and adaptation to new situations. Owolabi and others (2022) suggested that

private universities can use effective SC practices to manage their strategies and be academically competitive. Proper implementation of these policies leads to organizational success for the team, whereas failure to do so can lead to organizational dysfunction. Ketchen and so on (2007) contributed to the resource-based view (RBV) by identifying four factors that are critical to program success. The first is the definition of the objectives for the project, followed by a detailed description of the actions necessary to achieve these objectives. The third includes identifying the competitive advantages of implementing business strategies, including competitive advantage and improved productivity. The final section emphasizes that if the first three steps in line with the employer-centred policy apply effectively. Additionally, it is important to monitor progress, which is usually achieved by monitoring key performance indicators associated with desired outcomes. Transformational leaders excel in building cohesive teams by building trust among followers (Gillespie & Mann 2004).

They achieve intended influence through charisma, inspiring confidence in their vision, and moving the team toward goals. Such leaders encourage collaboration towards shared goals, encourage intellectual stimulation of critical thinking and problem solving, individualize attention to meet the needs of followers, and thus gaining trust. Leadership qualities of honesty, kindness, caring, and compassion further enhance trust and improve the chances of negotiation (Jung & Sosik 2002). Followers are more likely to trust their leaders if they see their actions and actions as opportunities to learn and improve. TL is key to effective SOs. In this study, TL will be examined as a moderating factor where SOs and SC are examined as explanatory variables in the context of hotel industry employees.

1 Literature Review

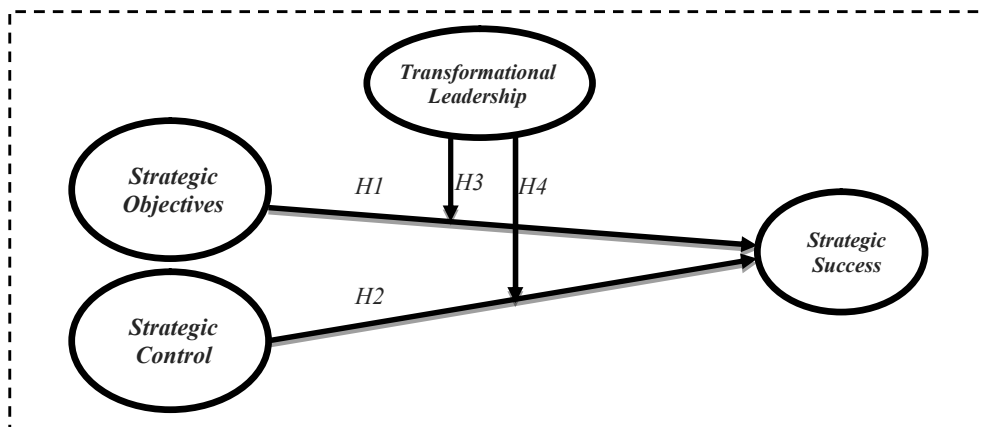
1.1 Theoretical Underpinning

The aim of this study was to examine the effects of SOs and SC on SS, with a particular focus on the moderating effects of TL (see Figure 1). Theories have shed light on this issue. Originally, social change theory (Blau, 2017) examined the evolving nature and dynamics of social change and concluded that individuals participate in social interactions with the expectation of mutual benefit. This theory asserts that people manage relationships through strategies like economic behaviour, seeking to maximize profits while minimizing costs. The principle of reciprocity is important, implying that individuals expect fair returns on relationship investments. This perspective helps us capture the social interactions between employees and transformational leaders, whereby employees may view leaders as a source of support and motivation, which affects their commitment to SOs and compliance with SC practices.

In addition, the investigation of organizational control in other studies (Aldehayyat and Anchor 2008) is particularly relevant when examining SC-SS relationships. Recent research in the perspective of guest workplace TL. This leads to long-term engagement and engagement (Bass 1985; Yangailo 2023).

This study will integrate these insights into a specific framework through the use of a structural equation model (SEM). The specific theoretical contributions of the mentioned studies have not been presented in any academic case to date. The findings of this new study will therefore emphasize the importance of implementing strategy in integrating activities, gaining competitive advantage, and focusing on the strategies necessary to achieve success in the hospitality industry in the 19th century.

Figure 1. Theoretical framework and research hypotheses



Source: Author based on previous studies

1.2 Strategic Management

Strategic management is an integrated approach to the decisions and actions of management, which is the road map for the ongoing success of any business (Alharbi 2024; Demirtas *et al.* 2020). As implementation planning has evolved, it ensures that resources are allocated more efficiently to implement prior plans and initiatives. It emphasizes the importance of strategic planning, implementation, and monitoring, and emphasizes the importance of thinking about SC points. These controls are important for the evaluation process, which is necessary to achieve the strategic objectives of the organization (Ajay 2023; Alharbi 2024). The established strategy implies the need for integration of strategic planning, implementation, and monitoring, which requires the establishment of SC points to ensure that the organization's strategic objectives are achieved (Ajay 2023). Indeed, strategic management emphasizes the importance of transformational leadership in integrating organizational functions, in identifying and defining strategies for competitive advantage (Yangailo 2023). This study will use a hypothesis-based approach based on insights provided by existing studies. Strategic planning in the hotel industry is found to benefit customer experience, decision-making processes, operational efficiency, and tracking progress toward implementation goals and success. This study examines to examine the determinants of organizational structure in the hospitality sector.

1.3 Hypotheses Development and Conceptual Framework

1.3.1 Strategic Objectives and Strategic Success

SOs fulfilment acts as a key driver of SS in an organization. When SOs are clearly defined, relevant, and effectively implemented, they help an organization achieve its goals, increase its success and performance. Empirical evidence supports the concept of defined goals effective internal management leads to organizational success and competitive advantage. Integrating these goals into company culture creates a collaborative environment where employees come together towards shared goals, thus reinforcing their commitment (Allio 2005).

