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Moderating Role of Transformational Leadership between Strategic Lenses and Organizational Innovation in the Jordanian Telecommunication Companies

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ABSTRACT

This research study focuses on the interplay of strategic lenses with transformational leadership and organizational innovation in Jordanian telecommunication companies. Strategic orientation, hence enabled by the application of strategic lenses, becomes very important within the dynamic environment of the telecommunications industry to respond to market complexities and innovation. The strategic lenses provide a multilateral frame for understanding and appraising organizational strategies through the importance of holistic strategy making. Although strategic lenses significantly influence organizational innovation, this study suggests that transformational leadership could play a moderating role. Transformational leadership based on inspirational motivation, intellectual stimulation, and individual consideration adds value to the relationship between strategic orientations and innovation outcomes. This study will use a quantitative research approach and target the management staff at the top and middle levels of employees from various Jordanian telecommunication companies to assess the moderating effect of transformational leadership in the strategic lens-organizational innovation nexus. The results show that while the role of transformational leadership is to moderate the translation of strategic insights into innovative practices, it further strengthens the impact of strategic orientations on organizational innovation. Thus, this study makes its contribution to the existing literature through an emphasis on the synergistic effect of strategic lenses and transformational leadership on the fostering of organizational innovation. It, therefore, means that scholars and practitioners will find valuable insights targeting the enhancement of innovation capability within the telecommunications sector.

Keywords: Strategic Lenses, Transformational Leadership, Organizational Innovation, Telecommunications Industry
JEL Classifications: M10, M12, O31

1. INTRODUCTION

In the rapidly evolving telecommunications sector, the ability of companies to innovate and adapt to technological advancements and market demands is critical for sustaining competitiveness and achieving growth (Ochuba et al., 2024). In Jordan, where the telecommunications industry plays a pivotal role in the national economy and in regional connectivity, the strategic orientation of firms within this sector is of paramount importance (Hijazin, 2024). Strategic lenses offer these companies a comprehensive framework to navigate the complexities of the global and local telecommunications markets, guiding strategic decisions that underpin innovative products, services, and business models (Nanni, 2023). Yet, the effectiveness with which these strategic insights translate into tangible organizational innovation can vary significantly, highlighting the need for a moderating influence to bridge this gap effectively.

Strategic lenses constitute a crucial focal point for contemporary organizations striving to devise strategies that foster sustainability, excellence, and competitiveness (Veiga et al., 2021). These lenses serve as pivotal tools and analytical models within the strategic planning realm, aiding professionals in comprehending and evaluating the current and future state of their organizations.

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By facilitating an in-depth analysis of both internal and external factors influencing organizational performance, strategic lenses empower decision-makers to formulate well-informed strategies (JUBI, 2024). This, in turn, fortifies organizations with the capability to enact effective policies and strategies, propelling them towards excellence, competition, and success.

Within the academic landscape, various disciplines contribute to the understanding of strategy, providing diverse perspectives that offer unique insights into strategic issues (Dass et al., 2024). Recognizing the value of exploring strategy through different lenses becomes paramount, as adopting a singular viewpoint may result in a partial or biased comprehension. Embracing multiple perspectives ensures a more comprehensive understanding, furnishing organizations with a richer and nuanced picture. Consequently, this diverse array of ideas stimulates contemplation of multiple options and solutions for strategic challenges. A multi-view approach, epitomized by strategic lenses (Whittington et al., 2020), emerges as the optimal means to execute strategies accurately, underpinned by a thorough, scholarly, and conceptual framework.

Transformational leadership emerges as a potent moderating force within Jordanian telecommunications companies, enhancing the capacity to leverage strategic lenses towards achieving innovative outcomes. The characteristics of transformational leadership such as inspirational motivation, intellectual stimulation, and individualized consideration play a crucial role in catalyzing innovation within organizations (Adigwe, 2024). Leaders who embody these traits can inspire and mobilize their teams by aligning strategic visions with innovative endeavors, thus navigating the firm through the complexities of technological advancements and market changes (Fernandez, 2023). This would make the role of transformational leaders in such an environment all the more vital when fast innovation is not just a strategy but also more of a necessity (Alrowwad et al., 2020).

Studies aiming at the impact on the Jordan telecommunications industry take into consideration transformational leaders who are able to build organizational culture open for change, support creative solution finding to all problems, and adapt strategic decisions in a way that allows for change and innovation (Al-Shammari and Almulla, 2023; Haddad, 2021; Shyyab, 2023). These leaders should be able to transform the strategic intentions, as brought out by the various strategic lenses, into effective innovation practices that would serve to enhance the competitiveness of companies within the dynamically fast-paced industry (Douglas et al., 2023; Jirakraisiri et al., 2021).

Moreover, the dynamic capabilities framework argues that the adaptability of organizations will strongly lie on resources reconfiguration and aligning with the strategic needs within a short period (Gyemang and Emeagwali, 2020; Teece, 2023). In Jordanian telecommunications companies, transformational leadership enhances these dynamic capabilities by cultivating a work environment that values continuous learning, agility, and responsiveness to technological trends and customer demands. This alignment between strategic lenses and organizational innovation, facilitated by transformational leadership, is essential for sustaining growth and competitiveness in Jordan's telecommunications sector.

