

Analysis of the relationship between strategic thinking and strategic behaviour and performance in small and medium enterprises

تحليل العلاقة بين التفكير الاستراتيجي و السلوك الاستراتيجي والأداء في المؤسسات الصغيرة و المتوسطة.

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Abstract

Through this research, we seek to give different perceptions of each stage of strategy building, addressing a stage where strategic ideas are generated through the strategic thinking process, and addressing the application of the strategy as a stage where strategic actions and behaviors are adopted that reflect the formulated ideas, called the strategic behaviour or action phase, Behavioral Strategy, and at the last stage where performance evaluation is evaluated.

The Methode Hypothetico Deductive was used to study aspects related to study variables and the instruments of economics were used through reliance on statistical programs (SPSS).

In order to achieve the objectives of the study ,the three dimensions of strategic management were applied on a sample of small and medium enterprises to know the behavior of individuals towards these dimensions and its constituent elements.

Keywords: Strategic Thinking, Strategic Behavior, Performance

JEL classification codes: M10-L1-L25

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Introduction:

Studies in the past years have confirmed the lack of strategic thinking among leaders and did not consider it as an essential element of the Organization's performance according to Mason 1986-Huellmantel-Zabriskie 1991-Bonn2001-Essery2002

We find a few studies that know or experience strategic thinking in practice or how the strategic behaviors and actions of leaders relate to strategic thinking according to Kauranen Nuntarronl 2013. In addition, strategic thinking brings together several concepts of strategic analysis, success factors, strategic vision and analysis of internal and external factors of the organization according to Swot-Torst2002

It also refers Nasi1991 strategic thinking extends to the formulation and implementation of leaders' strategies as well as to the strategic performance of the institution as a whole.

Hence we can raise the following problem:

To which extent do leaders' strategic behaviours are related to strategic thinking in improving institutional performance?

On this basis, we can make the following hypotheses:

First hypothesis:

a statistically significant effect of the strategic thinking variable on strategic performance at the $\alpha = 0.05$ indicator level

Second hypothesis:

three dimensions correlate strategic thinking, strategic behavior and performance statistically at $\alpha = 0.05$ to form a single structure

- Research Methodology:

The approach adopted in this paper is the conclusive hypothesis approach Methode Hypothetico Deductive. This approach is based on the empirical observation that we have done by addressing the theoretical aspect of the three dimensions of strategic thinking -- strategic behavior and action -- and strategic performance, and then trying to build an empirical model of strategic management as a second step, so that we can try to reach a scientific approach.

Review of literature:

- **Strategic Thinking:**

Researchers disagreed in defining a specific definition of strategic thinking so that it was an urgent necessity and should always be used, especially by the organization's top managers, because the survival of organizations depended on the data of the right thinking leading to a successful strategic industry (IVANCEVICH, LORENZI, SKINNER, S.J&GROSBY, & P.B, 2007:184)

Strategic thinking is the formation of a vision of the direction in which the work must follow, an analytical process that uses intuition and creativity and the final result of which is an integrated vision of the strategic project (Henry & Jean, 2004:08)

Strategic thinking depends on intellectual and cognitive abilities, whose neglect often causes the strategic plan to fail.

According to Lawton-Tavakoli2005: 159, strategic thinking is a variation to shaping and completing the Organization's future.

Strategic thinking is therefore an intellectual and moral process and a high-level future reflection on dimensions to achieve strategic objectives through the formulation of a successful strategy that emphasizes the seizing of opportunities.

- **Strategic thinking models:**

We will highlight the most important models of strategic thinking for researchers

Chandler1962 led a approach to the need for harmonization between environmental change and diversification and integration strategies and the organizations' organizational composition of their survival.

Ansoff1965 realize that strategic thinking is based on product interaction and the organization's mission and is based on management thinking about strategic choices and behaviors that are consistent with the nature of the economic situation.

Strategic thinking Child1972 strategic choice, environmental, technological and volume factors and relied on and aligned with the organization's strategy.

Porter1987 the introduction of strategic options is the different focus and market leadership through cost and the goal of thinking is to contribute to achieving a competitive advantage, expanding and maintaining the organization's market share and thinking about the nature of the current and new competition power and the resulting threats and opportunities.

Wensley Grundy1999 is the vision of strategic thinking as an organizational path through the strategic thinking pyramid model and is based on intellectual and cognitive abilities which due to their neglect often fails the strategic plan.

This model is a pyramid consisting of five dimensions, each dimension represents an important stage for achieving strategic thinking and is bottom-up (strategic analysis-causal relationship analysis-strategic choice-vision and strategic behaviour).

Many thinkers were also invited to test this model.