Achieving these goals and achieving success requires several key elements, including alignment with the mission and vision of the organization, proper resource allocation, tracking tools such as measurable results or adoption of Key Performance Indicators (KPIs) or SMART criteria (Specific, Measurable, Achievable, Relevant), Timeline), adapting to internal and external changes, and committing to long-term performance and competitiveness. SOs are more effective and impactful when they can be quantified through statistical evidence or data analysis. However, bridging the gap between these goals and their realization takes careful planning and practical implementation. This management model provides a practical framework that transforms SOs into actionable and efficient products by assigning timelines to employees and assigning tasks based on their capabilities (Nowak 2020; Wolf and Floyd, 2017). The strategic management system includes the creation of clear, measurable dreams, evaluation of the internal and outside environment, approach formulation, plan execution, and the continuing revision and refinement of these elements. Additionally, worker agility and adaptability are essential for retaining competitiveness and responding to new opportunities and demanding situations. Building self-belief among clients, investors, and crew members showcases the corporation's capability to understand its capacity and create fee. Leaders and fans operating in unison decorate consider and foster effective interactions (Jung and Sosik 2002). Some businesses set their strategic desires via powerful integration, making sure alignment between internal and external stakeholders (Grant 2003). This approach to purpose-setting also improves internal communication and collaboration, laying the groundwork for a strategic future (Jarzabkowski and Balogun 2009). Based on this understanding, the hypothesis is formulated as follows:

H1. There is a significant relationship between strategic objectives and strategic success.

1.3.2 Strategic Control and Strategic Success

Strategic control or strategic control practices have a sizeable effect on how properly an organisation achieves its lengthy-time period targets. The potential of a company to achieve its strategic dreams hastily and efficiently is dependent on the structures and strategies in place for SC (Simons 2019). This assemble carries measurement gear for checking the performance of evaluating the effectiveness of achieved plans, making necessary changes suddenly whenever changes arise, and moving ahead as wanted. In different words, it's far an asset containing several pearls including evaluating the business enterprise's dreams, comparing performance in opposition to set standards, and making vital changes to the approach as wanted at some point of implementation (David 2011). To advantage its attention through paving onward a success technique, businesses need some moving actions or tasks for converting behaviour amongst employees together with making the working area agile and vigilant, responsive to variation, and aligning with mottos. Systematic evaluation and modifications grounded on SC

subsidize the whole efficiency and sustainability of a business enterprise's strategy. SS is enabled by way of numerous elements: organizational effectiveness, attainment of particular dreams, and the protection of competitive advantage. Olowe (2017) observed that SC implementation ensured compliance during strategic divisions, enhancing organizational efficiency. In comparing or verifying SC, managers observe internal and outside elements influencing the employer and devise strategies to perform goals, permitting organizations to become aware of while results deviate from expectancies (Langfield-Smith 1997). SC structures in addition allow groups to fast and efficaciously adapt to adjustments. Successful SC application calls for a high level of agree with, which may be superior thru TL. When fans trust that their leaders have their high-quality pastimes in thoughts and are implementing effective controls for the institution's success, they're more likely to stick to tips (Purcell, 2014). Considering these extensive studies, the subsequent hypothesis is proposed:

H2. There is a significant relationship between strategic control and strategic success.

1.3.3 Transformational Leadership as a Moderator

TL has garnered interest no longer simply from renowned students, but additionally from researchers throughout numerous fields (Li *et al.* 2019; Tayal *et al.* 2018; Ravangard *et al.* 2016; Dinh *et al.* 2014; Carless *et al.* 2000; Zhang *et al.* 2021). This management fashion is a key driver of achievement in modern organizations (Alharbi *et al.* 2020). It embodies a sort of leadership devoted to pleasurable objectives by raising the abilities of followers, encouraging their involvement thru motivation, highbrow stimulation, and empowerment, ultimately fostering a lifestyle of innovation (Li *et al.* 2019; Ravangard *et al.* 2016). Common tendencies of these leaders encompass the capability to inspire and uplift their fans, trade the reputation quo of labor settings, and show off determination, charisma, and a willingness to take risks in tough conventional operational models in favour of introducing modern practices that mirror the chief's vision. Early research recognized a framework of seven key attributes: articulating an imaginative and prescient, staff development, imparting help, empowering employees, fostering innovation, main by way of example, and possessing charisma (Carless *et al.* 2000; Podsakoff *et al.* 1990).

TL has a profound effect on individual and team performance, as well as overall organizational development. It encompasses various psychological and job quality behaviours, such as employee job satisfaction (Pooya and Bazrgari 2016; Zhang *et al.* 2021). Leaders who exhibit transformational behaviour are believed to have a shared vision, promote a positive organizational culture, and encourage innovation through their authentic actions (Bass and Bernard 1985). The availability of strategic goals can significantly enhance SS, especially in a variable leadership environment. A lack of TL may additionally weaken the connection between strategic goals and their realization. Without clean direction from leaders, personnel would possibly conflict to apprehend and align their tasks with broader targets. This should imply that strategic goals aren't correctly influencing strategic consequences. A critical issue of SC is an agency's ability to align day by day operations with long-time period goals. According to this attitude, TL is critical for SC to function efficiently and make contributions to SS. A sturdy correlation exists between progressive leadership and powerful SC techniques. Transformational leaders create an atmosphere of trust, open communication, and collective responsibility. Once the importance for organizational development is understood, the SC process will be adopted and adhered to. While SC doesn't restrict individuals, creative leaders can use it to motivate their teams to excel. However, some practitioners see these strategies as overly strategic and restrictive rather than helpful in terms of value creation (Menguc *et al.* 2007). A recent theoretical framework suggests that strategic flexibility acts as an intermediary mechanism between TL and organizational performance. This study highlights the importance of shaping TL behaviour to enhance strategic flexibility and overall organizational performance (Li *et al.* 2016). It emphasizes the role of TL in maintaining the vision of the organization and enhancing psychological motivation among followers or junior employees, thus increasing performance. Some researchers have found inspiration, motivation, and attitude flexibility in transformational leaders can affect employee perceptions and interactions with SOs (Shamir *et al.* 1993; Howell and Avolio 1993) and the author. Therefore, the third hypothesis is proposed as follows:

H3. There is a significant moderating role of TL between strategic objectives and strategic success.