2. STRATEGIC LENS

Recent advancements have prompted a shift in strategic management methodologies, emphasizing social practices that underpin numerous strategies (Kohtamäki et al., 2022). Stockhinger (2021), contend that strategy emerges through the meticulous efforts of various practitioners. Strategic leaders, although eager for change, often lack the patience and comprehension of diverse perspectives (Ross, 2021). They approach strategic development issues through different strategic lenses, emphasizing the importance of avoiding singular perspectives and instead considering problems from multiple angles (Levinthal, 2021).

Researchers, such as Da Silva and María (2023), focus on transcending narratives and definitions to structure the performance of social institutions. Their aim is to stimulate fresh perspectives on formalizing performance methodologies, aiding workers in achieving efficiency, adaptation, and strategic organizational thinking. This, in turn, facilitates the creation of economic wealth and social value while addressing underlying social issues.

The strategic lens serves as the cornerstone for performance evaluation, strategic decision-making, and the direct management of routines to achieve sustainable social impact (Alzghoul et al., 2023; Veiga et al., 2021). Dziubaniuk et al. (2024), suggests that it delves into the roles, policies, and formal procedures within strategy realms, emphasizing organizational design, behavior comprehension, and the identification of leading employees in change processes. Hevner and Gregor (2022), views it as a set of diverse perspectives on organizational strategy development, offering insights gleaned from research and studies in the strategic field. Douglas et al. (2023), posits it as the process of analyzing strategic situations, diagnosing strengths and weaknesses, and guiding organizations towards informed decision-making to address problems with multiple solutions. Johnson et al. (2020), Arguably, the strategic lens ensures an organization fully focuses on all dimensions and makes it easy for them to get aware of signals from all dimensions; hence, organizational objectives are achieved.

Moreover, Alsaqal and Ahmed (2022) reflect on the strategic lens, which includes the roles, policies, and formal procedures related to strategy. Therefore, organizational design and structure are paramount, besides understanding behavior and identification of employers who are driving processes and change, pointing out the importance in the implementation of the strategy by defining goals, tasks, and motives. Berry and Shabana (2020), referred to it as a compilation that provided a wide range of perspectives in the development of organizational strategies. Much needed to be known in that matter, emanated from these authors' work and insight that have come from research and studies done on the subject of strategy. Al-Janabi (2019), identified that strategic thinking implies looking at the strategic issues in the light of a new way of vision, assessing the strengths and weaknesses of the situation, and helping the organization reach judgments that

are well-informed in nature. Furthermore, Hussain and Atiyah (2019), determined that the strategic lens refers to an organization's capacity to concentrate its attention in a manner that enables it to perceive the signals emanating from all directions around the company, hence facilitating the attainment of its objectives.

2.1. Dimensions of Strategy Lens

The strategic lens is defined by four key dimensions, which constitute its fundamental framework (Dawans et al., 2009). These dimensions are essential in offering a detailed understanding of the strategic lens concept, clarifying the complexities of strategic issues, and outlining strategies for development and implementation within organizational settings. They function as a cognitive aid, allowing strategists to analyze problems, confront challenges, and navigate decision-making processes with a comprehensive and clear perspective. This organized framework is closely aligned with performance evaluation standards, comprising a set of activities categorized into four specific strategic domains known as strategic lenses.

2.1.1. Stakeholder engagement

Stakeholders are individuals or groups with vested interests in an organization, capable of exerting influence on it and being impacted by its decisions and actions. The key stakeholders in most organizations typically include investors, employees, and customers (Muñoz-Peña et al., 2023). Another definition characterizes stakeholders as those individuals or groups crucial for an organization to achieve its objectives, encompassing a diverse range such as owners, customers, suppliers, employees, and local communities (Radoynovska, 2024).

2.1.2. Resource mobilization

Resources are integral to the strategic planning process, with resource mobilization representing a key aspect of strategic lenses (Liu et al., 2021). Consequently, organizations must identify and coordinate financial, human, technological, and material resources to effectively execute their strategies and attain objectives (Priyono and Hidayat, 2022). This entails evaluating available resources within the organization to discern strengths, weaknesses, and deficiencies. Subsequently, the requisite resources for strategy implementation are determined, culminating in the development of a comprehensive resource mobilization plan (Fikizolo, 2021). Resource mobilization encompasses obtaining resources from service providers and employing diverse mechanisms to carry out the organization's activities and achieve its goals, ensuring optimal utilization of acquired resources (Ssesanga, 2021). It involves managing relationships with individuals who share the organization's values (David et al., 2020). Human resource management holds significant importance in contemporary business operations, contributing to problem-solving and fostering excellence and progress within the organization. It entails strategic decision-making concerning organizational effectiveness and resource mobilization (Lemuya et al., 2018).

