
**EXPLORING THE LINK BETWEEN STRATEGIC LEADERSHIP
AND ORGANIZATIONAL SUCCESS: A RESEARCH ON
TECHNOLOGY COMPANIES**

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4 SUCCESS: A RESEARCH ON TECHNOLOGY COMPANIES
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7 technology companies operating in the manufacturing sector in Istanbul. The mediating role of strategic
8 orientation in these relationships is also examined. The reason for working in technology companies in
9 the manufacturing sector is that these companies attach importance to strategic partnerships in order
10 to stay in the sector in an intensely competitive environment. main body of the research consists of
11 employees at the management level of companies in the production sector that have established
12 strategic partnerships in Istanbul. Data were collected from 543 management-level employees in 50
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15 presented in the application part, were obtained and presented with this program. leadership positively
16 affects both strategic orientation, strategic alliance and strategic learning variables. Additionally,
17 strategic orientation positively mediates the relationship between strategic leadership and dependent
18 variables. the data in the research was collected from companies producing technology devices in
19 Istanbul, developing the research model and applying it to different sectors and a wider sample can
20 make a significant contribution to the literature. Thus, more effective results can be obtained.
21 Additionally, it is likely that different results will emerge when applied to companies that establish
22 partnerships in the service sector other than the industrial sector. is clear that strategy is of great
23 importance in today's rapidly developing and changing world. The research provides insight into the
24 importance of strategic leadership and direction to leaders in the manufacturing sector. Companies can
25 leverage these insights to improve their strategic collaborations and learning capabilities, so they can
26 remain competitive in a highly dynamic environment. leadership can be considered an ideal leadership
27 style that incorporates the positive aspects of other leadership characteristics. In this regard, it is
28 thought that it will be a leadership model that is free from the weaknesses of leadership styles and
29 focuses on establishing the long-term future of the organization. The research is unique in that it focuses
30 on technology companies in the manufacturing sector in Istanbul, a major commercial hub. Valuable
31 empirical evidence is provided about the dynamics of strategic leadership through the lens of strategic
32 orientation and its impact on organizational outcomes.
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EXPLORING THE LINK BETWEEN STRATEGIC LEADERSHIP AND ORGANIZATIONAL SUCCESS: A RESEARCH ON TECHNOLOGY COMPANIES

Abstract

Purpose: The research examination the impact of strategic leadership on strategic alliances and strategic learning in technology companies operating in the manufacturing sector in Istanbul. The mediating role of strategic orientation in these relationships is also examined. The reason for working in technology companies in the manufacturing sector is that these companies attach importance to strategic partnerships in order to stay in the sector in an intensely competitive environment.

Design/methodology/approach: The main body of the research consists of employees at the management level of companies in the production sector that have established strategic partnerships in Istanbul. Data were collected from 543 management-level employees in 50 randomly selected companies. Smart PLS 3 application was used for all analyzes within the framework of the research. Factor, PLS-SEM Path and Mediation effect analysis processes, the results of which are presented in the application part, were obtained and presented with this program.

Theoretical implications: The findings contribute to the strategic management literature by highlighting the important role of strategic orientation as a mediator. The research indicates the importance of strategic leadership in developing strategic alliances and strategic learning in organizations.

Practical implications: It is clear that strategy is of great importance in today's rapidly developing and changing world. The research provides insight into the importance of strategic leadership and direction to leaders in the manufacturing sector. Companies can leverage these insights to improve their strategic collaborations and learning capabilities, so they can remain competitive in a highly dynamic environment.

Findings: Strategic leadership positively affects both strategic orientation, strategic alliance and strategic learning variables. Additionally, strategic orientation positively mediates the relationship between strategic leadership and dependent variables.

Originality/value: Strategic leadership can be considered an ideal leadership style that incorporates the positive aspects of other leadership characteristics. In this regard, it is thought that it will be a leadership model that is free from the weaknesses of leadership styles and focuses on establishing the long-term future of the organization. The research is unique in that it focuses on technology companies in the manufacturing sector in Istanbul, a major commercial hub. Valuable empirical evidence is provided about the dynamics of strategic leadership through the lens of strategic orientation and its impact on organizational outcomes.

Research limitations/implications: Since the data in the research was collected from companies producing technology devices in Istanbul, developing the research model and applying it to different sectors and a wider sample can make a significant contribution to the literature. Thus, more effective results can be obtained. Additionally, it is likely that different

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3 results will emerge when applied to companies that establish partnerships in the service sector
4 other than the industrial sector.
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6 **Keywords:** Strategic Leadership, Strategic Orientation, Strategic Alliances, Strategic Learning
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11 **1. Introduction**

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13 In the literature, there are different opinions about the activities that a strategic leader should
14 have and the activities that a strategic leader should fulfill. Leaders are concerned with what is
15 important to people and try to persuade people about the most important things to do (Yukl and
16 Lepsinger, 2004). The capability of an individual to persuade others, to drag them after them
17 and to give them more than expected in line with the goals depends on the leadership feature.
18 These characteristics make leaders more effective in achieving goals and even getting results
19 beyond goals. Wheelen et al. (2017), one of the important responsibilities of senior managers
20 as strategic leaders is to create the climate of the organization as a whole. Organization
21 employees consider their strategic leaders as a guide and want to have a vision that shows in
22 which direction to work.
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27 “Strategy” is one of the most used words in the business world today. As companies gain
28 experience in building alliances, the portfolios of some organizations in their partnerships can
29 become inefficient for companies due to incorrect alliance building. Despite the widely
30 recognized benefits of strategic alliances—such as reducing competitive threats, facilitating risk
31 sharing, and providing sustainable competitive advantage—organizations often struggle to
32 form truly strategic partnerships. Although strategic alliances are thought to contribute to
33 organizations, not all alliances are actually strategic to organizations. In this case, the
34 importance of strategic orientation and strategic learning emerges. Looking at the advantages
35 of strategic alliances; It prevents the threat of competition, ensures the sharing of risks, and is
36 important in developing and sustaining competitive advantage.
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41 Leaders have important roles in establishing strategic alliances. Most importantly, the impact
42 of leaders with a strategic perspective on strategic alliances. Marino et al. (2002), using a sample
43 of small and medium-sized enterprises in Finland, Greece, Indonesia, Mexico, the Netherlands,
44 and Sweden, found that firms with higher entrepreneurial orientation used strategic alliances
45 more frequently (i.e., more agreements) than firms with lower entrepreneurial orientation. Our
46 findings, based on surveys of US and UK firms, in Brouthers et al. (2015), emphasize that small
47 and medium-sized enterprises (SMEs) have higher international performance when they have
48 higher entrepreneurial orientation (EO) and when the type of alliance used (research or
49 marketing) is compatible with the firm's capabilities.
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53 However, strategic orientation is important for organizations to be strategically successful. The
54 role of strategic orientations within the organization differs from organization to organization
55 (Jiang et al., 2019). It is known that there is no single strategic decision that will be beneficial
56 for every organization and bring success in a universal sense. According to this view, businesses
57 should examine their specific organizational and environmental conditions and develop their
58 strategies accordingly (Zhou et al., 2005). Similarly, strategic orientations should be established
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3 within the framework of the organizational characteristics of businesses and the environmental
4 conditions they face (Jassmy *et al.*, 2018).

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6 Strategic orientations affect the business structure, attitudes and behaviors on the one hand, and
7 develop by being influenced by such organizational characteristics (Dionysus and Arifin, 2020).
8 Therefore, it is important not only how strategic orientation affects strategic learning in
9 organizational structures but also how it affects the strategic alliance. Because strategic
10 alliances, examples of which have been seen since the 1930s, are seen as a frequently preferred
11 strategy by businesses today.

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13 The reason for this is that, with strategic alliances, businesses become more efficient with their
14 complementary aspects in intense competitive conditions, prevent threats from potential
15 competitors, and create synergy by combining their expertise, resources, talents and
16 experiences. Creating such a synergy is among the most important reasons that push businesses
17 to take part in a strategic alliance. In addition to creating synergies, entering global markets or
18 increasing effectiveness in existing markets, sharing risks, owning new technologies and
19 providing information transfer are among the other important reasons that push businesses to
20 form strategic alliances.