Clearly defining a mission and vision in terms of high expectations, setting high goals, and enabling employees to take ownership and responsibility for their work and performance measures Measurement frameworks such as TL measures and Global Leadership and Organizational Behaviour excellence (GLOBE) 4 Such leadership often has a motivating effect on work behaviour, helping employees improve their skills in smart, intelligent, and practical ways that enable them to confront and overcome work-related challenges role (Bass & Bernard 1985, Li *et al.* 2016). For example, encouraging "thinking outside the box" empowers their independent decision-making and increases their cognitive abilities.

In the hospitality enterprise, the advent of TL has drastically impacted enhancing worker involvement, task pleasure in any respect ranks, and the general performance of organizations. Leaders who exhibit those traits inspire aid, group collaboration, sharing of reviews, autonomy in decision-making, and the implementation of innovative thoughts. This fosters a lifestyle of innovation amongst team of workers participants (Emamgholizadeh *et al.* 2011). TL plays a key role in building employees' intellectual capacity and innovation, creating a productive workplace where employees feel knowledgeable, competent and encouraged to work with potential. Furthermore, empowered employees feel more proactive because they are given the freedom to make their own decisions. There is a call to re-examine traditional design approaches that can lead to feelings of powerlessness and limit creativity. Research has shown that transformational leadership is key to effective organizational change by instilling a sense of urgency, providing clear direction, establishing a vision, and providing immediate encouragement on (Tayal *et al.* 2018; Sayli and Tüfekçi 2008). Another study found that TL positively relates to team psychological safety and team learning behavior in Ghana (Kumako and Asumeng 2013), and offsets the effects of time pressure, work life balance and burnout among employees in Germany, and this effect decreases as TL increases (Syerk *et al.* 2013). TL has been shown to reduce stress and fatigue and improve employee performance. Although its moderating role may seem limited, its impact is profound (Howell and Avolio 1993; Malik and Farooqi 2013). Therefore, the concluding hypothesis is as follows:

H4. There is a significant moderating role of TL between strategic control and strategic success.

2. Methods

2.1. Measures

This study used different parameters to examine the variables: the TL measure was adopted from Carless *et al.* (2000), with a 5-point Likert scale ranging from 'strongly disagree' (1) to 'strongly agree' (5). SOs were measured using a 4-item scale adopted from Novak (2020), which also has a 5-point Likert scale. SC was measured using a 6-item scale based on Moses Akilo *et al.* (2023), again using a 5-point Likert scale. The SS is measured as a second factor, which includes the first three dimensions: survival, change, and growth. Each of these three dimensions consists of 5 items, adapted from Abuzaid (2018) and assessed using a 5-point Likert scale (see Appendix).

To ensure validity, the questionnaire was translated from English to Arabic and then back to English by academic instructors. The products were also tested and approved by industry experts. The final questionnaire was developed on Google Forms, to ensure participant eligibility, and distributed to participants via social media. Participants were informed that their participation was voluntary and that their responses would be anonymous and confidential.

2.2. Participants and Process of Data Collection

Data for this study were collected using a web-based questionnaire (Google Forms) distributed among employees at various levels in twenty-eight hotels, including three-, four-, and five-star hotels of Al-Medina and Al-Ula cities in the Kingdom of Saudi Arabia.

Table 1. Demographic profile

	No. of respondents=378	Frequency	%
Gender	Male	279	73.9
	Female	99	26.1
Marital status	Married	258	68.3
	Single	120	31.7
Age	35 and less	199	52.7
	36-45	131	34.6
	46-54	39	10.3
	55 and above	9	2.4
Education level	Diploma/Intermediate	213	56.3
	Bachelor	155	40.9
	MSc/PhD	10	2.8
Years of experiences	< 4	191	50.4
	4 to < 7	157	41.5
	7 to < 10	24	6.4
	10 ≤	6	1.7

Source: author data analysis

The questionnaire was distributed on social media platforms such as Facebook, WhatsApp and by email. The questionnaire was distributed to a total of 560 people, and 378 valid responses were obtained, resulting in an average response rate of 67.5%. This is considered sufficient, since Sekaran (2013) and El Nagar *et al.* (2022) stated that a response rate of 30% is adequate for most studies.

Table 1 shows the demographics of the study population, indicating that 73.9% were male and 68.3% were married. Regarding age distribution, the majority (52.9%) were 35 years of age or younger. The main level of education among the respondents was a diploma or intermediate degree, with 56.3% and 40.9% of those with a bachelor's degree. Data on work experience shows that 50.4% of the participants had experience of less than 4 years and 41.5% had been working for four to less than 7 years on the job.

2.3. Data Analysis Methods

This study used partial least squares (PLS) method, specifically SmartPLS 3.0 software, to evaluate measurement models and structural models. PLS is a variable-based method for structural equation modelling (SEM), excellent in relationship analysis in analysing the complexity between multiple variables. This is particularly good for data that do not follow a normal distribution (Hair *et al.* 2019; Ringle *et al.* 2012), when modelling multiple latent variables with indicators (Hair *et al.* 2019), and when considering higher order concepts (Becker *et al.* 2013). SmartPLS is also suitable for exploratory studies where causal relationships are not yet fully established (Hartmann *et al.* 2010) and is recommended for use in studies with small samples due to variance based PLS statistical method for SEM (Hair, 2011) and the author. The study further explores the hypothesized correlational relationships between the mechanism variables, with PLS identified as the most appropriate statistical method for confirming these theoretical relationships.

Moreover, the observed traits SS as a better-order assemble, constituted of version, increase, and survival, given its abstract nature that eludes direct measurement. Conversely, SC, SOs, and TL are taken into consideration first-order constructs, without delay measured via precise items. The evaluation proceeded in two ranges: to start with assessing the size version (or outer model in PLS-SEM terminology) to confirm the assemble items, followed with the aid of an examination of the structural version to investigate the relationships among the constructs. The resulting model diagram from the analysis is depicted in Figure 2.