2.1.3. Knowledge development

The advancement of knowledge is recognized as a vision-oriented business strategy aimed at converting knowledge and information into tangible products and processes within organizational entities, thereby enhancing their performance and competitive edge (Nuccio and Mogno, 2023). Organizations can foster knowledge development by investing in employees' experiences and expertise, as well as by facilitating knowledge exchange among staff members (Chinn et al., 2021). Identifying individuals who possess valuable knowledge contributes to bolstering the knowledge development process (Russ, 2021). Strategic knowledge development is characterized as informed knowledge obtained through strategic analysis data, which involves assessing the organization's strengths, weaknesses, opportunities, and threats (Fenton et al., 2021). It encompasses processes, methodologies, systems, technologies, procedures, and information aimed at enhancing organizational development to achieve strategic objectives (Inuwa, 2022; Martynenko and Menshykov, 2017).

2.1.4. Culture management

Organizational culture management, a term frequently encountered in academic and practical contexts, revolves around evaluating an organization's adeptness in handling cultural and operational variables while fostering organizational development (Ghaith and Mutia, 2019). It hinges on cultivating a robust culture that underscores the significance of managing culture for enhancing performance and organizational efficacy (Ghaith and Mutia, 2019; Nimran et al., 2024). Rooted in ideological and mental systems among stakeholders, culture management requires aligning organizational culture with strategy, as the former shapes the thought processes of strategic leaders (Xenikou, 2022). Hence, strategic thinkers shoulder the responsibility of molding and overseeing prevailing organizational culture, ultimately leading to organizational effectiveness (Purba et al., 2023). Defined as the planning, processing, monitoring, and control of managerial functions within an international and multicultural context, culture management seeks to mitigate cultural conflicts to bolster organizational efficiency, accounting for both company and country cultures (Ghaith et al., 2017; Khaddam et al., 2023; Malik, 2023). Moreover, it encompasses a set of values, beliefs, and symbols embraced by organizational members, influencing individual patterns of action, behavior, attitudes, and thinking methods (Williams, 2022).

2.2. Organizational Innovation

Innovation is considered a universal phenomenon without temporal, spatial, or topical boundaries (Upham et al., 2022). It exists in the cycle of knowledge and its sources, whether in basic or applied research. In today's business environment, organizations constantly need innovation due to intense competition across continents (Lopes et al., 2021). This competition has positioned innovation as a new dimension of strategic performance alongside cost, quality, flexibility, and reliability (Kafetzopoulos et al., 2020). Consequently, organizations adopt extensive and organized plans and programs, allocating significant budgets for research and development to accelerate innovation. Some prioritize innovative training programs for their employees (Hlukhaniuk et al, 2020; Kurpayanidi et al., 2020).

Ogink et al. (2023), notes that the shift towards innovation-based organizations is attributed to their abundant resources, high technology, and technical and managerial expertise to deal with

innovation as a distinct activity. This can result in achieving something entirely new (radical innovation) or improving something existing through small steps (incremental or partial innovation). Most importantly, these organizations have a strategic vision enabling them to gain a competitive advantage through innovation (Alnaim et al., 2022; Azeem et al., 2021; Distanont and Khongmalai, 2020).

Innovation has been conceptualized in various ways. At the organizational level, it is generally defined as the generation (development) or adoption (utilization) of new ideas or behaviors (Damanpour, 2020). The outcome of innovation is a specific result, such as a new product, service, technology, or practice for the organization (Vendrell-Herrero et al., 2021). Adopting innovation leads to the implementation of a new product, service, technology, or practice within the organization (Blichfeldt and Faullant, 2021).

Innovation is defined as the process of generating new and useful ideas or possessing individuals' additional creative abilities, such as a spirit of risk-taking, adaptability, and problem-solving (Juliana et al., 2021). It is also defined as the creation of something new that relies on existing elements or presenting entirely new ideas that have not been explored in the past (Shakeel et al., 2020). Additionally, it involves making improvements to existing things and presenting these ideas in a different and advanced manner (Roblek et al., 2021).

Organizational innovation includes the development of new products, improvements to existing products, as well as the introduction of new production methods and procedures (Al-Nimer et al., 2021; Azeem et al., 2021; Marion and Fixson, 2021). It is also described as the process that underlies the emergence of a new idea, practice, or service that can be adopted by the organization's employees or imposed on them by decision-makers within the organization. This process leads to a change in the organization's environment, operations, or outputs (Naveed et al., 2022).

2.3. Dimensions of Organizational Innovation

The current study categorized organizational innovation into two primary dimensions: Administrative innovation and technological innovation. These dimensions were determined based on the most commonly discussed forms found in previous literature (Chuang et al., 2010; Jiang et al., 2021; Yamin, 2020). Administrative innovation and technological innovation are both crucial factors for organizations, since they possess equal potential to enhance performance, resolve issues, increase value, and provide a competitive edge (Algarni et al., 2023; Bhatti et al., 2024; Ghaith, 2020), Hence, the organizational innovation is defined as being multidimensional, encompassing these two types of organizational innovation.

2.4. Administrative Innovation

Administrative innovation refers to the improvement in performance resulting from changes made to the structure and processes of an organization, as well as its incentive and information systems. It comprises the fundamental tasks carried out within the organization that are directly related to management (Abbas et al., 2020; Migdadi, 2020). Administrative innovation necessitates the establishment of reliable and documented routines and procedures within businesses to facilitate product creation, manufacturing, distribution, service, and support (Cinar et al., 2024). Given that organizations function within a highly intricate environment, their internal operations' efficiency and effectiveness are crucial. In this context, administrative innovation can be seen as the primary driver of competitive advantage (Distanont, 2020).