Figure N°01: Wensley Grundy Strategic Thinking Model

Source :Torset.c (2001) Strategic Thinking Why, What and How? An Organizational model of Strategic: 18

Strategic Thinking Model Wensley Grundy 1999:

-When the authors indicate that the base of the strategic thinking pyramid is based on strategic analysis but always walkers (50%) do not go to ask the question? Or what are causal relationships? The next level of the pyramid and 50% fail to choose the right strategy. The next level is the vision is close to 50% who are shy to view and disseminate their strategy in a private picture or message. 50% also fail to translate this vision into a business plan. The last 50% also does not go to adapt their strategic behavior.

In the overall success rate summary was 3.1% which helps to understand the double success rate of many strategic schemes (Grundy & Wensley, 1999)

The authors' presentation is based on taking into account the behaviors within its general concept. The distinction between thinking and implementation is not of great importance, but the implementation of strategic schemes in itself after the dimensions of thinking.

Our study tests this model through the five dimensions to see how the strategy's behaviors of the leaders relate to strategic thinking about improving the performance of SMEs (Small and Medium Enterprises.)

- Strategic Analysis:

Allows the study and identification of factors influencing the direction of the current and future enterprise.

Strategic analysis of the environment determines the behaviour to be followed to ensure survival and continuity.

- External diagnosis:

Factors are uncontrollable and are a source of influences that may be imposed on them that alter their trajectory.

There are several studies on the relationship between the company's external environment and its performance. In research for Thompson Strickland (1978), Greenly (1989) -Harrison (1989) -Kim (1999), external environmental factors are interpreted as key determinants for building strategy and Kholi-Jaworski's (1993) -Slater-Narver(1994)-Song and parry(1997) Identified external environmental factors as determinants of the correlation between strategy and performance.

- Internal diagnosis:

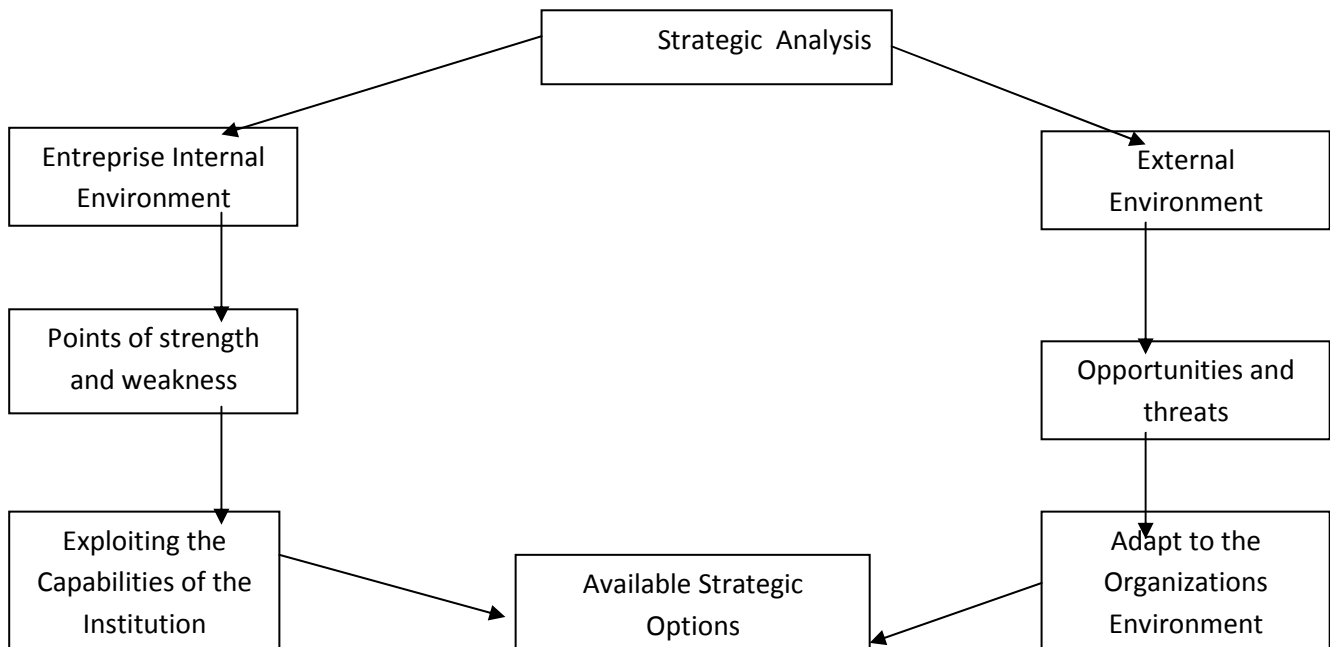
study and analyze the various resources available to the Foundation and distribute and reconcile resources with manage and structure.