3. Results

3.1. Assessment of Outer Model

The evaluation of the dimension model, additionally called the outer model, concerned the validation of the version via the assessment of convergent and discriminant validity for the latent variables. The evaluation of assemble reliability turned into conducted via analyzing Cronbach's alpha (α) and composite reliability (CR) scores (Hair *et al.* 2019). To establish convergent validity, factor loadings were required to exceed zero.70, and the average variance extracted (AVE) had to be extra than zero.50. Table 2 displayed all the essential metrics, along with loadings, Cronbach's alpha, composite reliability, and common variance extracted, all of which exceeded the advocated thresholds, confirming the validity of the measures.

Table 2. Construct reliability, validity, and multicollinearity

Factor	Loadings	α	CR	AVE
Thresholds	>0.7	>0.7	>0.7	>0.5
Adaptation		0.896	0.923	0.708
ADA1	0.864			
ADA2	0.868			
ADA3	0.878			
ADA4	0.855			
ADA5	0.732			
Growth		0.869	0.905	0.658
GRO1	0.702			
GRO2	0.861			
GRO3	0.856			
GRO4	0.807			
GRO5	0.819			

Factor	Loadings	α	CR	AVE
Thresholds	>0.7	>0.7	>0.7	>0.5
Survival		0.860	0.900	0.643
SUR1	0.812			
SUR2	0.712			
SUR3	0.840			
SUR4	0.838			
SUR5	0.802			
Strategic control		0.900	0.924	0.669
SC1	0.839			
SC2	0.740			
SC3	0.828			
SC4	0.809			
SC5	0.847			
SC6	0.837			
Strategic objectives		0.898	0.929	0.766
SOs1	0.871			
SOs2	0.888			
SOs3	0.865			
SOs4	0.876			
Transformational leadership		0.907	0.926	0.641
TL1	0.760			
TL2	0.826			
TL3	0.772			
TL4	0.856			
TL5	0.820			
TL6	0.773			
TL7	0.791			

Source: author data analysis

In addition to convergent validity, the study also established discriminant validity using two methods as shown in Table 3:

- Fornell-Larcker Criterion: The square root of the Average Variance Extracted (AVE) of each construct is greater than the correlation between constructs. This means that the dimensions differ from each other, exhibiting discriminatory validity (Fornell & Larcker 1981).

- Heterotrait-monotrait (HTMT) ratio of all constructs were below the recommended threshold of 0.90. This further supports the evidence for discrimination, as in the direction of (Hair *et al.* 2019).

In summary, both HTMT ratio and the Fornell-Larcker criterion analyses confirmed that the measurement model exhibited strong discriminatory validity and was significantly embedded in the model, which considered the process being performed various aspects of the investigation.

Table 3. Assessment of the discriminant validity

Fornell-Larcker	1.	2.	3.	4.	5.	6.	HTMT	1.	2.	3.	4.	5.	6.
1. Adaptation	0.841						1. Adaptation	NA					
2. Growth	0.752	0.811					2. Growth	0.849					
3. SC	0.523	0.466	0.818				3. SC	0.578	0.520				
4. SOs	0.421	0.311	0.385	0.875			4. SOs	0.462	0.350	0.424			
5. Survival	0.543	0.478	0.551	0.316	0.802		5. Survival	0.625	0.553	0.624	0.360		
6. TL	0.606	0.501	0.630	0.429	0.540	0.801	6. TL	0.656	0.559	0.691	0.481	0.604	NA

Source: (author data analysis).

The method of forming and confirming the SS, a second order constructs become completed in two phases. SS changed into at the beginning shaped from three first-order constructs: variation, growth, and survival. The introduction of 2d-order constructs was achieved the usage of a -level disjoint technique, following the guidelines provided by Sarstedt *et al.* (2019). The evaluation of the formative 2nd-order construct was finished by way of checking the variance inflation thing (VIF) for collinearity many of the related indicators to the formative assemble and making sure they were underneath five, as well as checking the outer weights of the indicators, as recommended through Sarstedt *et al.* (2019). Based on the information in Table 4, all reflective and formative constructs tested convergent validity. After the second-order constructs had been generated, their discriminant validity become evaluated using the HTMT Ratio, and Fornell-Larcker criterion. The outcomes, displayed in Tables five, additionally proved to be legitimate, as in line with Hair *et al.* (2019).

Table 4. Construct reliability and validity after generating second-order constructs

Constructs	Items	Scale type	Loadings/ weights	CR	AVE	VIF
SS	Adaptation	Formative	0.568	NA	NA	2.560
	Growth		0.102			2.338
	Survival		0.485			1.441
SC	SC1	Reflective	0.839	0.924	0.669	NA
	SC2		0.739			NA
	SC3		0.828			NA
	SC4		0.810			NA
	SC5		0.848			NA
	SC6		0.837			NA
SOs	SOs1	Reflective	0.870	0.929	0.766	NA
	SOs2		0.887			NA
	SOs3		0.866			NA
	SOs4		0.876			NA
TL	TL1	Reflective	0.763	0.926	0.641	NA
	TL2		0.831			NA
	TL3		0.769			NA
	TL4		0.857			NA
	TL5		0.812			NA
	TL6		0.777			NA
	TL7		0.791			NA