2.5. Technological Innovation

Technological innovation plays a crucial role in society to meet needs, achieve goals, and address adopters' challenges aimed at supporting organizational, industrial, economic, and social change for the purpose of gaining a competitive advantage for organizations and nations (Farida and Setiawan, 2022). It also contributes to enhancing overall human progress (Obeidat et al., 2021). Technological innovation is rooted in technology, which can be defined as a complex system consisting of more than one entity or subsystem of technologies and relationships connecting each entity to at least one other entity in the system to achieve specific goals (Ali, 2021; Wang et al., 2021).

2.6. The Relationship between Strategic Lens and Organizational Innovation

In business studies, the integration of organizational innovation and strategic management is fundamental to both scholarly and practical debate (Sherifi et al., 2020). Liao et al. (2020), fundamental contribution to this field, exploiting technological innovation: Investment in Platform Technologies as a Strategic Management process, emphasizes how important it is to match innovation with strategic management procedures. According to Ávila (2022), indeed, in such grounds lies a critical dependence on organizational capacity: the ability to build and reconfigure internal and external competences. They highlight strategic considerations that could have an importance even greater than ever for the direction, pace, and nature of organizational innovation initiatives. It also emphasizes the significance of the strategic lens in recognizing and seizing new opportunities.

In addition, the literature review showed that there are debates on how the strategic lens could make an impact on risk management and resource allocation in the innovation process (Adjei-Bamfo et al., 2023). Flor et al. (2020), work on open innovation is a noteworthy source that goes beyond the traditional definition of organizational innovation. This strategy backs up the assertion that only strategic management concepts can foster and implement innovative ideas, both inside and outside of organizations.

Organizational innovation and strategic management work together to foster competitive advantage and drive businesses toward long-term success (Alkhodary, 2023). Sarmento et al. (2024), investigate the idea of ambidexterity in organizations in a seminal study, contending that innovative businesses are characterized by their capacity to simultaneously seek new opportunities and capitalize on current strengths. Managers may successfully allocate resources and link innovation activities with the company's long-term strategic goals by using a strategic lens to balance these competing imperatives (Maharani et al., 2023).

A positive cycle of renewal and competitive agility is fostered by this balance, which guarantees that innovation is not pursued in isolation but rather as an integrated aspect of the strategic management process (YahiaMarzouk and Jin, 2023).

It is noteworthy that the relationship between strategic lenses and organizational innovation has not been the subject of any prior research. Nonetheless, only a limited amount of research has specifically looked at a firm's strategic decisions and how they affect innovation. The background information and context these studies offer for the subject are helpful.

2.7. Moderating Role of Transformational Leadership

According to Sengupta (2023), specific projects initiate change or stimulate the cumulative effect of many small changes, causing people in various parts of the organization to think and act differently. This will lead to innovation that can add value in the form of products, services, and process improvements for the organization and its customers. Furthermore, Linåker et al. (2015), argue that innovation is the successful implementation of creative ideas in order to enhance and add value to products or services. Based on these definitions, there is a direct correlation between the change initiated by the strategic emphasis and more emergent strategy with the innovation that adds value to the organization (Kruglov and Shaw, 2024). This correlation is represented by the two distinct forms of the strategic variables and the innovation component.

An integration of strategy lenses and organizational innovation is a process in which a firm seeks to achieve high levels of consistency between the strategic emphasis it employs and the more emergent strategy initiatives that are pioneered by organizational members at all levels (Alsharari, 2024). This, in turn, will bring an understanding of how to induce change into the varieties of modes and orders that are more beneficial to the firm (Hofmann and Jaeger-Erben, 2020).

Transformational leadership has been acknowledged as a leadership theory that focuses on transforming and motivating followers and organizations to a higher level of functioning (Bose and Haque, 2021; Elrehail et al., 2018). According to Kılıç and Uludağ (2021), transformational leadership often has direct effects on immediate followers and can induce a higher level of performance that improves organizational and group effectiveness. Due to these reasons, it is logical to assume that transformational leadership may affect the relationship between the strategic variables and organizational innovation mentioned in the previous context.

A moderating role has been considered as one of the important mechanisms that explain how leadership influences the outcomes of followers, teams, or organizational issues (Wang et al., 2021). It is a method that explains how a variable affects the relationship between two other variables. Moderation can take place contingent on the values of the moderator variable. This contingency can be reflected in the strength or direction of the causal relationship between the independent and dependent variables (Baron and Kenny, 1986).