Al& Scholes1993-Certo1994-Ball&Mcculuch1996 -Ivanceuich& As indicated Gorden1990-Johson Hunger 2006 .&Strikland2003-Wheelen&1997- Thompson

They are a set of elements that can be controlled internally and adaptable to environmental variables through which opportunities can be exploited and threats to the external environment can be reduced.

We adopted in our study on Schevopt1998 analysis through the following dimensions the speed of environmental change-environment constraints-restrictions and government legislation.

Dimensions of strategic analysis:



Source :jean-pierre Helfer et les autre.op cit p137

- Causal relationship analysis: We can ask the question and beyond

Among the variables affecting the thinking and strategic behaviour of leaders is the organizational structure and has been identified by a group of thinkers, including:

A.Candler(1962)-P.F.Drucker(1974)-P.N.Khandwalla(1977)-H.Mintzberg(1994)-
J.D.Thompson(1999)-P.Nunes(2007)-Livian(2008)

- -Defined by P.Drucker (1974) The structure: as "a group of resources to achieve the aims and objectives of the Organization" (Soutenain & P.Farcet, 2006) the authors and researchers varied views on the dimensions of the organizational structure defined by Weber (1947) : hierarchy of power-division of labour, the formality of rules and procedures (HACH.M, 1997 page 165) and those defined by both; Hodge (1991) ,Frederic M.jablin(1992), Miller(1988),Daft(2001), ,Eun Jin Hwang(2005) ,kerbouche(2015).

From the results of the studies we can say that the structural dimensions used and that are of relative importance are three dimensions: official-central-complexity as defined by Hach (1997) as "a network of relationships and contacts between different organizational and administrative levels through which responsibilities and powers are distributed and the locations of departments, administrations, official centers and the scope of supervision are located."

Official: These include the determination of rules, instructions, policies and procedures governing the functioning of the Organization, which tend to restrict the freedom of action of workers in the course of their effectiveness. These circumstances lead to a sense of loss of personality that is compatible with the official Organization's official.

DALF as the quantity of written documents in the Organization.

Centralization: Describe power relations within the organization (Robbins, 1990;104)

FORMAN as judging the degree of centralization or decentralization depends on how decisions are made. (Forman, A, & Argenti, 2005)

Complexity: The degree of complexity of the organizational structure is measured by three elements: horizontal differentiation and refers to several activities and anchored differentiation indicating the depth of the organizational structure, measured by the number of organizational levels and geographical differentiation and indicating the prevalence of the organization's operations and activities.

- We find the second variable in communication and a number of researchers have stressed its importance Within the strategy's implementation path Alexander(1985), Rapert and Wren(1998), Litteljohn and Peng(2001), Heide & Grønhaug & Johannessen(2002), Rapert , Velliquete & Garretson (2002), Forman& Argenti(2005), Schaap(2006).

For both Forman and Argenti (2005), the overall communication function is a direction or a unit whose purpose is to facilitate the implementation of the strategy through communication; This direction can also play the role of receiving feedback from key audiences of the company's strategy (Forman, A, & Argenti, 2005)

The communication factor is also one of the most important factors affecting the correct and effective application of programs and plans developed weak or lack of effective communication between individuals and groups of different levels has several negative effects.

- The third variable is the role of leadership which is one of the main barriers to the successful implementation of the Strategy, so that Matthias and 2008 Sascha have defined the role of the Board of Directors, which is to ensure coherence among resource allocation, pathways and the Company's intended strategy, while Zaribaf and Bayrami (2010) have classified the importance of leadership into three key roles: Running the strategic path, running relationships (Zaribaf & Bayrami, 2010), running the course training and other studies that have tested the impact of hierarchical leadership in the application of strategies in the study of O'Reilly, Caldwell, Chatman, Lapiz, Self and William (2010) summarized that the effectiveness of the leader at various levels (hierarchies) allows for improved performance during the application of O'Reilly. 2010 (Brauer, L, & Schmidt, 2008)
- **Strategic option:**

Both of the researchers (Miles & Snowin) came to build four models of strategic behaviour that are in themselves competitive strategies.