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22 The research addresses several critical gaps in the literature:

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24 1. While leadership is generally considered influential in explaining the direct impact of
25 strategic leadership on both strategic alliances and strategic learning, understanding the specific
26 ways in which strategic leadership promotes these outcomes provides valuable theoretical
27 contributions. And also, while the link between leadership and performance is well-
28 documented, how leaders achieve alliance building is not sufficiently theorized. In research,
29 strategic orientation is defined as a functional mediation variable.

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31 2. By examining the direct relationships between strategic orientation and strategic alliances,
32 and between strategic orientation and strategic learning, a deeper understanding of how an
33 organization's strategic orientation contributes to its capability to form effective partnerships
34 and foster internal knowledge acquisition is provided.

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36 3. By demonstrating that strategic leaders shape an organization's strategic orientation, which
37 in turn drives successful alliances and learning, this research provides a more nuanced and
38 comprehensive theoretical framework.

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40 This research contributes to the strategic management literature in several important ways:

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42 An integrated model is developed that positions strategic orientation as a central mediator
43 between strategic leadership and two key dependent variables: strategic alliances and strategic
44 learning. By doing so, the research provides a more nuanced understanding of how leadership
45 influences organizational learning and interorganizational collaboration through internal
46 orientation mechanisms.

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48 In this context, the research examines the effects of strategic leadership and strategic orientation
49 on both strategic alliance and strategic learning.

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51 The main body of the research consists of experts at the management level of companies
52 operating in the field of technology in the production sector that have established strategic
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3 partnerships in Istanbul. Istanbul is preferred because it is one of the largest trade centers in
4 Turkey. Approximately 45% of Türkiye's economy belongs to the city of Istanbul. Companies
5 that produce technology devices attach importance to strategic partnerships in order to stay in
6 the sector in an intensely competitive environment. 50 companies registered with the Istanbul
7 Chambers of Commerce and Industry were randomly selected. These companies have experts
8 working at more than 20 management levels.
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11 Although this research is geographically located in Türkiye, its findings offer significant
12 generalizable value for the global technology sector. As noted in the literature, firms in
13 developing economies generally develop superior "resilience capabilities" compared to those
14 in stable markets (Opoku, 2025). Therefore, examining how Istanbul-based technology firms
15 use strategic orientation to integrate leadership and learning provides a roadmap for
16 organizations worldwide that similarly operate in high-pressure and volatile environments.
17 Furthermore, the focus is on how leaders shape organizations and facilitate inter-organizational
18 collaboration, rather than what they do. The findings provide a cross-border framework for how
19 technology firms can leverage leadership to cultivate a culture of continuous learning and
20 strategic partnerships in the face of global competition.
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25 In the first stage, the online survey form link was sent to two randomly selected experts from
26 each company among the company managers determined for the research. The structure and
27 understanding of the questions were checked with the questionnaires to be used for this pre-
28 test. The survey was given its final form by researching the 63 returned surveys. As a result of
29 the analysis of the research, strategic leadership and strategic orientation have positive effects
30 on both strategic alliances and strategic learning. Since the data in the research was collected
31 only from experts in companies producing technology devices in Istanbul, it is recommended
32 to develop the research model by taking this limited situation into consideration.
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36 2. Literature Review and Hypothesis Development

37 2.1. Strategic Leadership and Strategic Alliances

38 Strategic leadership has perceived as the strategic capability of the top-managers which enable
39 them to make right decisions at the right time which helps organizations to attain the future
40 goals (Maziti *et al.*, 2018). Specifically, strategic leadership refers to the capability to forecast
41 the future needs of the organizations influenced by internal and external environment (Shao,
42 2019). In doing so, strategic leaders may act proactively and formulating strategies across all
43 the functional departments that would be concurrent with present and future situations (Metz,
44 2020).
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49 The research indicated one of the important traits of strategic leader to increase the success ratio
50 of the organizations by their key strategic decisions to attain competitive advantage. One
51 recognizable way to gain the competitive advantage is strategic alliance- a concept derived from
52 the organizational alliances (Hoang and Rothaermal, 2005). Strategic alliances are the
53 cooperative arrangement between two or more than two organization which share their mutual
54 inputs to reach at optimum level of resources in the competitive environment with maintain
55 their own identities (Ireland *et al.*, 2002).
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3 In relation with strategic leadership, empirical research provides a significant evidence that
4 strategic leadership style encourages to build strategic relationship with other organizations i.e.
5 alliances to work combinedly (Birasnav and Bienstock, 2019; Metz, 2020). Dickson and Isaiah
6 (2023) argue that to succeed and survive in a dynamic business environment, SMEs must
7 effectively adapt to changes in their external environment using strategic leadership approaches.
8 Leadership has been recognized as a key component of internal competitive advantage within
9 companies and significantly impacts overall success. It is emphasized that the future success of
10 SMEs depends significantly on the effective development of strategic leadership (Dickson and
11 Isaiah, 2023).

12 Alabduljader (2021) suggests that strategic leadership practices should be encouraged by
13 investing in human capital and focusing on continuous learning and improvement. Hitt et al.
14 (2023) state in their research that leveraging managerial capabilities is a critical component of
15 strategic leadership, and that strategic leaders shape human capital, stakeholder relationships,
16 and other resources to design and implement strategies that foster organizational agility. In their
17 research, Sesi and Mutisya (2023) argue that strategic leadership should prioritize
18 collaborations for competitive advantage. Abdeen et al. (2025) also indicate that strategic
19 leadership positively impacts sustainable competitive advantage, and that sustainable
20 competitive advantage is positively influenced by strategic leadership dimensions (human
21 capital, social capital) in Palestinian pharmaceutical companies. Furthermore, they state that
22 strategic leadership has a positive impact on the dynamic capabilities of Palestinian
23 pharmaceutical companies.

24 The research shows the strategic leaders through strategic partnerships and alliances can better
25 operationalize the strategies with thorough adequate management decisions (Vendrell-Herrero
26 et al., 2018). In addition, the research of Wang and Rajagopalan, (2015) and Mukherjee et al.
27 (2013) supported that strategic alliances under the visionary leadership augmenting a culture of
28 inter-dependence in business which impacts organizational capability to create and capture
29 value. Based on the research evidence, this research hypothesized that strategic leadership style
30 supports have positive influence on strategic alliance.

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43 **H1:** Strategic leadership has a significant positive relationship with strategic alliances.

44 45 46 47 **2.2. Strategic Leadership and Strategic Learning**

48 The strategic leadership primarily involves in the building roadmap for the business. The role
49 involves formulating vision, mission statements, and the specific strategies to achieve the goals
50 for the business said existence on a short and long-terms perspectives (Zia ud Din et al., 2017).
51 In this way, the leaders at the strategic level needs to be very keen to scan the environment in
52 terms of opportunities and threats business facing and how to abruptly make benefit from them
53 (Asif, 2019). The business internal examination i.e. knowing the strengths and weakness and
54 tapping out the opportunities out-side is an intellectual process that can uplift business
55 performance and also turned to be a disaster. Hence, business leaders need to be sensible,
56 careful and innovative to carryout their business decisions in response of change (Adzeh, 2017).
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5 **Kebede et al. (2024)** state in their research that to succeed, strategic leaders need to balance
6 immediate pressures with a long-term corporate vision by focusing on innovation, ethical
7 practices, and strong stakeholder engagement. **Abdeen et al. (2025)** indicate that strategic
8 leadership positively impacts sustainable competitive advantages and has a positive effect on
9 dynamic capabilities. They emphasize that strategic leadership contributes to achieving
10 sustainable competitive advantages by guiding Palestinian pharmaceutical companies towards
11 change and innovation, enabling them to adapt to industrial transformations and compete
12 effectively in the market by developing dynamic capabilities (**Abdeen et al., 2025**).

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16 In relation with the response to constant change in business market, the leaders are more
17 concentrated towards the strategic learning (**Mintzberg and Waters, 1985**), a concept which was
18 derived from organizational learning which based on “something deployed in service of existing
19 strategies” (**Voronov, 2008**), In other words, organizations must constantly learn to acquire
20 distinct competencies to make best use to solve business problems (**Siren et al., 2017**). **Lee and**
21 **Welliver (2018)** stated in their research that strategic leadership has a significant indirect effect
22 on the relationship between perceived learning opportunities, job performance, and
23 organizational commitment.