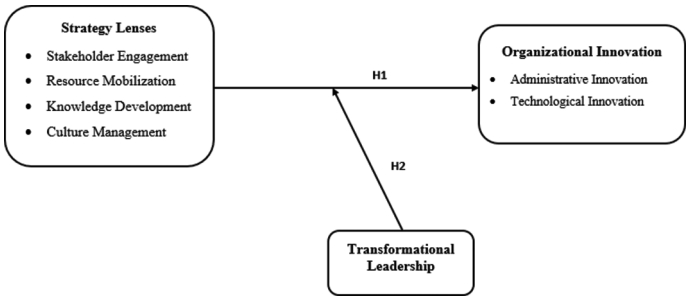
Saher and Ayub (2020), outline the process of organizational change whereby leaders are the key components in the change by creating visions of change to their followers and then helping them to learn new behaviors and take various actions to reach the vision. This is a similar process to the top-down approach of the cultural change and the internally initiated strategic change stages. In both cases, success of the change or strategy is dependent on the leader's ability to sell the new innovation as something better than what is being done now. This means leaders using innovative strategies to change culture must be successful in executing them and it is here where the match between leadership and strategy is crucial (Alblooshi et al., 2021). An ineffective leadership of any style or an effective leadership using the wrong style will result in poor execution and implementation of the strategy (Fischer and Sitkin, 2023). In contrast, the less leadership dependent nature of the open systems and environmental adaptation strategies are not as greatly affected by the quality of leadership.

Moderating role of transformational leadership between strategy lenses and organizational innovation. With the understanding that there is no one best strategy or leadership style for bringing about change, it is important to explore how various leadership styles can influence the success of strategies aimed at changing an organization to be more innovative. As mentioned previously, transformational leaders are those who are looking to guide an organization from one culture to another and encourage new ways of thinking. This type of leadership is most similar to the adhocracy style of strategy which aims to create an innovative culture. A transformational leader would likely use various factors of transformational leadership to inspire followers to make the culture and the work being done right now obsolete in favor of trying something new.

2.8. Theoretical Framework

As shown in Figure 1, concluding the literature review, our systematic exploration of existing research has enabled us to construct a nuanced study model that integrates the dynamics of strategic lenses, organizational innovation, and the moderating role of transformational leadership as shown in Figure 1. This model is designed to capture the complex interplay between these elements, particularly within the context of Jordanian telecommunications companies, where the imperative for innovation is both rapid and relentless. The development of this model is informed by a thorough analysis of empirical studies, theoretical frameworks, and industry-specific insights, providing a comprehensive foundation for understanding how strategic orientations can be effectively translated into innovative outcomes through the influence of transformational leadership.

Figure 1: Theoretical framework



3. RESEARCH METHODOLOGY

This study utilizes quantitative and causal research methods to examine the causal relationship between predictors and criterion variables. It involves the formulation and testing of hypotheses and theories (Dehalwar and Sharma, 2023). This study examined telecommunication firms in the Amman districts of Jordan, focusing on the information obtained from top and middle-level personnel. This study utilized the cross-sectional methodology to collect data within a particular period. A randomly selected group of individuals was provided with a questionnaire that they might complete themselves. A grand number of 306 questionnaires that were deemed usable were received in return. The surveys included assessments to gather data on strategic perspectives, organizational creativity, and transformative leadership. Therein, organizational innovation was assessed through 9- items (Donbesuur et al., 2020). A 16-items scale by (Dawans et al., 2009; Jang, 2022) was utilized to look into how employees felt about the strategic lenses. Finally, the study employed a 7-item scale to examine the moderating impacts of transformative leadership by Ghaith and Mutia (2019). Participants were instructed to respond and evaluate using a 5-point scale, where one represented strong disagreement and five represented strong agreements. SPSS and AMOS software were utilized for data analysis and the application of the aforementioned statistical approaches.

4. ANALYSIS AND RESULTS

4.1. Demographics Profile of the Sample

As shown in Table 1, the questionnaires were sent to 306 respondents with different demographics such as gender, age group, education level, and job title. The study respondents were informed and requested to give their responses voluntarily to the questionnaire items. The results among the participants showed the majority were males and 61.1% and 38.9% were females. According to the results of the demographics, the participants are relatively young, with 61.5% <49 years old. In light of educational characteristic, around 84.6% of the study sample held a bachelor degree, 13.3% of them held higher studies (master and Ph.D degree). Of the responses, 41.8% experienced between 11 and 15 years, and the largest of job title was supervisor 40.8%.

4.2. Descriptive Statistics

As shown in Table 2, for structural equation modelling SEM analysis, Hair et al. (2014) stated an important step should be checked and related to the issue of data normality of the multivariate analysis. Once the data is normally distributed, it may generate accurate data and consistent results. This study applied some common measures that used to examine the normal distribution of the data through skewness and kurtosis. The skewness-kurtosis value must fall within the range of ±2.5 in order to be considered acceptable. Upon considering this recommendation, it was concluded that all the data points in the dataset for the study sample adhered to a normal distribution, with values falling within the permissible range.

By using the test of Cronbach's alpha coefficients, the results of reliability coefficients generally meet the agreed upon lower limit of this test >0.70. In general, the reliability is assessed through internal reliability that is calculated for questionnaire field. Table 3 shows the values of Cronbach's Alpha for each construct that all measures have high reliability value which is ranging from 0.671 to 0.917.