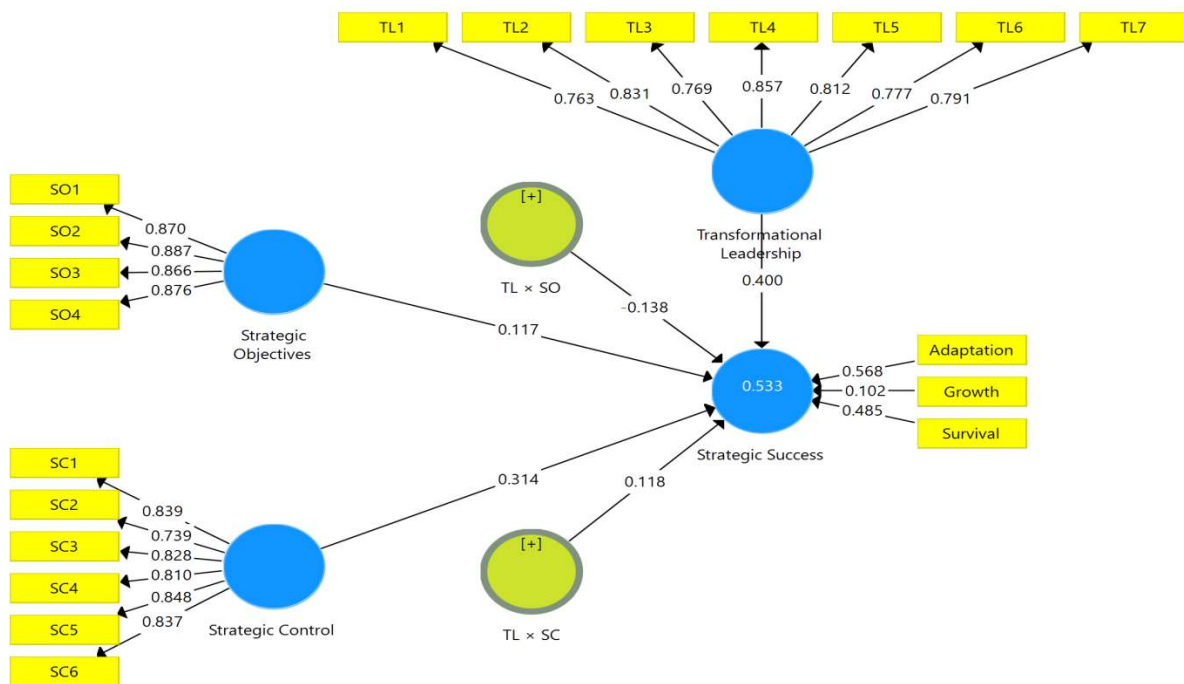
Source: author data analysis

Table 5. Discriminant validity (after generating second-order constructs)

Fornell-Larcker	SC	SOs	SS	TL	HTMT	SC	SOs	TL
SC	0.818				SC	NA		
SOs	0.386	0.875			SOs	0.424		
SS	0.611	0.424	NA		TL	0.691	0.481	NA
TL	0.629	0.432	0.657	0.801				

Source: author data analysis.

Figure 2. Measurement model diagram



Source: author data analysis.

3.2. Hypotheses Testing (assessment of inner model)

The results of the structural model analysis included β , t-statistics, and their associated p-values. The R-squared values indicated that among the endogenous construct, approximately 53.3% of the variance in SS was explained by exogenous constructs in the model:

The results of the hypothesis test showed that:

- SOs positively and significantly affected SS ($\beta = 0.117$, $p < 0.05$).
- SC positively and significantly affected SS ($\beta = 0.314$, $p < 0.001$).

The results of the moderating effect analysis indicated that:

- TL negatively and significantly affects ($\beta = -0.138$, $p < 0.01$) the relationship between SOs and SS.
- TL positively and significantly affected agreement between SC and SS ($\beta = 0.118$, $p < 0.01$).

Thus, this study supported hypotheses H1, H2, and H4, as shown in Table 6.

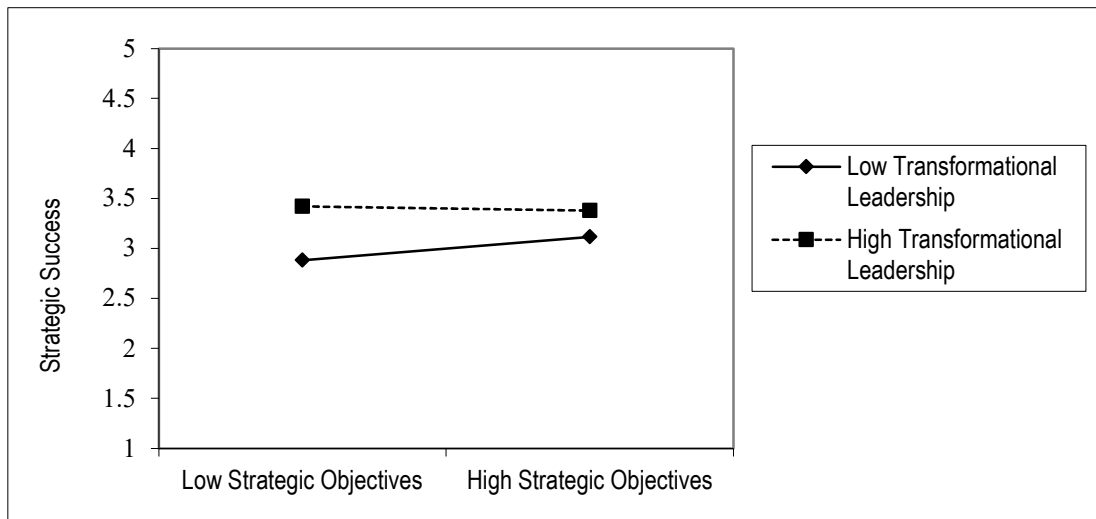
Table 6. Results of the structural model (direct and moderator effects)

Hypothesis	Path	B	T Statistics	P-value	Supported?
<i>Direct paths</i>					
H1	Strategic objectives -> Strategic success	0.117	2.169	0.031	Yes
H2	Strategic control -> Strategic success	0.314	5.244	0.000	Yes
<i>Moderator effect</i>					
H3	TL x SOs -> Strategic success	-0.138	3.236	0.001	NO
H4	TL x SC -> Strategic success	0.118	2.958	0.003	Yes

Source: author data analysis.