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27 **Sungthong et al. (2025)** also offer valuable insights into the importance of developing digital
28 transformation capabilities and strategic learning capabilities to increase strategic agility in a
29 volatile and uncertain business environment. **Ferede et al. (2024)** in their research reveal the
30 direct effects of strategic leadership and knowledge management on change management, with
31 knowledge management partially mediating the relationship between strategic leadership and
32 change management. **Woo (2025)** in research shows that the findings indicate that strategic
33 leadership positively affects both corporate entrepreneurship and intra-organizational
34 entrepreneurship, and that each contributes to improving organizational performance.

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38 The research shows, the strategic leadership then facilitates the strategic learning process within
39 the organizations and make substantial changes in corporate culture, incorporate knowledge-
40 based environment and also involves re-structuring and reengineering the strategic policies which
41 enhance the organization’s strategic capabilities (**Kirtley and O'Mahony, 2023**). Based on the
42 previous **research**, this research hypothesized that:

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47 **H2:** Strategic leadership has a significant positive relationship with strategic learning.

48 49 50 51 **2.3. Strategic Leadership and Strategic Orientation**

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Certainly, the strategic leaders have direct influence on the organizational functional
departments (**Lord and Maher, 2002**). These influences may accelerate the strategic practices
not only help to business to stable in turbulent business environment but also ensure proper
alignment with business vision and missions. To attain the stable performance, business needs
to be highly competitive and innovative in their overall business operations. In doing so,

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3 strategic orientation may come up as critical element to achieve superior performance (Nasir *et al.*, 2017).

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6 The term, strategic orientation defines as a generation of behaviors within an organization that
7 intends to enhance the business performance (Hakala, 2011). For strategic leaders, it is
8 important to foster a strong strategic orientation and makes themselves equipped to create a
9 robust workplace which integrate humans with technology to foster innovation process (Adams
10 *et al.*, 2019).

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13 Research by Mwenda (2020) shows that strategic orientation involves the search for a new set
14 of knowledge that helps leverage innovative concepts to achieve consistently superior
15 performance. Strategic leaders in this way, provides a relevant knowledge regarding resources
16 and how these resources can be best utilized to achieve competitive edge for the organization
17 (Cacciolatti and Fearn, 2013). Malik *et al.* (2023) state in their research that there is a
18 significant relationship between strategic leadership, entrepreneurial orientation, and
19 organizational innovation with organizational performance.

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23 Shamaileh *et al.* (2023) emphasize in their research that entrepreneurial orientation is effective
24 in achieving success in strategic leadership, and that the adoption of the idea of entrepreneurial
25 orientation, investment in necessary resources that can help formulate power and leadership
26 tendencies, and the implementation of rules that will guide policies for the success of strategic
27 leadership are necessary. Rahman *et al.* (2018) stated in their research that strategic leadership
28 is directly and positively related to strategic orientation. Asif and Basit (2021) emphasized in
29 their research that having a vision, a strategic and creative mindset, the knowledge to develop
30 and maintain social capital, and a tendency to possess moral integrity are some of the
31 indispensable elements of effective strategic leaders.

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35 The research supports that the strategic leadership has a key and potential role to adopt
36 innovation, technology and marketing tactics for business to sustain (Alayoubi, 2020;
37 Schoemaker *et al.*, 2018). On the basis of the established literature, this research proposes that:

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42 **H3:** Strategic leadership has a significant positive relationship with strategic orientation.

43 44 45 **2.4. Strategic Orientation and Strategic Alliances**

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47 Organizations operations based on well-established strategic orientations yields various distinct
48 competencies for business which also reflect the philosophy on which business is operated
49 (Carmona-Osorio *et al.*, 2017). Strategic orientation smooths business road to success on long-
50 term basis. It also generates certain business behaviors that enhance performance through
51 strategic process. In this context, strategic alliance is also considered as one of powerful tool to
52 attain the competitive edge when organizations have few resources (Chesbrough and Bogers,
53 2014; Huda *et al.*, 2019).

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57 Pombo and Franco (2023), in their research, concluded that service orientation and alliances
58 are two complementary strategies that create a competitive advantage and add value to business
59 models through resource and information sharing, while also improving the end customer
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3 experience. [Widjajanti et al. \(2023\)](#), in their research, stated that strategic alliances do not
4 directly affect company performance, but the indirect effect of market orientation as a mediating
5 variable can improve company performance compared to the direct effect of strategic alliances.

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7 The research shows business can be benefited from strategic alliance through various ways. For
8 example, according to [Jiang et al. \(2016\)](#) the organizations partnerships and collaborations
9 through alliance enhance business trust, credibility and stability with existing and new startups.
10 In addition, empirical researches provide the evidences that support strategic alliance with
11 positive outcomes. The research of [Cacciolatti et al. \(2020\)](#) and [Vendrell-Herrero et al. \(2018\)](#)
12 revealed significant positive impact of strategic alliance on organizations performance and
13 product innovation. In the same way, [Beliaeva et al. \(2020\)](#) revealed significant positive
14 relationship between strategic alliance with business long-term sustainability.

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16 In their research, [Oliveira Junior et al. \(2016\)](#) stated that top management in firms can influence
17 strategic alliances, but firms with risk-taking competence are more likely to encourage and
18 implement strategic alliances. [Lin et al. \(2024\)](#) examined the impact of two strategic
19 orientations (digital orientation and corporate social responsibility activities) on alliance
20 stability in contract farming. Using a sample of Chinese agricultural enterprises, the research
21 indicated that these two strategic orientations improved the quality of relationships between
22 agricultural enterprises and farmers, thereby increasing alliance stability ([Lin et al., 2024](#)).
23 Also, [Adams et al. \(2019\)](#) found that strategic orientation has a significant positive impact on
24 innovation performance. On the basis of the established literature, this research proposes that:

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33 **H4: Strategic Orientation has a significant positive relationship with Strategic Alliances**

34 35 36 37 **2.5. Strategic Orientation and Strategic Learning**

38 The literature shows a business who has strategic orientation formulate the set of policies and
39 procedures that enable them to equip their distinct strategies ([He et al., 2020](#)). The set of policies
40 may expedite the critical thinking process that helps businesses to strive and sustain the
41 competitive markets ([Knight and Cavusgil, 2004](#)). In addition, [He et al. \(2020\)](#) found that
42 strategic orientation has strong association with research and development of the business to
43 promote innovations and critical thinking processes.

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45 In this context, strategic learning is the important component of knowledge creation facilitated
46 by critical thinking process in organizations. It accelerates the new knowledge and instigate the
47 process of dissemination, interpretations and implementations the new procedures, modified
48 outdated procedures, norms, strategies and even objectives ([Thomas et al., 2001](#)). In previous
49 **research**, the strategic learning process is based on different steps which cannot be
50 operationalize through single-loop learning ([Qi et al., 2011; Zahra et al., 2008](#)).

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52 [Elbanna and Elsharnouby \(2025\)](#), in their research, unexpectedly state that strategic orientation
53 doesn't play a significant role, and that when faced with challenging market conditions such as
54 pandemics and political crises, there is a greater focus on short-term initiatives that will help
55 survival. [Njoroge and Kinyua \(2025\)](#), however, state in their research that strategic orientation

is vital because it provides a foundation for creating new organizational advantages in the growing global business environment. Companies with better strategic orientation have a 15% greater chance of achieving growth and profitability compared to companies with weak strategic plans (Njoroge and Kinyua, 2025).

Bekata and Kero (2025) demonstrate in their research that small and medium-sized enterprises with a high level of strategic orientation can achieve superior performance. However, prior strategic learning research have mainly focused on small medium enterprises (Kelliher *et al.*, 2020). From the literature, it shows that strategic orientations have significant role to instigate the strategic learning process within businesses and ultimately enhance performance. On the basis of the established literature, this research proposes that:

H5: Strategic orientation has a significant positive relationship with strategic learning.

2.6. The Mediating Role of Strategic Orientation

The research shows that strategic orientation of the leaders or senior managers promotes a knowledge-based culture that promotes organizational innovation within the business (Liao *et al.*, 2017). Similarly, the strategic leaders who are visionary bring strategic change in the organizations (Kirtley and O'Mahony, 2023). In this way, Shao *et al.* (2017) found leadership of the organizations directly links with the organizational learning process. It is the leaders who create a learning environment for the employees at the workplace which can leads organizations at their optimum level (Lee and Welliver, 2018). Similarly, strategic orientation also encourages and strategic alliances to attain businesses long-term objectives to capture the markets, increasing performance outcomes and achieve competitive advantage (Baum *et al.*, 2000; Musarra *et al.*, 2016).