4.3. Measurement Model

As shown in Table 3, to assess the relationship between the variables in the conceptual model, the study applied a two-step method. It firstly verified the suggested hypothesized associated illustrated in the structural model after assessing the measurement model to determine the validity and reliability of the research instrument. The hypothesized relations between the variables in the research model were assessed and examined based on the approach

Table 1: Characteristics of the sample

Demographic	Category	Frequency	Percentage
Gender	Male	187	61.1
	Female	119	38.9
Age	20-29 years	0	0.0
	30-39 years	74	24.2
	40-49 years	114	37.3
	50-59 years	85	27.8
	Above 60 years	33	10.8
Experience	1-5 years	0	0.0
	6-10 years	30	9.8
	11-15 years	128	41.8
	16-20 years	103	33.7
	Above 20 years	45	14.7
Job title	Manager	9	2.9
	Vice/assistant manager	22	7.2
	Department head	59	19.3
	Supervisor	91	29.7
		125	40.8
Education level	Bachelor	259	84.9
	Master	38	12.4
	Ph.D	9	2.9

Table 2: Descriptive statistics and reliability

Construct	Mean	SD	AVE	CR	Cronbach's
Technological innovation	4.11	0.577	0.56	0.75	0.84
Administrative innovation	3.96	0.502	0.57	0.82	0.75
Organizational innovation	4.04	0.481	0.59	0.74	0.79
Stakeholder engagement	3.97	0.715	0.60	075	0.76
Resource mobilization	3.93	0.682	0.58	0.79	0.73
Knowledge development	3.38	0.825	0.62	0.72	0.74
Culture management	3.97	0.689	0.62	0.87	0.70
Strategic lenses	3.81	0.562	0.55	0.73	0.85
Transformational leadership	3.94	0.674	0.56	0.75	0.83

Table 3: Model fitness

Fitness indices	Measurement model	Structural model	Cut-off
χ^2/df	2.826	3.753	≤5.00
GFI	0.916	0.964	≥0.90
CFI	0.921	0.938	≥0.90
TLI	0.902	0.897	≥0.90
RMSEA	0.077	0.095	≤0.08

of "confirmatory factor analysis" using AMOS 21. The method of maximum likelihood estimation was examined to estimate the model parameters, and variance-covariance matric. Generally, it is suggested to consider key various fitness indices to assess the model fit of indices. As shown in Figure 2, these indices include Chi-square/df (χ^2/df), the root mean square error of approximation (RMSEA), goodness-of-fit index (GFI), Tucker Lewis index (TLI) and comparative fit index (CFI) (Hair et al., 2014).

They illustrate that the model fitness for both measurement and structural models is valid. Hair et al. (2014), indicated that the reliability and validity e.g., convergent and discriminant validity are used based on the measure of composite reliability (CR) and average variance extracted (AVE). The acceptable results of the discriminant validity" is calculated by the square root of the AVE of the construct that should be more than their correlation, while the reliability through CR above 0.7, and AVE above 0.5. The findings revealed sufficient reliability and validity.

Table 4: Discriminant validity

Variables	GOV	DQ	ST	SD	TD	OD	GRO	COS	BENE
TI	0.74								
AI	0.44	0.75							
OI	0.55	0.46	0.76						
SE	0.63	0.61	0.54	0.77					
RM	0.76	0.55	0.48	0.46	0.76				
KD	0.72	0.61	0.59	0.59	0.48	0.78			
CM	0.54	0.37	0.47	0.65	0.50	0.45	0.78		
SL	0.55	0.65	0.37	0.43	0.61	0.53	0.57	0.74	
TL	0.67	0.75	0.43	0.41	0.34	0.40	0.64	0.44	0.74

TI: Technological innovation, AI: Administrative innovation, OI: Organizational innovation, SE: Stakeholder engagement, RM: Resource mobilization, KD: Knowledge management, CM: Culture management, SL: Strategic lenses, TL: Transformational leadership

Table 5: Hypotheses testing

Hypothesis	Path	Patch coefficient	Result
H_1	SL →OI	0.37	Supported

Table 6: Moderator analysis

Relation	Moderator	Hypothesis	P-value	Result
(SL →OI) * TL	TL	H_2	0.03	Supported

4.4. Discriminant Validity

As shown in Table 4, the study further evaluated the discriminant validity of all the first-order constructs. Using the Fornell and Larcker criterion (Fornell and Larcker, 1981), the findings show that the square roots of all the AVEs are greater than the corresponding bifactor correlation coefficients. It confirms the discriminant validity of the constructs.

4.5. Structural Model

As shown in Table 5, and Figure 3, the next step is assessing the structural model in order to validate the hypothesized relations among the model's constructs. The given results indicated that strategic lenses to organizational innovation was significant, with variance explained 41% (R^2) in the organizational innovation (H_1 supported).