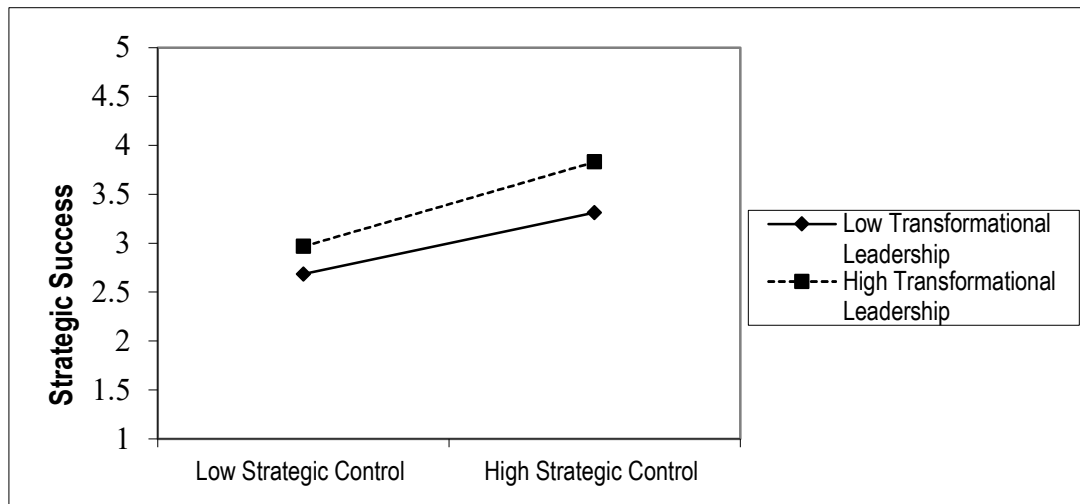
Figures 3 and 4 show the moderating effects of TL on the relationship between SOs/SC and SS. Because the effect of TL on the relationship between SO and SS was negative. This implies that SOs will effectively ensure the availability of SS if the hotel has a low TL. In contrast, TL has a positive moderating effect on the relationship between SC, and SS. This means that SC will be more likely to be SS if the hotel has a higher TL. In summary, the findings display that the moderating function of TL differs relying at the strategic component being considered. TL has a bad moderating impact at the SOs-SS relationship, however a high-quality moderating impact on the SC-SS relationship.

Figure 3. Slope analysis for TL × SOs



Source: author data analysis.

Figure 4. Slope analysis for TL × SC



Source: author data analysis.

4. Discussion

This study aims to enhance the existing literature by examining the complex relationships between SOs, SC, TL, and their joint influence on SS acquisition. Although a number of studies have examined the individual effects of strategic components and SC, there are still areas of ambiguity regarding these variables (Alao and Alao 2013; Li *et al.* 2019; Nowak 2020). This study aims to fill this gap by examining the role of TL in moderating role in the relationship between SOs, SC and SS. It seeks to provide a comprehensive understanding of how hotels in Saudi Arabia can enhance their overall strategic success by aligning their SOs, implementing effective SC strategies, and facilitating leadership influence implementing it by focusing on this collective approach. Findings showed that all hypotheses except the effect of TL on the relationship between SOs and SS were supported.

Firstly, we found that SOs have a significant influence on SS. This result is consistent with some previous studies. Strengthening the core company, using the ecosystem, and investigating new markets and technology are the strategic goals that may be pursued via corporate venture capital investments (Pinkow and Iversen 2020). They concluded it by providing a thorough summary of the SOs that corporate venture capital might pursue. Another finding was discovered by Franklin and Al-Kassem (2011) who showed that to achieve better market performance, hotels in the Saudi hospitality sector must have a strategic direction. Although strategy orientation is often emphasized as being crucial to enhancing market performance, choosing a strategic direction may be difficult in real life. Businesses with a primary strategy orientation toward competition or their clients are probably only seeing a small portion of the market. The process of strategic planning includes setting specific objectives,

assessing the internal and external surroundings, formulating strategies, carrying out plans, and periodically assessing and modifying these elements. Additionally, personnel need to be agile and adaptable to remain competitive and react to new possibilities and threats (Jung and Sosik 2002). According to Jarzabkowski and Balogun (2009), goal-setting may also encourage internal discussions and compromises, leading to a decision on a company's strategic direction.

Secondly, the positive relationship between SC and SS was found to be statistically significant. Similarly, Olowe (2017) asserts that SC improves organizational efficiency by guaranteeing that all personnel and strategic units inside the company adhere to the established SC. Officers evaluate external and internal difficulties surrounding the organization at some point in the strategy control process and look for information on how to design selected strategies that will help them achieve their desired outcomes. Simons (2019) states that an organization's ability to accomplish its long-term goals is significantly influenced by SC or SC methods. The methods and procedures in place for SC determine how quickly and effectively a company may accomplish its SOs. Additionally, SC systems enable the business to change more quickly and adaptably. Only in situations where trust is strong - which is earned via TL - can SC be used effectively. If followers think their leaders are watching out for them and putting in place clever controls to make sure the group succeeds, they will be more inclined to follow rules (Purcell 2014). According to McAdam and Scott, (2009), since they influence every stage of the strategic management process, strategy control procedures are crucial to a company. Alao and Alao (2013) discovered that re-engineering the whole system via SC and the balanced scorecard as an employee performance assessment system is necessary.

Thirdly, we suppose that TL moderates the relationship between SOs and SS. However, the result was not significant, and we found a negative impact of TL as moderator. This may be due to its distinct cultural background, Saudi Arabia may not be a good fit for the idea of TL, which is centred on the West. Local cultural quirks might affect how TL is received and how successful it is in an organizational environment (Khan and Varshney, 2013; Valentine *et al.* 2024). Numerous academic works have examined leadership-related topics in recent years, and the significance of leadership has become a key concept when it comes to managing businesses and keeping up with the rate of change. SOs, the result is not consistent with the study of Bass and Bernard (1985) who stated that transformational leaders are recognized for their authentic behaviours that foster a common vision, support a constructive and socially acceptable workplace culture, and stimulate creativity among their subordinates. Our result also contradicts the findings of Garcia-Morales *et al.* (2018) who found that setting SOs may further support SS in an environment where leadership is always shifting. Creative leaders may inspire their groups by laying out the long-term goals of the company. Another opposite conclusion was given by Li *et al.* (2016), who pointed out that a common feature of TL is pushing back against the status quo and encouraging creativity. SS may suffer in a conservative company environment such as Saudi Arabia where opposition to change may exceed the potential advantages of TL.