Khan and Ansari (2024) state in their research that strategic orientation helps a business align its resources and capabilities with market demands and competitive strengths. A well-defined strategic orientation provides a roadmap for decision-making, resource allocation, and goal setting, enabling companies to cope with the complexities and uncertainties in their industries (Khan and Ansari, 2024). Strategic leaders having strategic orientation through collaborations and partners can grow markets.

In this context, innovative and collective capabilities are of the most important factors for forming alliances and being engaged in them. Ansari *et al.* (2024), in their research, suggest that strategic orientation is a critical determinant of a company's success and that companies should carefully evaluate their strategy development and implementation approaches to optimize performance outcomes. Likewise, Ireland *et al.* (2002) found that innovations with high economic value through sharing the information and knowledge among companies stimulates the decision to form strategic alliance. This research employs the entrepreneurial orientation (Wales *et al.*, 2019) and market orientation (Aljanabi and Mohd Noor, 2015; Amin *et al.*, 2016) management revenue orientation (Selmi and Chaney, 2018). The research contributes to resource-based perspectives and dynamic capabilities theory, offering actionable insights for private firms to improve their strategic adaptability and for policymakers to promote private sector sustainability amid market dynamics (Indriyani *et al.*, 2025).

To address the mediating role of strategic orientation in the relationship between strategic leadership and strategic learning and strategic alliances. Keeping in view the worth of strategic orientation in different organizational settings (Adams *et al.*, 2019; He *et al.*, 2020). Anwar *et al.* (2025) state in their research that there is support for the hypothesis of a strategy-performance relationship. Mohd Yunus *et al.* (2025) in their research show that market orientation positively and significantly affects performance; however, the findings also reveal that technological innovation and strategic orientation do not have a significant relationship with performance.

Sondhi *et al.* (2024) in their research state that customer orientation, competitor orientation, and technology orientation are positively related to sustainable competitive advantage. Indriyani *et al.* (2025) in their research show that strategic orientation significantly increases firm competitive advantage and that this partially mediates its effect on sustainable firm performance. Furthermore, the dynamic environment strengthens the relationship between strategic orientation and firm competitive advantage (Indriyani *et al.*, 2025).

Based on previous literature, it is evident that strategic orientation is more likely to trigger organizations to set their goals and objectives to achieve optimum level of performance (Tseng *et al.*, 2019). The relationship between strategic leadership and strategic orientation with strategic alliance and strategic learning were yet to be explored. Therefore, this research proposes the following hypothesis:

H6: Strategic orientation is a mediator between strategic leadership and strategic alliances.

H7: Strategic orientation is a mediator between strategic leadership and strategic learning.

3. Methodology

3.1. Sample and Procedures

Smart PLS 3 application was used for all analyzes within the framework of the research. Factor, PLS-SEM Path and Mediation effect analysis processes, the results of which are presented in the application part, were obtained and presented with this program. The main body of the research consists of employees at the management level of companies in the production sector that have established strategic partnerships in Istanbul. Istanbul province because it is one of Turkey's largest trading centers in this province is preferred. The reason for working in technology companies in the manufacturing sector is that these companies attach importance to strategic partnerships in order to stay in the sector in an intense competitive environment.

In this research, a mixed sampling approach was adopted. In the first stage, the selection of 50 firms among manufacturing companies with established strategic partnerships and registered in the Chamber of Commerce and Industry was conducted using a probability-based simple random sampling technique, ensuring that each firm within the population had an equal chance of being selected. In the second stage, however, the selection of managerial respondents

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3 followed a non-probability sampling method. The survey link was distributed to managers, and
4 participation was entirely based on voluntary willingness. Therefore, the final sample of 543
5 respondents consists of managers who voluntarily agreed to participate in the survey.
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7 These companies have personnel working in more than 20 management levels. In the first stage,
8 a questionnaire form link prepared online was sent to two randomly selected personnel of each
9 company from the company managers determined for the research. With the questionnaires to
10 be used for this pretest, the structure of the questions and their understanding and understanding
11 were checked.
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14 The questionnaire was finalized with the research performed for 63 questionnaires that were
15 returned. Participants were informed that the voluntary basis was valid for participating in the
16 survey and the survey link was kept active for 30 days. 543 (41.5%) responses were received
17 from a total of 1308 administrators whose survey link was sent. Since the sample size obtained
18 was considered sufficient, the questionnaire link was closed and the data set was processed.
19 Since volunteering is essential in the research, incorrect/incomplete/random marking etc. are
20 not included in the questionnaires. No problems were encountered and 543 questionnaires were
21 completely included in the analysis. 414 (76.2%) males and 129 (23.8%) females answered the
22 questionnaire. While 456 (84%) of the respondents were university graduates, 87 (16%) had
23 masters degree. The variables of age of companies and number of employees are kept as control
24 variables.
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29 The SEM model for Path analysis has been established in the application section. The purpose
30 of the research is to reveal the relationships defined in the research model given in Figure 1 and
31 analyze the mediation effects. For this purpose, Partial Least Squares Structural Equation
32 Modeling was preferred. Wold (1975), a Swedish Econometrician, laid the statistical
33 foundations for the PLS-SEM method. The model created is seen as an alternative to Jöreskog
34 (1970)'s Covariance-based SEM (Hair *et al.*, 2019).
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38 The feature that highlights PLS-SEM is that the method enables researchers to predict complex
39 models with many structures, indicator variables and structural pathways without applying
40 distribution assumptions on the data (Hair *et al.*, 2019). At the same time, it can present the
41 relationship between latent (implicit) and explicit variables in both formative and reflective
42 ways. It is an important advantage that it can also work with small sized samples. However, the
43 reason why it is used in this research is not the sample size, but the presence of both formative
44 and reflective structures in the structure.
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48 Common Method Bias (CMB) problem may be encountered when measuring different
49 dimensions on the same people. In order to prevent this, anonymity was provided in the
50 questionnaire application, the required time was given to the participants and the number of
51 questions was kept at a reasonable level. Consistent PLS Algorithm tab is used for CMB control
52 in SmartPLS program. All variables are included in the model as dependent variables, others as
53 independent variables, and VIF values for the Inner Model have been examined. Since all these
54 values are less than 3.3, it has been revealed that there is no CMB problem.
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58 **3.2. Research Model**

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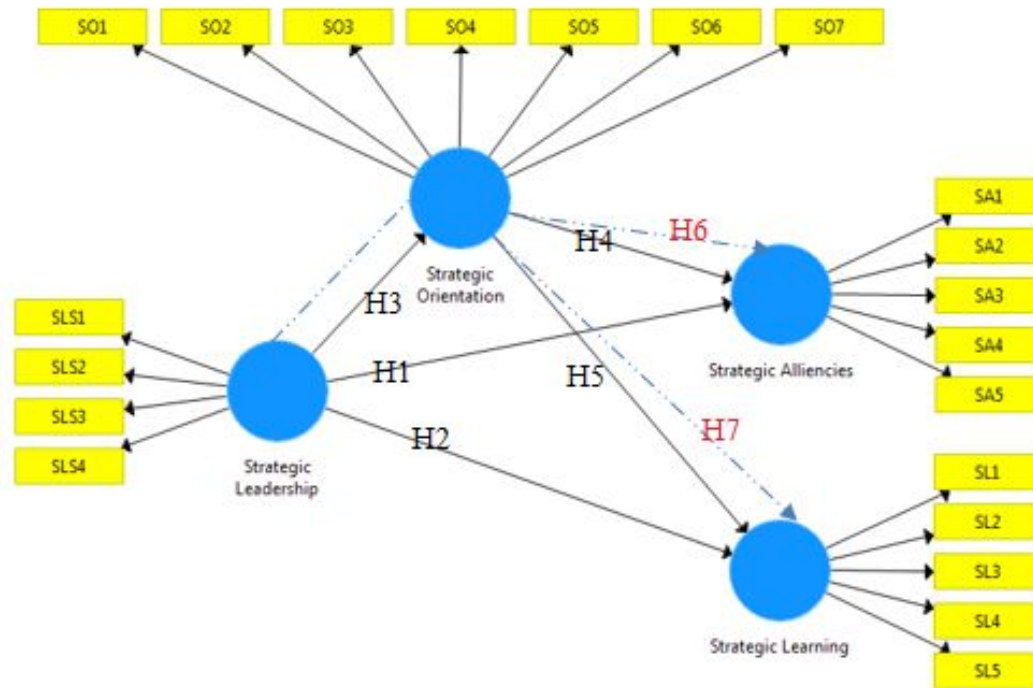