4.6. Moderation Analysis

As shown in Table 6, and Figure 4, for estimating the effects of the moderator, transformational leadership (TL) is covered by H_2. This analysis has been done with the approach of bootstrapping with consideration of 5,000 resamples for ascertaining the P-value differences on the effects of the moderator, transformational leadership on the relationship between strategic lenses and organizational innovation. The effect of the moderator is perceived to be significant if the difference in values for the moderator become <0.05. The hypothesis H_2 was found significant as possesses $P < 0.05$. However, when transformational leadership interact with strategic lenses, there is a significant relationship between interaction variable and organizational innovation. Particularly, ($P < 0.05$), which implies that it evidences that the

Figure 2: Measurement model

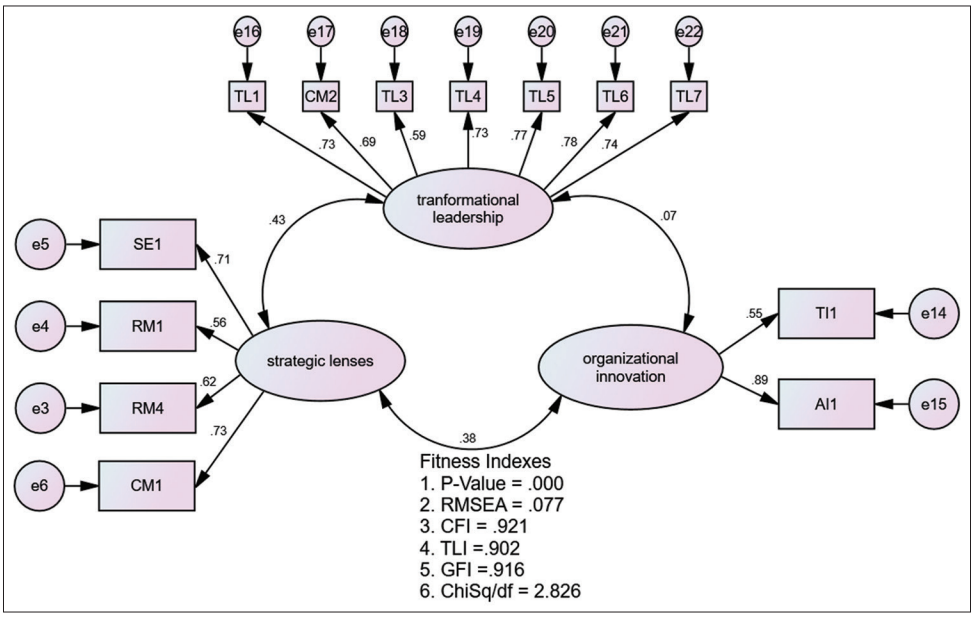


Figure 3: Structural model

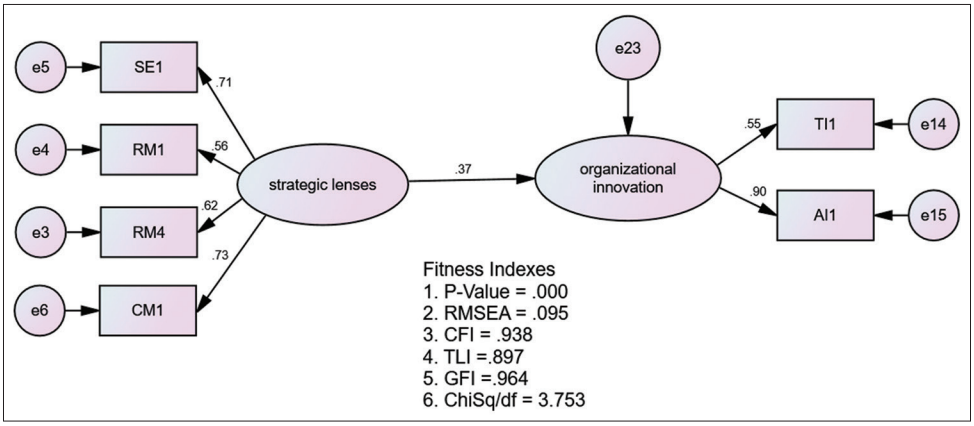
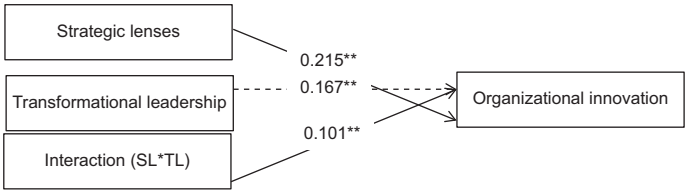


Figure 4: The moderating effect of transformational leadership



interaction variable (transformational leadership and strategic lenses) influences organizational innovation.

5. DISCUSSION

The study findings confirmed an effect of the strategic lenses through the several stated dimension on the organizational innovation, and where the value of the positive change is one unit, the count gives rise to the strategy. Science of the level of the application field is to increase the level of innovation in services at (0.37%). Based on the results, it is clear a good level of effect on the innovation performance of the telecommunication companies, and they concern with exploring the field of its innovation in services and process. Undoubtedly, the companies are interested in partnering with their key stakeholders, and interest of their customers, suppliers, etc., to develop tacit and apparent knowledge, as well as disseminate mobilize the various resources and manage the culture in a way that protects the goals of the company (Berry and Shabana, 2020).