1. Prospector Motivated strategic behaviour The strategic leader in this style depends on anticipating the discovery of opportunities which is the best way to develop profits and impose price policies. One of its characteristics is its ability to adapt to environmental conditions and events and its activities overcome constant change. It also needs a high level of decentralization 11 and can institutions. Prospector achieves competitive advantage by entering new markets with new creative products and adopts. New technology rapidly and seeks to innovate and develop intensive agreement to explore. New Products (Alessandra, Cassol, & Cintra, 2019)

2. Defenders' Strategic Attitude Leaders who demonstrate this pattern tend to deal with products and markets that are constantly environmental and unwilling to expand or search for new markets. This organization seeks to defend and retain market share unchanged and overcome its bureaucratic structure. This behaviour is that managers do not look for other market opportunities and focus on their current products and do not pay attention to developments outside their field (Everton, Elton, & Jose Carlos, 2014)

3. Analyzer strategic behaviour is shaped by the strategic leader's behaviour in the leadership of his organization on the basis of the combination of impulsive behaviour (prospector) and defensive behaviour. The analyst's strategy is based on careful monitoring of changes, that is, determining the size of the new opportunity and the level of threat that may occur and then adopting a rational and conscious attitude. The analyst's strategic leader focuses on monitoring the effectiveness of productive processes and markets. . Managers who adopt this behaviour are constantly scanning

Environment to get new ideas and explore new market opportunities at the same time keen to create a stable base of current products and current customers and therefore they need to build Structure that includes balance between autonomy on the one hand and central authority on the other (Wulf, Torsten, Stubner, Stephane, & Henning, 2010)

4. Reactor Responsive Strategic Behavior (Feedback): This behavior is characterized by limited impact in the environment. All management does in this way is waiting until the event. Solutions have been researched and put forward, performance problems and weakness in the face and planning of crises. Miles & Snow. indicates that this behavior does not represent a coherent, coordinated and fixed situation and it is necessary to exclude it in special treatments (Miles & Snow, 1986)

Strategic behaviour of various types forms the basis of the Organization's overall strategic direction.

- **Strategic Behaviour :**

The strategic behaviour of the leader is parallel in its importance to the conduct of the organization it leads. Accordingly, the scientific interpretation of strategic conduct is linked to the leaders' activities and practices (Tariq Sharif, p76) as well as his ongoing attempts to modify, change and harmonize in the circumstances, activities and tasks he exercises.

According to ESCWA of the United Nations, strategic behaviour is the general definition of activities that companies undertake to influence the market environment in which they compete.

Behaviour is also the instrument capable of influencing individuals working or as a guideline for them that contributes to aligning their actions with the interests of the organization as well as to how the organization's strategy operates by assuming the motivation for participation and perceived organizational objectives that also contribute to the environmental adaptation of organizations

It also enables the organization to adapt to internal and external environmental requirements and respond to those requirements in a more efficient and effective manner than competing organizations (Kazmi, Arsalan, Habibollah, & Ramona, 2017).

It is also the mechanism through which the organization can adapt to the requirements of the internal and external environment and respond to those requirements in a more efficient and effective way than competing organizations. (Sawaleh, Ridha, & Al aboudi, 2018)

- **Performance:**

We find that many researchers disagree in setting and defining an accurate concept of performance.

Freeman and Hannan defined it as the degree of conformity between organizational goals and outcomes (Halladdin Aoul, 1987)

Costa (2005) -Daft (2013) defined it as the degree to which the organization achieves its objectives.

We also mean performance is the ability to use the lowest levels of resources while achieving the established objectives.

Quin and Cameron (1983) was used to measure performance. The model is based on the study of (9) different models of the life cycle of organizations as well as-(LIPPITT1967)- (DOWNS1967) - (SCOTT1971)-(GREINER1972)-(TORBERT1974)-(KANN1987)-(ADIJES1979)- (KIMBERLY1979) who focus on the criterion of effectiveness and indicators of the organization's success at each stage of its life. (QuinR.E & Cameron K, 1983)

Applied aspect:

• **General framework for the study problem:**

Many relationships that fall within the basic model have been addressed for two reasons:

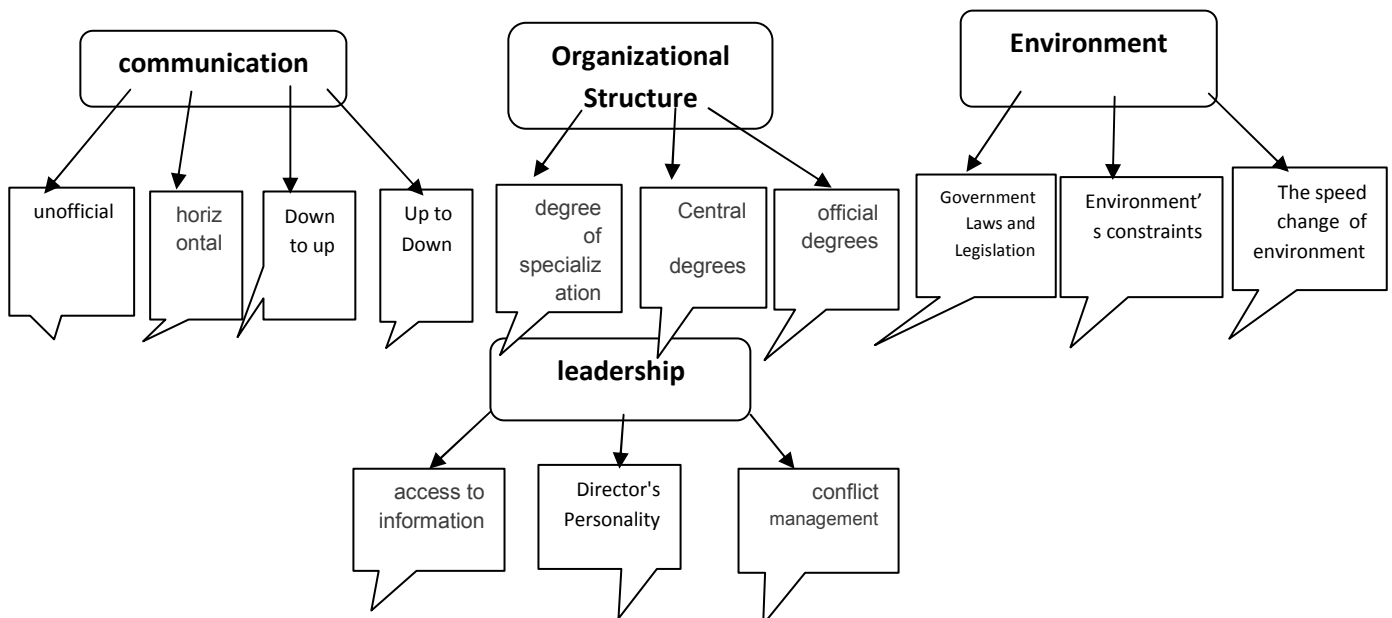
- There is no clear and specific understanding or practical models on which to analyze the dimensions of thinking, behavior or strategic action and performance.
- The main objective of the research is to try to understand the real elements of the three dimensions on the one hand and to look at the nature of the relationships between the dimensions of the model on the other.

It also relied on a series of previous studies that help to build compounds or items that allow the measurement of variables where specific dimensions were selected for each variable that can be interpreted in one aspect. Therefore, in this research, we considered that each of the three fundamental variables of thinking-behavior or strategic action and performance as building or underlying variable includes several observable variables to measure it.

First: Formative Model of Strategic Thinking

The formative model of strategic thinking includes 4 elements that all contribute together to the development and formulation of strategic ideas and are presented in the form of future strategies, policies and plans for subsequent application at the stage of strategic conduct and action. These elements can be explained as follows:

Chart Form 01: Formative Model for Building Strategic Thinking



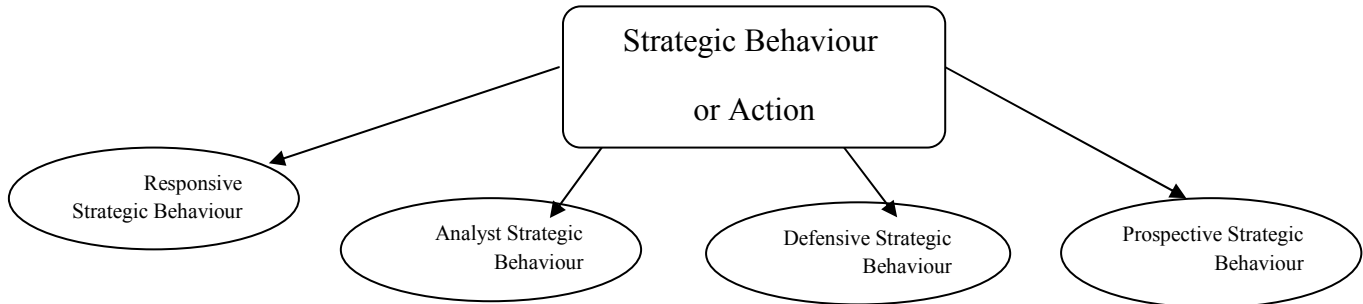
Source :Prepared by the researchers

Second: The formative model of strategic behaviour and action

With regard to the formative model of strategic behaviour and action, the 4 incorporates essential elements in the application and operationalization of strategic ideas formulated at a

strategic stage of thinking. Effective strategic management imposes a full complementarity between formulation and application. The constituent elements of a strategic act can be clarified as follows:

Chart 02: Strategic Behaviour or Action



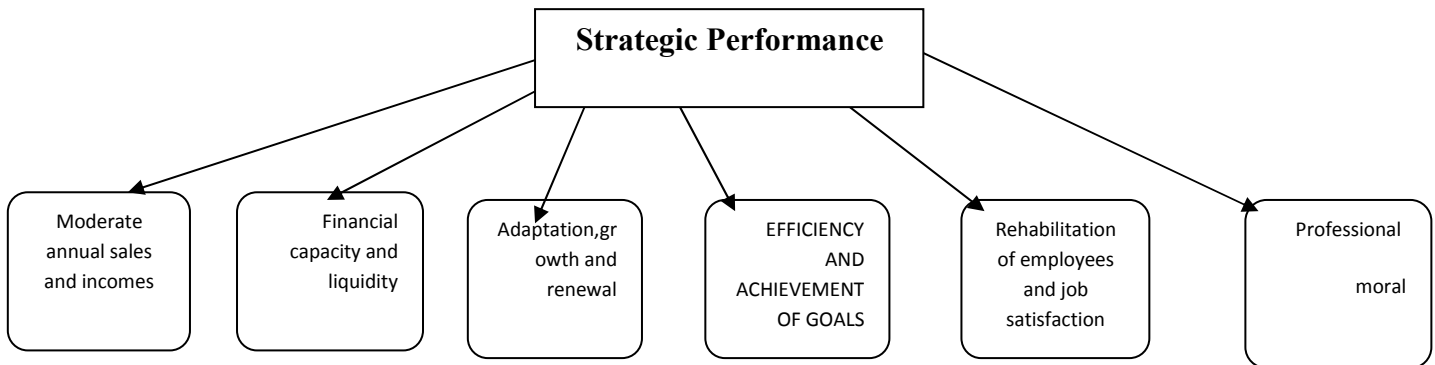
Source :Prepared by the researchers

Third: Formative model of strategic performance

The third element of strategic management related to what we have called strategic performance, which is the phase that comes after the stage of operationalizing and implementing strategies. The results achieved must be reviewed and evaluated to ensure that the objectives are met or not corrected if they exist.

We ask the question whether the audit and performance appraisal process is limited to the results of any outcomes of the strategic action phase or beyond to also review the strategic ideas put forward.

Chart 03: Strategic Performance



Source :Prepared by the researchers

- **Study curriculum:**

We tested by modeling the synthetic equations SEMAs The latest method of testing the virtual models of phenomena in behavioral science, represented by factors and variables that can be measured directly to illustrate linear and indirect relationships through a set of indicators (latent variables) and by studying constructive honesty and researching the nature of relationships between the dimensions of the model where it is considered one of the most important statistical methods of high accuracy in the study of tests and metrics (AL-KUBAISI, 2002;42)

Study Society:

The total society is divided into 7 samples according to the states already mentioned. Therefore, the study sample is a stratified sample and withdrawn in a simple random manner. 70 questionnaires were distributed to the states and 65 questionnaires were retrieved, representing 92%

Table N°01: Number of questionnaires distributed and recovered

States	Number of questionnaires retrieved	Number of questionnaires distributed	Percentage of questionnaires recovered per state
Oran	22	25	88%
Tlemcen	10	10	100%
Sidi Belabas	11	12	91%
Mostaganem	8	8	100%
Mascara	5	6	83%
Ain Temouchent	5	5	100%
Ghilizane	4	4	100%

Source :Prepared by the researchers

Sample Study:

To determine the size of the sample, Roscoe (1975) suggested that the sample be greater than 30 views that guarantee the researcher theoretical benefits and within the limits (30-500) it is advisable to use the sample size about 10% of the target community. Thus, the sample size was estimated at 70 medium and small enterprises out of a total of institutions in the north-western region of Algeria, comprising the following states (Tlemcen- Oran- Ghilizane- Ain Temouchent-Mostaganem- Sidi Belabas).

Study tool:

The questionnaire was used as a study tool and was designed according to Licart's quinquennial scale and divided into:

Demographic Characteristics: Social Type - Age - Professional Experience, Job and Career Level.

Autonomous variable: Strategic behaviour includes 08 phrases.

Intermediate variable: contains strategic thinking and contains 14 phrases.

Affiliate Variable: Includes strategic performance and contains 08 phrases.