Figure 1. Research Model

The research model is given in Figure 1. Within the scope of the model, the Structural Equation Modeling operations were performed for the hypotheses where linear relationships (H1-H5) are presented. Positive positive impact of Strategic Leadership (SLS) on Strategic Alliance (H1), Strategic Learning (H2) and Strategic Orientation (H3); The positive positive effect of Strategic Orientation on Strategic Alliance (H4) and Strategic Learning (H5) was tested. After testing the linear relationships, Mediation Effect analysis was started. Mediation effect dimensions were examined for (H6-H7) hypotheses. The mediation effect of Strategic Orientation on the relationships between Strategic Leadership-Strategic Alliance (H6) and Strategic Leadership-Strategic Learning (H7) was examined. The mediation effect hypotheses are visualized with dashed lines in the model.

3.3. Measures

Participants were presented with statements on a 5-point Likert scale, representing 1 "definitely disagree" and 5 "definitely agree" scoring. **The Strategic Leadership** scale was obtained from the research of **Lear (2012)** (Cronbach Alpha = 0.952), the **Strategic Orientation** scale was obtained from the research of **Cheng and Huizingh (2014)** (Cronbach Alpha = 0.91), **Strategic Alliances** scale, **Flatten et al. (2011)** (Cronbach Alpha = 0.90), **Strategic Learning** scale, **Zhao et al. (2021)** (Cronbach Alpha = 0.827).

3.4. Data Analysis and Results

Structural Equation Models (SEM) are frequently preferred especially for those working in the field of Social Sciences. SEM Models can be shown in two titles: Covariance Based SEM (CB-SEM) and Partial Least Square SEM (PLS-SEM) (**Sönmez Çakır and Adıgüzel, 2020**). If all variables that are invisible but have observable indicators are defined as hidden (implicit)

variables, SEM models are methods that reveal the relationships between these hidden variables.

SEM models are used to test whether an established model is provided with existing data. SEM models are also closely related to Regression models. It is to explain the dependent variable with the independent variable or variables made in single and multiple regression models. In addition to these properties, the method chosen allows structures to predict indicator variables, structural paths and complex models without looking for hypothetical conditions.

The reason why PLS-SEM is used in this research is that it focuses on the prediction of the dependent variable. When examining the data size under normal conditions, it can be seen that the size and the number of expressions in the dependent variables are suitable for both (CB-PLS) SEM structures. Based on this method, Factor Analysis, Reliability and Validity Values, Correlation Values, Fit Index Values and finally Mediator Effect Analysis results were obtained and interpreted using the Smart PLS 3.4 package program.

3.5. Outer Model for PLS-SEM Path Analysis

The first stage of PLS-SEM analysis begins with the establishment of the structural model. There are two types of models in SEM, namely the Inner (Structural) Model showing the relationship between dependent and independent variables, and the Outer (Measurement) Model, which presents hidden variables and their observable indicators. The Outer model created for the research is presented in Figure 2. Figure 2 shows four variables. Arrows between variables provide information about the direction of the relationship. In this case, the model was primarily used to test the five hypotheses on it.

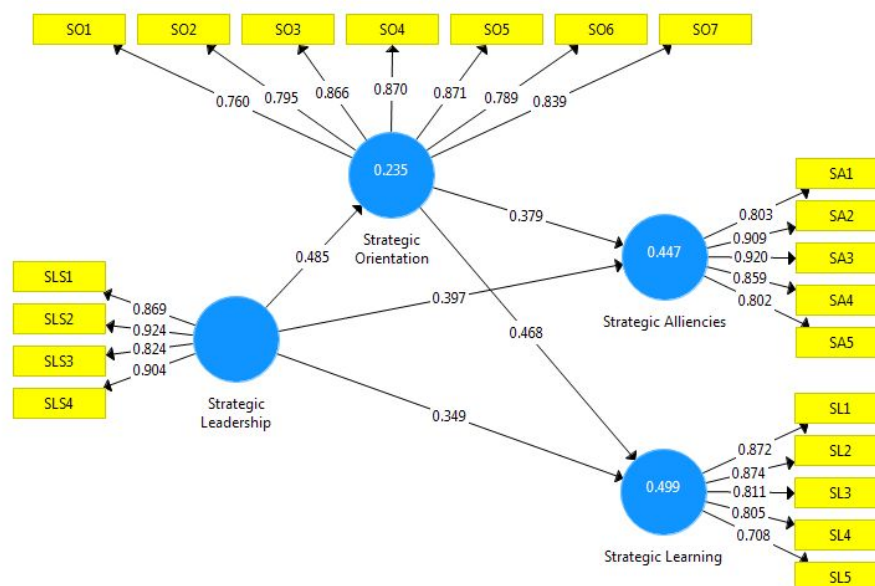


Figure 2. Outer model for Path for PLS-SEM Path Analysis

Figure 2 shows the Outer model of the analysis. Model structure consists of four factors. In Figure 2, three main results are presented: factor loads, path coefficients and R square values between latent variables. The values written on the arrows between the factors and expressions show the factor loadings. Each of the measurements is linearly related to the factors, and the

strength of this relationship is determined from factor loads (DeCoster, 1998). These loads can be interpreted as standard regression coefficients.

The values written in the arrows between the factors give the path coefficients. The values written in the factor indicators are R square values. If Table 1 is examined, it can be seen that all Factor Weights values are positive. This result may indicate that there are no connectivity problems such as Multi-linearity. Whether these factor loadings are also important for latent variables need to be tested. T values were checked for this.

T values greater than 1.96 at the 5% significance level indicates that the loads are significant for the variables. The Variance Inflation Factor (VIF) value is a criterion of whether one independent variable and the other independent variable have multiple linearity problems in the regression model (O'brien, 2007). If VIF values are below 5, there is no multi-linearity problem. Details of these values are presented in Table 1.

Table 1. Factor Loadings, Weights, T Statistics and VIF Values

Latent Variables	Indicators	Factor Loadings	Factor Weights	T Statistics	VIF
Strategic Alliances	SA1. Overall, our alliances for new product development are successful.	0.803	0.234	15.899	2.020
	SA2. Our alliances achieve the set targets for innovation development.	0.909	0.250	39.609	4.207
	SA3. Alliances for new product development increase the company's sales and profits.	0.920	0.241	41.129	4.490
	SA4. Our alliances development efforts are more successful than alliances built by our competitors.	0.859	0.209	24.310	2.737
	SA5. Innovations developed by the Alliances achieve good success in the market.	0.802	0.229	13.854	2.079
Strategic Learning	SL1. Strategically important information is actively discussed and shared between different departments in our company.	0.872	0.279	26.312	2.555
	SL2. When confronted with strategically important new information, our managers often explain how the information will affect the firm and rethink their decisions.	0.874	0.242	23.972	2.719
	SL3. When we come across strategically important new information, we understand everybody's point of view and reflect on our decisions according to criticism.	0.811	0.263	16.973	2.011
	SL4. Strategic knowledge learned; used to improve products, services and procedures.	0.805	0.252	18.335	1.970
	SL5. Suggestions made by groups or individuals regarding the use and impact of strategic information are evaluated.	0.708	0.184	10.447	1.811
Strategic Leadership	SLS1. Our manager is successful in using and maintaining Core competencies.	0.869	0.280	32.470	2.416
	SLS2. Our manager maintains an effective corporate culture.	0.924	0.279	43.557	4.116
	SLS3. Our manager determines the strategic direction of our Company.	0.824	0.252	11.788	2.146

	SLS4. Our manager ensures that strategic controls are created.	0.904	0.322	47.558	3.441
Strategic Orientation	SO1. We are actively developing our capacity to react effectively to changes in the market.	0.760	0.157	16.485	2.160
	SO2. When there is a significant development in the sector and/or the market, the entire organization is informed about this within a short time.	0.795	0.175	15.848	2.418
	SO3. We frequently review the potential impact of changes in our business environment on customers.	0.866	0.172	31.621	3.358
	SO4. We ensure that our benefits can withstand changes in the industry.	0.870	0.177	34.698	3.237
	SO5. We are constantly striving to ensure that our resources cannot be easily imitated by competitors.	0.871	0.174	32.489	3.233
	SO6. We work together with our stakeholders to ensure that our resources are effective in joint problem solving.	0.789	0.160	16.053	2.171
	SO7. Our resources; They are the main driving forces used to develop strategies that enable us to achieve efficiency or effectiveness.	0.839	0.192	26.927	2.734

The factor analysis results obtained according to the given reference intervals are consistent.