Lastly, we found that TL moderates the relationship between SC and SS, and the result is aligned with the previous literature. According to Menguc *et al.* (2007), if employees understand how important SC measures are to the expansion of the company, they are more inclined to accept and follow them. While SC does not imprison people, transformational leaders may utilize it to inspire their team members to reach greater goals. A company needs TL to gain SC and SS. SC techniques may encounter opposition or be abandoned if there are no leaders who can create a culture of commitment and shared purpose. Our findings are also consistent with Emamgholizadeh *et al.* (2011) who discovered that in the hotel sector, the early forms of TL are mostly effective in promoting employee engagement, job satisfaction among workers at all levels, and overall organizational success. These leaders also often place a strong emphasis on collaboration, support, sharing experiences, autonomy in decision-making, and approving the execution of ideas - all of which may encourage creative behaviour on the part of staff members. An effective work environment where employees feel knowledgeable, competent, and motivated to exercise empowerment is produced by TL. Furthermore, since they have more autonomy in making choices, workers who feel more empowered take the initiative. Conventional organizational processes that reduce workers' sense of helplessness make them less productive and prevent them from reaching their full creative potential (Tayal *et al.* 2018; Sayli and Tüfekçi 2008).

Conclusions

The main focus of the study is the employees of the hotel sector in Saudi Arabia. The aim of the study was to investigate how SOs, and SC increase the strategic success of an organization. Moreover, it also examines the relative effect of TL on facilitator. Our results indicated that SOs, and SC are important contributors to SS. Although TL shows a negative moderating effect on the relationship between SOs, and SS, the moderating effect

is positive in the case of SC. Early iterations of TL in the hotel industry are more successful in creating employee engagement, job satisfaction across the enterprise, and overall organizational performance. Strong leadership relationships in organizational settings. The main part of TL. It suggests that the influence of the leader on strategic outcomes can change according to the circumstances and variables in the game. Firms in the hospitality industry, particularly in Saudi Arabia, stand to benefit from studying the interplay of strategic values, SC and TL. Decision-making processes related to goal setting, care planning, and leadership program development can benefit from this knowledge.

Implications

Managerial Implications

Based on the findings, the study proposed several strategies that can motivate and enable managers, managers and employees to improve the SS of hotels in Saudi Arabia. First, the study reveals a significant positive relationship between SOs, and SS. Managers should prioritize the communication of SOs throughout the organization for better communication, as this clarity can have a positive impact on the SS. They need to ensure that employees understand and participate in the broader objectives. Managers can use training programs to increase employees' understanding of strategic goals and equip them with the skills needed for effective strategic management to create an optimal work environment and it works (Franklin and Al-Kassem 2011). When designing a policy, Saudi Arabian culture and the possible influence of sociocultural norms on the commissioning and implementation of SOs should be considered. Second, there is a significant positive correlation between SC and ST. Managers can establish robust SC systems to monitor and measure goal achievement, including frequent performance appraisals and feedback systems (Alao and Alao 2013). Real-time monitoring mechanisms can be developed to immediately detect deviations from plan, enabling faster and more stable responses and aligning the company with objectives. Third, a negative moderating effect of TL was observed between SOs and SS. This is because TL concepts based on Western perspectives may not be entirely appropriate for Saudi Arabia due to its unique cultural history. Cultural nuances may affect the acceptability and effectiveness of TL in the organization (Khan and Varshney 2013). Managers should prioritize objective effectiveness because research has shown that TL does not change the relationship between SOs, and SS. Finally, a significant positive effect of TL on the relationship between SC and SS was found. Therefore, managers should encourage open discussions about SC strategies among employees and transformational leaders. TL fostered shared purpose and commitment among employees, and made employees realize the critical importance of SC to the success of the firm.

Theoretical Implications

We believe our combined approach has the potential to significantly advance theory and research. The conceptual implications of the study help us to understand the role of TL in a more complex way in strategic leadership. When developing and enhancing theoretical frameworks in these areas, these insights encourage researchers and practitioners to consider the contextual nuances of leadership, local dimensions and intergroup interactions. Scholars are encouraged to explore which TL best serve the moderator in a particular organizational context when it comes to the relationship between SOs, and SS. Acknowledging context contributes to the effectiveness of current leadership theories. The integration of organizational management strategies into the theoretical framework of the research is an important step in the development of SS. A comprehensive understanding of the relationships among management strategies, leaders, and strategic goals can be incorporated into theoretical models in strategic management.

Future Needs and Research Limitations

The research provides both theoretical and practical implications for scholars and managers. Some limitations of our study, however, can be addressed by a potential researcher to improve our understanding. The study's emphasis on Saudi Arabia's hotel sector employees alone may have limited the applicability of the results to other contexts or other economic sectors. A more diverse sample size can improve the external validity of the findings. Research has shown that transformational leaders have moderate effectiveness, but the mechanisms behind these effects have not been fully explored. Subsequent research could examine specific TL characteristics and behaviours that affect the relationship between SC and SS. Contextual factors that may affect the relationships in question were not thoroughly examined in this study. A more robust interpretation of the results can be achieved by considering variables such as the competitive environment, organizational size, and industry dynamics. Longitudinal studies can shed light on how TL, SC, and SOs are affected effect of SS in the long run.

Credit Authorship Contribution Statement

The author attests to having sole responsibility for the idea and layout of the paper, gathering empirical data, analysing, and interpreting the findings, and preparing the final manuscript preparation.

Declaration of Competing Interest

The author states that none of the known financial conflicts or interpersonal ties could have had an impact on the work presented in this paper.

Declaration of Use of Generative AI and AI-assisted Technologies

The authors declare that they have not used generative AI and AI-assisted technologies during the preparation of this work.