- **Statistical tools used:**

The persistence of the paragraphs of the questionnaire was identified by calculating the internal consistency factor ALPHA Cronbach1 for each axis and the results as shown in the following table:

Number	Questionnaire areas	Phrases number	Vacrobanch Stability coefficient
01	Starategic Behaviour	08	87.5
02	Trategic Thinking	14	89.8
03	Strategic Performance	08	83.5
	the questionnaire overall stability ^l	30	91.6

Source :Prepared by researchers based on outputs SPSS

We notice from the table that the Alfa Kronbach persistence coefficient of the questionnaire is estimated at 0.916 or 91.6%, which is a high rate greater than 70% and indicates the sincerity and stability of a tool and the possibility to rely on it in the field application of the study.

• **Presentation and discussion of test results:**

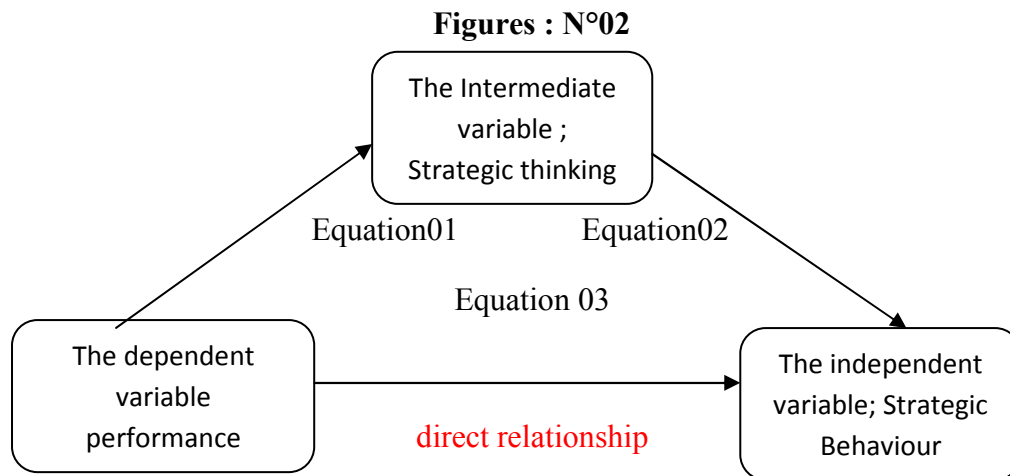
The hypotheses were tested based on the 1986 Baron and Kenny model to see how the M variant mediates the relationship between the X variant and the Y variable using the SPSS software

The Baron and Kenny model is based on three regressive equations

Equation 01: An independent variable affects an intermediate variable

Equation 02: The independent variable affects the dependent variable

Equation 03: The intermediate variable affects the variable associated with the presence of the independent variable



Source :Prepared by the researchers

The study's sub-hypotheses can be tested from the results of the descriptive analysis of the data obtained. The presentation and discussion of the findings are as follows:

First hypothesis:

A statistically significant effect of the strategic thinking variable on strategic performance at the $\alpha = 0.05$ indicator level. This hypothesis can be tested by knowing how much strategic thinking

mediates the relationship between strategic behavior and performance using regression equations based on the Baron and Kenny model.

The first equation: strategic behavior influences strategic thinking

Table 02 Transactions for Strategic Behaviour Variables-Strategic Thinking

Modee	Coefficients non standardises		Coefficients standardises	t	Sig
	A	Error standard	Beta		
(Constant)	1,200	,289		4,157	,000
Strategic Behaviour 1	,483	,144	,395	3,368	,001

Strategic thinking ; Dependent Variable

Source: Prepared by researchers based on outputs SPSS

Through the table, it can be observed that the level of indication is 0, which is below 0.05, and therefore statistically constant at the model level. It also shows that the level of indication (sig) is 0.001, which is below the level of moral indication 0.05, and therefore there is a statistically significant effect of the strategic behavior variable on thinking at the level of $\alpha = 0.05$.

Second equation: Strategic behaviour affects strategic performance

Table 03 Transactions for Strategic Behaviour and Performance Variables

Modele	Coefficients non standardises		Coefficients standardises	t	Sig
	A	Erreur standard	Beta		
(Constante) 1	9,38	,143		6,525	,000
Behaviour strategic	,583	,071	,641	8,179	0,00

Strategic performance ; Variable dependant

Source:prepared by researchers based on outputs SPSS

Through the table, it can be observed that the level of indication is 0, which is below 0.05 and therefore statistically constant at the model level. It shows that the level of indication (sig) is 0.001, which is below the level of moral indication 0.05, and therefore there is a statistically significant effect of the strategic behaviour variable on performance at the level of $\alpha = 0.05$.

Third equation: Strategic thinking influences strategic performance with strategic behaviour.