Table 2. R Square and F Square Values

	Strategic Alliances	Strategic Learning	Strategic Orientation
Strategic Leadership	[0.218]	[0.186]	[0.307]
Strategic Orientation	[0.199]	[0.386]	-
R Square Value	(0.447)	(0.499)	(0.235)

The values given in square brackets in Table 2 are F Square values and those given in parentheses at the bottom are R Square values. The value of R Square indicates how much of the change in one hidden variable is explained by the other hidden variable. R Square value is desired to be greater than 0.26 (Cohen, 2013).

R square values obtained are greater than 0.26. In order to see whether the effect of a particular independent hidden variable (exogenous) on an endogenous dependent variable is significant, it is necessary to examination the change in R squared values. This change is called effect size (Vinzi *et al.*, 2010).

F Square is a measure used to measure this effect size. If F Square values greater than 0.15 are moderately higher than 0.35, it means a great effect. After these values are given, the Construct Reliability and Validity values of the research model should also be given. The values obtained for the scale are given in Table 3.

Table 3. Construct Reliability ve Validity Values

Latent Variables	Cronbach's Alpha	rho_A	CR	AVE	Q Square
Strategic Alliances	0.911	0.914	0.934	0.740	0.310
Strategic Leadership	0.903	0.911	0.933	0.776	
Strategic Learning	0.874	0.885	0.908	0.666	0.314
Strategic Orientation	0.923	0.926	0.939	0.686	0.156

The Cronbach Alpha coefficient was developed by Lee Cronbach in 1951 to obtain a measure of the internal consistency of a test or scale and is expressed as a number between 0 and 1 (Cronbach, 1951). The Cronbach Alpha coefficient gives the internal consistency. Measurements with a coefficient of 0.50 and above are considered sufficient (Nunnally, 1978). For the scale, internal consistency was achieved according to the values given in Table 3.

The Rho_A coefficient is a coefficient that provides a better estimate of data consistency, and the results obtained indicate whether the factor items are reliable and is a very important safety measure for PLS (Ringle *et al.*, 2020). It is preferred that the Rho_A coefficient is above 0.70. All of the values obtained for the scale are above 0.70. The Composite Reliability (CR) value is one of the criteria used to measure content validity. A Composite Reliability value above 0.70 seems sufficient for model reliability.

AVE and CR values are calculated on factor loads. Therefore, it will not give appropriate results when factor loadings are low. It gives Average Variance Extracted (AVE) Convergent validity value. This value should be 0.50 or higher in order for the congruence validity to be properly defended in the model (Alarcón *et al.*, 2015). Q Square values provide information about construct cross validated redundancy. If the Q Square value takes a value greater than 0 for any Endogenous latent variable, the result is that the PLS Path model has an estimated significance level for this structure. Q square values for all cases were obtained as greater than 0. Total Q square values are given in Table 3. When Table 3 is examined, it can be seen that all Construct Reliability and Validity values mentioned are consistent and suitable for reference values.

Finally, Discriminant Validity values can be given in the factor analysis results. Heterotrait-Monotrait Ratio (HTMT) with the Fornell and Larcker (1981) criteria results are presented in Table 4.

Table 4. Discriminant Validity Values

Latent Variables	Fornell Larcker Criterion				Heterotrait-Monotrait Ratio		
	SA	SLS	SL	SO	SA	SLS	SL
Strategic Alliances	0.860						
Strategic Leadership	0.581*	0.881			0.642		
Strategic Learning	0.555*	0.576*	0.816		0.610	0.632	
Strategic Orientation	0.572*	0.485*	0.637*	0.828	0.620	0.523	0.704

According to Fornell and Larcker (1981) Criterion, which is one of the Discriminant Validity control methods; If the value in the cell where a latent variable is compared with itself has the highest value in the row and column in which it is located, it means that the parsing validity is provided. The values shown in bold colors are the criteria values obtained as a result of

comparing each criterion with itself, and all values are the largest values of the row and column in which it is located.

The numbers with the *symbol in the table indicate the Correlation coefficients between the latent variables. One of the important values for Discriminant Validity is the HTMT values. If this ratio is greater than 0.85 (Kline, 2011) or 0.90 (Gold *et al.*, 2001), it means that Discriminant Validity has not been achieved. Therefore, the values should be less than 0.85. When Table 4 is examined, it can be seen that the ratio is less than 0.85 for all values. With these results, it can be said that the scale also has validity and reliability criteria.

The Path Coefficient values, which show the degree to which the structures in the model affect each other, take values between -1 and +1. A value of -1 indicates that a hidden variable fully explains the other hidden variable in inverse proportion, while a value +1 indicates that the hidden variable fully explains the other hidden variable in direct proportion. The Path Coefficient values among the latent variables are given in Table 5.

These values also show the results of the H1-H5 hypotheses to be tested. After calculating the Path Coefficients, it is necessary to test whether the value obtained is statistically significant. Since this test is made with paired comparisons, t test is applied. The critical value is determined according to the importance level of the test and its single / double queue status. This value is compared with the value obtained by the t test. Relationships are meaningful if the test statistics values obtained from significance tests are greater than 1.96 (5% level). All t statistics values were obtained above 1.96.

Table 5. Path coefficients and test results for hypotheses

H.	Paths	Path Coefficient	T Statistics	P Values	Decision
H1	Strategic Leadership → Strategic Alliances	0.397	3.168	0.002	Supported
H2	Strategic Leadership → Strategic Learning	0.349	2.916	0.004	Supported
H3	Strategic Leadership → Strategic Orientation	0.485	6.863	0.000	Supported
H4	Strategic Orientation → Strategic Alliances	0.379	3.452	0.001	Supported
H5	Strategic Orientation → Strategic Learning	0.468	5.471	0.001	Supported

The values in the P-value column in Table 5 are compared with the significance level of the test (0.05). If the p-value is less than the significance level to which it is compared (p-value < 0.05), the hypothesis stating that the path coefficient is statistically significantly different from zero should be accepted. At the same time, there is a positive correlation between variables.

In a model where two variables are directly related, Mediation effect occurs when a third variable intervenes. The ratio of indirect effect to total effect gives the mediator effect size. That is, Mediator effect measure is found by $(a * b) // a * b + c$. This measure is called the VAF value and was proposed by Nitzl *et al.* (2016).

(a) Path value between the first and second variables, and (b) Path coefficient between the second and third variables. c is the path coefficient between the first and the third variable. If VAF values are below 20%, zero mediator effect is mentioned, while VAF value between 20% and 80% is partial and more than 80% means full mediator effect (Hair *et al.*, 2016). Finally,

the mediation effect analysis results are presented in Table 6. For the H6 and H7 hypotheses, the values obtained on the model give the mediation effect.

Table 6. Mediation Effect Analysis Results

H.	Paths	(a)	(b)	(c)	T Stat.	P value	VAF	Decision
H6	SLS→SO→SA	0.485	0.379	0.397	3.113	0.002	0.32	Supported /Partial
H7	SLS→SO→SL	0.485	0.468	0.349	3.889	0.000	0.39	Supported /Partial

If both the direct and indirect effects between the variables are significant and the multiplication of the indirect and direct effects is positive, then the complementary partial mediator effect is mentioned (Sönmez Çakır, 2020).