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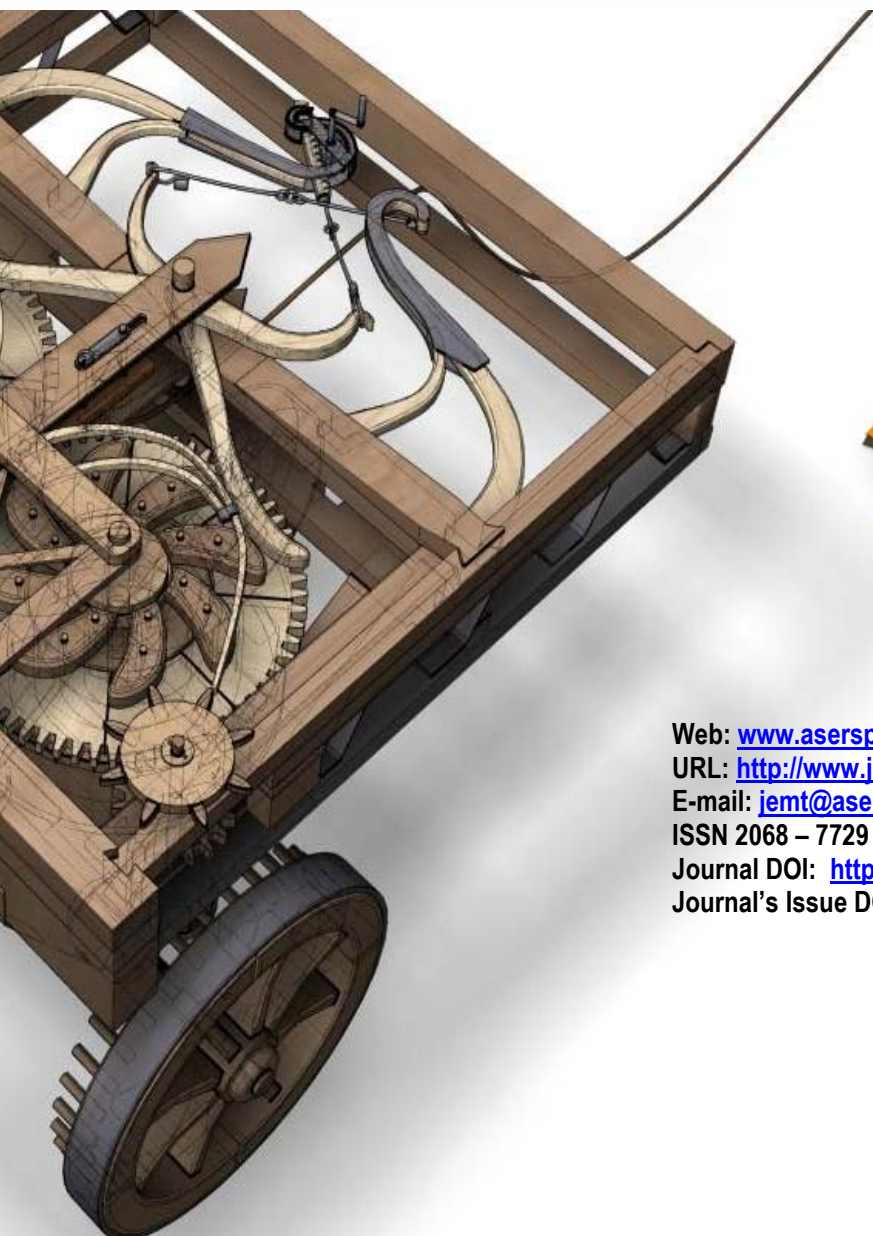
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Appendix. Questionnaire

Strategic Objectives						
		Strongly disagree	disagree	Neutral	Agree	Strongly agree
SOs1	Employees at my hotel are well-versed in and value our mission statement.					
SOs2	My hotel's staff understand and prioritize our annual goals.					
SOs3	My hotel's staff comprehend and prioritize our action plans.					
SOs4	My hotel's staff comprehend and prioritize our action plans.					
Strategic control						
SC1	Employees at my hotel work on the creation of strategic control systems.					
SC2	My hotel conducts regular assessments of internal control systems and procedures.					
SC3	My hotel has control systems in place to monitor the external environment.					
SC4	My hotel has implemented control systems to monitor and assess plan milestones.					
SC5	In my hotel, all levels of management contribute to the design and selection of performance assessment methods.					
SC6	My hotel has control measures in place to regularly assess the validity of strategy assumptions.					
Strategic success						
Survival						
SUR1	The hotel can deal with issues and anticipate potential risks.					
SUR2	The hotel prepares a variety of situations to provide alternate survival strategies.					
SUR3	The hotel regularly monitors external environmental data.					
SUR4	The hotel examines its capabilities on a regular basis in order to address any performance shortcomings.					
SUR5	The hotel has particular capabilities to assure its continued success.					
Adaptation						
ADA1	My hotel has extra capacities to meet the changing and renewable demands of its guests.					
ADA2	My hotel has the flexibility to adapt its aims and goals as indicated by senior management.					
ADA3	My hotel can immediately adjust to events that occur unexpectedly in the internal business environment.					
ADA4	Myr hotel can constantly adjust to market demands.					
ADA5	My hotel can respond to changes in the surrounding environment.					
Growth						
GRO1	My hotel can penetrate new markets.					
GRO2	My hotel offers a variety of products and services to fulfil the demands of a wide range of consumers.					

GRO3	My hotel aims to accomplish both backward and forward integration.					
GRO4	My hotel is looking to develop collaborations with competitors.					
GRO5	My hotel can acquire a competitor organization in the same business.					
Transformational Leadership						
TL1	My leader presents a clear and optimistic view of the future.					
TL2	My leader views employees as individuals and supports and promotes their development.					
TL3	My leader encourages and recognizes personnel.					
TL4	My leader encourages trust, engagement, and collaboration among team members.					
TL5	My leader supports fresh problem-solving approaches and challenges preconceptions.					
TL6	My leader is clear about his/her ideals and demonstrates what he/she preaches.					
TL7	My leader instills pride and respect in others while also inspiring me with his high level of competence.					

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