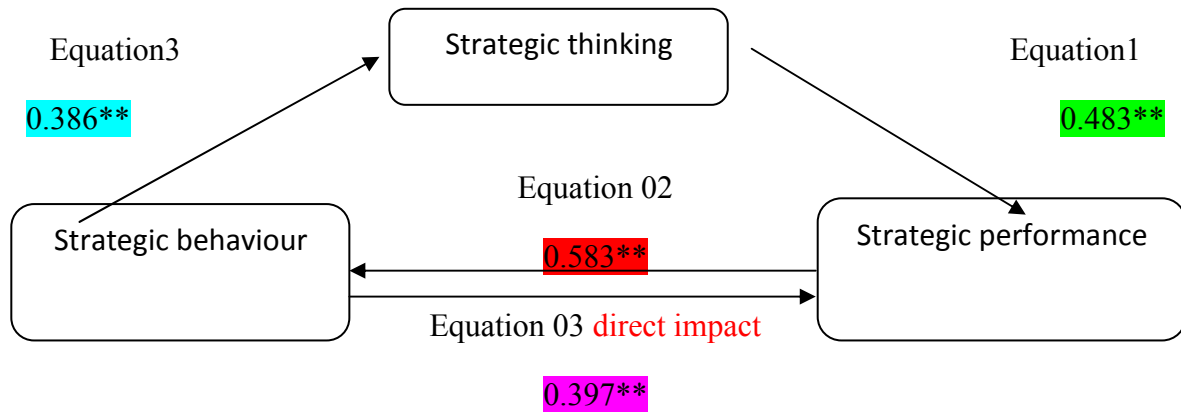
Table 04: Transactions for strategic behavior variables, strategic thinking and strategic performance

Modele	Coefficients non standardises		Coefficients standardises	T	Sig
	A	Erreur standard	Beta		
(Constante) 1	,475	,099		4,805	,000
Behaviour strategic	,386	,032	,630	11,990	,000
Strategic thinking	,397	,048	,436	8.304	,000

a.Strategic performance ; Dependante Variable

Source :prepared by researchers based on outputs SPSS

From the table it can be observed that the level of indication is fixed at 0, which is below 0.05, and therefore static statistically at the model level. It also shows that the level of indication (sig) is 0.000, which is below the level of moral indication 0.05, and therefore the change of strategic thinking affects strategic performance with the presence of strategic behavior at the level of $\alpha = 0.05$.



Source :prepared by researchers based on the outputs of the Amoss

Hence mediation is partial mediation so that the direct effect is equal to 0.39 statistically significant.

We say that achieving the three equations of the Baron and Kenny model where strategic behavior influences strategic thinking and strategic behavior affects strategic performance and in turn strategic thinking affects strategic performance with strategic behavior.

• **Conclusion:**

Through this research, we have tried to focus attention on the need to understand the stages of strategy building in a way that is different from traditional approaches, given the urgent need posed by the current business environment, in order to make the thinking and behaviour patterns of leaders and marchers more dynamic and adapted to the requirements of change and competition, and to find a new conceptual approach based on interrelated and interrelated concepts and dimensions that make strategic management a more dynamic and dynamic path.

This research was based on two levels of study and analysis. The first level is the study and theoretical analysis through which we wanted to understand and detail the constituent dimensions of the strategic management path represented in the strategic thinking and after the strategic behaviour and after the strategic performance, trying to find the real elements that represent the essence and core of these dimensions.

The second level of study and analysis we wanted through the sample studied to know the extent to which strategic behaviors of leaders are associated with strategic thinking about improving the performance of institutions based on the Baron and Kenny 1986 model based on three regressive equations.

▪ **Results of the study:**

-The formative model of strategic thinking contributes to the development and formulation of strategic ideas and is presented in the form of future strategies, policies and plans to be applied later in the phase of strategic behaviour and action

-The formative model of strategic behaviour and action contributes to the application and operationalization of the ideas of the formulated strategy at a stage of strategic thinking. Effective strategic management imposes a full complementarity between the formulation and the application.

The formative model of strategic performance, which comes after the stage of activation and implementation of strategies, must be reviewed and the results achieved be evaluated to ensure that the objectives are achieved or not and to correct deviations if they exist.

▪ **Recommendations:**

Emphasize and follow up on the importance of focusing on strategic thinking in building the core capacities through which an institution can exceed its counterparts.

- The strategic management path is based on integrating the three dimensions together in order to create a strategic and make it work in a more effective and successful manner.

▪ **Proposals:**

Institutions should work on the participation of individuals working in administrative and strategic conferences to enhance their perceptions of strategic thinking, strategic behaviour and performance.

If institutions are to achieve superior strategic performance, they need to invest the organization's current strategic capacities in line with environmental requirements.

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