4. Discussion

In this globalizing information and technology age, it has become very important for organizations to be successful and to take measures by foreseeing future uncertainties. The rapid change in the environment, which is the biggest problem of the age from the smallest business to huge enterprises, uses opportunities well, is not affected by timely preventive plans against threats, and it is a very difficult situation to gain competitive advantage. In this age where competition has become incredibly important, it is understood that only an effective leader can be successful. This leader, on the other hand, should be a person who can direct the employees in the organization, maximize their performance, keep the organization alive against threats arising from the uncertainties in the environment and provide long-term plans by providing superiority to the competitors. This person is only possible thanks to a strategic leader.

The literature (Lobo *et al.*, 2025; Hadrawi, 2018) strongly supports this, emphasizing that the visionary, strategic, and networking characteristics of effective leaders are indispensable elements for competitive advantage. The strategic importance of leaders in developing the social capital necessary for effective inter-organizational relationships is emphasized (Hadrawi, 2018). It is highlighted that leadership is key in developing trust-based inter-organizational relationships necessary for successful strategic alliances in the digital age (Lobo *et al.*, 2025).

Strategic leadership is recognized for the important role it plays in shaping corporate strategies and fostering innovation. The findings of the research indicate a positive and significant relationship between strategic leadership and strategic orientation. This highlights that strategic leaders foster a forward-looking orientation by encouraging innovative thinking and adaptability among employees. The research highlights the importance of strategic leadership in developing a proactive and strategically focused organizational culture, which is vital for long-term success in competitive industries. Leaders with strategic insight are better equipped to identify potential partners, negotiate mutually beneficial agreements, and manage alliances effectively.

Strategic learning is essential for companies to continually adapt and innovate. The findings of the research reveal that strategic leadership has a significant positive impact on strategic learning, highlighting the importance of the role of leaders in developing a learning-oriented culture. Carter and Greer (2013) stated in their research that strategic leadership has a positive effect on organizational performance. In their research by Kowo and Akinbola (2019), it is

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3 explained that strategic leadership has a positive effect on sustainability performance. And,
4 **Serfontein (2010)** stated in doctoral dissertation that strategic leadership has a positive effect
5 on operational strategy and business performance.
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8 Strategic Leadership and Outcomes: Our finding that strategic leadership has a significant and
9 positive relationship with both strategic alliances (H1) and strategic learning (H2) aligns with
10 the work of scholars such as **Wheelen et al. (2017)** and **Yukl and Lepsinger (2004)** who
11 emphasize the critical role of senior management in shaping the organizational climate and
12 driving strategic initiatives. Similarly, this finding supports the notion that effective leaders are
13 vital for building collaborative networks and fostering a culture of continuous learning. The
14 Role of Strategic Orientation: The positive relationship between strategic leadership and
15 strategic orientation (H3) is consistent with research suggesting that a leader's vision and actions
16 directly influence a firm's strategic direction (**Dionysus and Arifin, 2020**).
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20 Likewise, as a result of the analysis of the data within the scope of the research model, it can
21 be explained that strategic leadership has positive effects on both strategic orientation and
22 strategic alliance and strategic learning. In addition, another important issue that companies
23 should pay attention to is strategic orientation. It can also be explained that companies that
24 attach importance to strategic orientation have positive effects on their performance.
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27 Furthermore, the strong positive effects of strategic orientation on both strategic alliances (H4)
28 and strategic learning (H5) support literature emphasizing the importance of a clear strategic
29 focus to achieve desired organizational outcomes (**Jiang et al., 2019; Jassmy et al., 2018**). These
30 results suggest that having a well-defined strategic orientation is a prerequisite for successful
31 collaboration and knowledge acquisition.
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34 The mediation analysis (H6 ve H7) in the research reveals that strategic orientation significantly
35 mediates the relationship between strategic leadership and both strategic alliances and strategic
36 learning. This suggests that strategic orientation is a critical pathway through which strategic
37 leadership exerts its influence on these outcomes.
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40 The finding that strategic orientation is a mediator between strategic leadership and strategic
41 alliance (H6) provides a critical link explaining how strategic leadership influences strategic
42 alliances. **Ambilichu et al. (2023)** empirically examination the extent to which the direct effect
43 of strategic leadership on performance is mediated by the firm's orientation to exploit
44 innovation, competitiveness and adaptability using responses from 315 UK small and medium-
45 sized accounting firms, and with a variance of 57.78%, the results indicated that innovation,
46 competitiveness and adaptability have a partial mediating effect on the relationship between
47 strategic leadership and the performance of accounting firms.
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51 Similarly, the supported hypothesis (H7) that strategic orientation mediates the relationship
52 between strategic leadership and strategic learning is a significant finding. This result suggests
53 that strategic leaders enhance an organization's learning capacity not only by their presence but
54 also by instilling a specific strategic orientation (e.g., learning orientation or market
55 orientation). **The positive relationship between strategic orientation and strategic learning**
56 **highlights the importance of establishing a learning-focused culture. Companies that**
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3 systematically acquire, share, and apply knowledge are better positioned to leverage their
4 strategic alliances and achieve competitive advantage.
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6 In their research, Reyes-Gómez et al. (2025) emphasized the superiority of the holistic approach
7 because it has greater explanatory power in linking more complex relationships through
8 simultaneous direct and indirect effects and because it can also accommodate the
9 interrelationships and complementarities of strategic orientations. Furthermore, they stated that
10 innovation has a full mediating role in the relationship between entrepreneurial orientation (EO)
11 and firm performance, and a partial mediating role in the relationship between market
12 orientation (MO) and learning orientation (LO) and firm performance (Reyes-Gómez et al.,
13 2025).
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17 Chatzoglou et al. (2011) stated in their research that strategic orientation has a positive effect
18 on organizational alignment and business performance. However, its importance is increasing
19 in strategic alliances. Strategic alliances allow businesses to create values that they cannot
20 develop by acting alone (Jiang et al., 2016). Many businesses have turned more towards
21 alliances as a strategic option, as they alone lack the necessary resources to thrive and the
22 capability to survive (Spieth et al., 2020). Thus, businesses can access resources that they
23 cannot have alone, thanks to strategic alliances.
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27 The mediation effect enriches existing knowledge by providing a deeper understanding of
28 causal pathways in strategic management. This finding demonstrates that a strategic leader's
29 effectiveness is not only direct but also significantly driven by their capability to instill and
30 align the organization with a clear strategic direction. It emphasizes that a leader's role is not
31 only to make decisions but also to shape the organizational context and mindset—the strategic
32 orientation—that enables other strategic activities to succeed.
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35 Strategic alliances also bring benefits to firms such as economies of scale (market-based
36 alliances) and improvements for long-term competitive advantage (R&D and technology-
37 driven alliances). The importance of strategic learning can be explained by gathering dispersed
38 information and analyzing and interpreting it for the benefit of the organization (Siren et al.,
39 2012). Strategic learning facilitates the information integration process for the strategic purpose
40 and helps to solve the problems encountered during the acquisition of information from outside.
41 In order to benefit from information, it is necessary to integrate the information into the
42 organization and to use the information strategically with the interaction process within the
43 organization. For this to happen, there must be a positive leadership style and a strategic
44 orientation that can be applied very well.
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49 The research provides strong evidence of the positive effects of strategic leadership on strategic
50 orientation, alliances and learning in technology companies in Istanbul. The mediating role of
51 strategic orientation emphasizes the importance of strategic leadership in transforming
52 organizational success. These findings are consistent with the literature highlighting the critical
53 role of strategic leadership in managing the complexities of modern business environments.
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56 5. Conclusion

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3 The present research examination the role of leadership style impact on strategic alliance and
4 strategic learning with the mediating effect on strategic orientation. Based on the results, the
5 following conclusions can be drawn.
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7 First, the role of business leaders and senior managers are key to business success and failure.
8 Specifically, their expertise in scanning internal and external environment of the business and
9 developing necessary skills, tuning organizational behaviors, and provide abrupt solutions to
10 the problem are considered lifeline for the businesses.
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13 Secondly, the process of changes is very important which can only be possible through strategic
14 learning. The leaders and senior managers involvement to foster a culture of learning,
15 promoting critical thinking process and more importantly embedding learning values in the
16 business philosophy for a long-term is utmost important (Price, 2004; Lin, 2007).
17
18

19 Third, the research found strategic leadership has positive and significant impact on strategic
20 orientations which shows the strategic learning have the capability to capture the opportunities
21 and to mitigate the threats faced by the organization in turbulent business environment. In
22 addition to strategic learning, strategic alliance is key important factor where firms can enrich
23 their resources when they have belief on cooperation. The strategic leaders promote the culture
24 of cooperation and share their resources to attain more control over business internal operation
25 and external environment.
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29 The research concluded strategic learning and alliance can be facilitated by strategic orientation
30 process through innovation, uplifting employees' skills and updating their business venture in
31 accordance with external factors (Collings *et al.*, 2014). Finally, it is important for strategic
32 leaders to set the strategic direction of the organization and consistently mentor business
33 operations and employees in the learning process and make necessary actions including
34 strategic alliances.
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37 **5.1. Theoretical Implications**

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39 As Boal and Hooijberg (2000) suggest, strategic leadership is necessary to guide organizations
40 in complex and dynamic environments. This research supports the claim that strategic
41 leadership positively affects strategic orientation, consistent with the resource-based view
42 (RBV) theory, which suggests that leaders play an important role in resource allocation and
43 strategic decision-making (Barney, 1991). Furthermore, it confirms the fundamental principle
44 of the Executive Management Theory (Hambrick and Mason, 1984) by showing that the
45 cognitive frameworks and values of top executives (strategic leaders) directly shape strategic
46 choices and outcomes at the firm level. Findings show that strategic leaders improve companies'
47 strategic orientation by fostering a culture that values long-term goals, adaptability, and
48 proactive behavior.
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53 Strategic orientation is seen not just as a series of decisions, but as a dynamic capability that
54 allows firms to effectively perceive, acquire, and restructure resources (Cheng *et al.*, 2023).
55 Additionally, research supports the idea that strategic orientation acts as a mediator between
56 strategic leadership and strategic outcomes such as strategic alliances and strategic learning.
57 This mediation effect is consistent with the dynamic capabilities framework, which emphasizes
58 the role of strategic orientation in developing organizational capabilities to achieve competitive
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3 advantage (Teece *et al.*, 1997). The positive relationship between strategic orientation and
4 strategic alliances and strategic learning highlights the importance of a well-defined strategic
5 orientation in promoting interorganizational collaboration and knowledge acquisition.
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7 This is supported by research suggesting that orientations that enhance learning by promoting
8 the integration and application of new knowledge, such as the Strategic Innovation Orientation,
9 improve organizational outcomes (Restrepo-Ramírez *et al.*, 2024).
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12 Bridging Macro and Micro Strategy: This integrated model helps bridge the gap between
13 macro-level strategic management theory (strategic leadership and firm-level performance) and
14 micro-level behavioral and resource-based perspectives (specific orientations and capabilities).
15 It shows that the impact of leadership is not entirely a top-down command, but a two-stage
16 process that first instills a strategic mindset (Strategic Orientation) within the organization and
17 then manifests itself in measurable strategic outcomes. This is particularly important in the
18 technology-manufacturing sector, where rapid change requires leaders to instill a fundamental
19 orientation (e.g., innovation focus) that can guide decentralized decision-making processes in
20 real time (Cefis *et al.*, 2023).
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25 **5.2. Practical Implications**

26 The practical implications of the research are wide-ranging, especially for managers and
27 practitioners in the manufacturing sector. First, the findings highlight the critical role of
28 strategic leadership in shaping companies' strategic direction and performance. Leaders in the
29 manufacturing industry should focus on developing and nurturing strategic orientation to
30 enhance companies' capability to form strategic alliances and engage in strategic learning.
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33 Given the complex and dynamic nature of the technology manufacturing environment, leaders
34 should adopt more transformative and ethical leadership styles (Lobo *et al.*, 2025).
35

36 Strategic leaders in the technology manufacturing sector should foster a culture where failure
37 is seen as a learning opportunity and strengthen the link between Strategic Orientation and
38 Strategic Learning.
39
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41 R&D and Strategy departments should formally incorporate findings from strategic learning
42 initiatives (e.g., alliance partners or market failures) into the next product development and
43 market entry strategies cycle, ensuring the company remains responsive to rapid technological
44 changes.
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46 Technology companies should prioritize developing leaders who can effectively communicate
47 a clear strategic vision. Findings suggest that a leader's capability to define and guide strategic
48 direction is a critical determinant of success in forging beneficial strategic alliances and
49 building a learning culture.
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52 For managers, this research reveals the importance of investing in leadership development
53 programs that emphasize strategic thinking and adaptability. Such programs can equip leaders
54 with the skills necessary to lead their organizations in competitive and rapidly changing
55 environments. Additionally, companies should consider implementing strategic planning
56 processes that involve leaders at all levels to ensure alignment with overall strategic goals.
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3 Executives must ensure that the company's strategic direction is well-defined and clearly
4 communicated throughout the organization. This focus serves as the critical link that translates
5 a leader's vision into tangible results. Companies should regularly review their strategic focus
6 to ensure it aligns with market conditions and corporate objectives.
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9 **5.3. Implications for Policymakers**

10 Support Leadership Development: Local and national governments should consider
11 establishing or supporting programs focused on developing strategic leadership skills among
12 managers, particularly in high-growth sectors like technology. This can create a stronger and
13 more competitive business environment.
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16 Encourage Strategic Alliances: Given the positive impact of strategic alliances, policymakers
17 should implement incentives or support mechanisms to encourage collaborative partnerships
18 among technology firms. These could include tax breaks and funding for collaborative R&D
19 projects, all of which can enhance the region's overall economic ecosystem.
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22 The research's focus on Istanbul's vibrant business environment makes these findings
23 particularly relevant for Turkish industry. By acting on these insights, local technology firms
24 can increase their strategic agility, improve collaborative outcomes, and ultimately strengthen
25 their competitive position in the global marketplace.
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28 The research also provides information to policy makers and industry regulators. Given the
29 positive impact of strategic orientation on strategic alliances and strategic learning, policies that
30 encourage collaboration and knowledge sharing among manufacturing firms may be beneficial.
31 For example, creating platforms for networking and collaboration can facilitate the formation
32 of strategic alliances and enhance collective learning within the industry.
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35 **5.4. Research Limitations/Implications**

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37 Despite its contributions, the research has some limitations that must be acknowledged. First,
38 the cross-sectional nature of the research design limits the capability to make causal inferences.
39 Future **research** can use longitudinal designs to better understand the causal relationships
40 between variables.
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43 Second, the research is geographically limited to the manufacturing sector in Istanbul, which
44 may limit the generalizability of the findings to other regions or sectors. Future **research** could
45 replicate the research in different geographic contexts or sectors to increase the robustness and
46 generalizability of the results.
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49 Third, future research may benefit from using multiple data sources or including objective
50 performance measures.
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52 Finally, while research has focused on the direct and mediating effects of strategic orientation,
53 other potential mediators or moderators such as organizational culture, technological
54 capabilities, or external environmental factors have not been considered. Future research could
55 examination these additional variables to provide a more comprehensive understanding of the
56 relationships examined in the research. Due to these limitations, future **research** in this field;
57 How long do companies that establish a strategic partnership remain in partnership? It is
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recommended that companies pay attention to whether there is a positive development in their situation during the partnership.

5.5. Suggestions for Future Research

Based on the findings and limitations of the research, several avenues for future research are suggested. First, future research could examination the impact of different dimensions of strategic leadership, such as transformational and transactional leadership, on strategic orientation and outcomes. This can provide a more nuanced understanding of how various leadership styles affect strategic decision-making and organizational performance.

Second, research could examination the role of organizational culture as a mediator or moderator in the relationship between strategic leadership and strategic orientation. Organizational culture plays a crucial role in shaping employees' attitudes and behaviors, and understanding its interaction with leadership and strategic orientation can offer valuable insights to practitioners.

Third, future research could examine the impact of external environmental factors, such as market turbulence, technological advances, or regulatory changes, on the relationships explored in this research. This will help understand how external conditions affect the effectiveness of strategic leadership and orientation in achieving desired results.

Researchers can explore the potential benefits of strategic alliances and strategic learning in different industry contexts. For example, examining these relationships in technology-intensive sectors or service industries may provide a broader perspective on the applicability of the findings.

Finally, the use of qualitative research methods such as case studies or interviews can complement the quantitative findings of this research. Qualitative insights can provide a deeper understanding of the mechanisms by which strategic leadership and direction influence strategic outcomes by providing rich contextual details that quantitative methods may miss.

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