The strategic lenses concerns with having a close look at problems and challenges from multiple different angles. This definitely can help in understanding the influence of learning about the different aspects of the organization and society. The strategy for promoting diversity seeks to stimulate innovation (Conteh, 2020). The frequent use of strategic tools enhances the organization's flexibility and its ability to adapt to changing and evolving challenges. This result supported the notion that identifying potential risks and evaluating the positive and negative impacts of different innovative performance that also requires fruitful cooperation between various stakeholders within the organization to enhance the organization's innovation (Hussein, 2023). The culture of innovation also plays an important role in enhancing the innovation strength of the organization and encourages new interpretation and support the innovative projects.

The results supported the ways that the company's management to pay attention to the stakeholders engagement and mobilize its organizational resources in a way that represents the science of developing knowledge and adapting its culture to advance its long-term goals (Sánchez Ramírez et al., 2022). The strategic lenses are visual tool that is important in reviving and enhancing innovative performance. Moreover, the company wants to increase the level of its innovative senses of the stakeholder e.g., employees in some of its aspects (organizational, stylistic, service, and process). It must focus on engaging stakeholders such as your factories, suppliers, etc., and developing knowledge. Mobilizing and distributing resources in a healthy manner, in addition to managing the density in a way that achieves the goals that the company supports in order to achieve it in the future and long term (Clarke et al., 2018).

Accordingly, the findings stand in line with the literature that emphasized a need to consider the strategic objectives as part of the long-term project, which aims to protect long-term sustainable innovation (Colakoglu et al., 2019). The transformational leadership approved a great role in many studies researchers and has become one of the most famous leadership theories within modern approaches to leadership. Researchers have discussed the factors that gave it this importance, which can be summarized the role of transformational leadership that does not exclusively monopolize power, but rather seeks to delegate important authorities and empower individuals (Løvaas et al., 2020). It also works to develop individuals' skills and enhance their self-confidence, and works to create self-reliant groups. The qualities of transformational leadership have an important impact on the perceptions, commitments, and performance of followers at various levels of the organization (Afsar and Umrani, 2020).

For stakeholder engagement, the company becomes more mature and serves a wider community, it needs continuous support and supply, and support of the skilled employees, funders, suppliers, and other resources that will help to carry out its work. It is about making the organization connected to a broad group of stakeholders e.g., suppliers, employees, countries and other stakeholders, who have an interest in the continuation of the organization's business (Alsaqal and Ahmed, 2022). Similarly, the company that design their strategies without stakeholder input and input are often criticized because their strategies are poorly supported and ineffective. The knowledge development

refers to a holistic process that helps the organization identify, select, arrange, organize, and collect important and specialized information. It is a vision-driven business strategy that transforms knowledge and knowledge into a productive and practical business strategy (Hussain and Atiyah, 2019). Understanding knowledge is of paramount importance to the organization, and developing a knowledge management process that captures opportunities to the organization that is important strategic factor for competition.

The results also emphasized that the culture of an organization is created along the lines of management, which has distinct characteristics and is different from the culture of other similar organizations. It brings together the efforts of all employees to protect the common goals of the organization, building the spiritual, emotional and cultural values of individuals (Qaddoriy and Humaid, 2019). Organizational culture is shared, socially constructed, extends across organizational generations, and contains multiple medical knowledge. It is a broad scope that is difficult for many academics and practitioners, but it seems somewhat exciting and mysterious in terms of the ability of organizational innovation in culture management. It adds the strategic characteristics of the organization through the framework and the interpretation of phenomena through an effective culture that is compatible with components of the organizational content and issues related to the culture of the organization (Ahmad, 2021).

In addition, the results indicated that the company to carry out its work, it needs a pool of different resources, and since the implementation of a strategy is as important as its design, the organization knows how to deploy all its resources to implement the parts of the strategy professionally (Enrico and Soetjipto, 2022). And this helps to avoid the potential deviation that may occur, thus considering that the organization's resources are abundant, and assuming that strategic implementation necessarily requires resources mobilization. This strategic lens provides a clear evidence to the organization about what resources are required, and how to provide them to avoid excessive waste of them, and the impact of strategic issues to determine the priorities for mobilizing resources (Johnson et al., 2011). It also assists the organization to provide alternatives for resources that are not available, or that are on hand overnight, to meet strategic requirements and to understand the best way to combine resources and produce a strategy based on resources.

6. CONCLUSION AND IMPLICATIONS

Today's companies are facing increasing challenges during technological advancement and global competition. This is a rapid, unprecedented change that requires effective strategy design so that the organization can survive and remain a leadership practice. In addition to other things, it has the ability to teach strategic ways and method in an innovative way that goes beyond the limited view of society, and it is one of the assets that is difficult to reproduce. Since the researchers have argued that the potential involved in the science of designing strategic lenses to understand the aspects of the internal and external environment of the organization. The leaders undertake this issue carefully by developing a strategy based on the science of pragmatic forecasting, and making it the basis of the knowledge of work in an ambiguous environment that encourages innovation.

The managers and leaders can be empowered in the dynamic business environment, which is rapidly changing, complex and conflicting and be taught to develop a strategy to be prepared for ongoing changes, and not to develop and maintain the knowledge of limited resources, and innovative culture. The course wants the company to play an important role in motivating teams and encouraging them to interpret innovatively and implement leadership styles to support the creative performance of their organizations. The strategic plans are relatively high level of know-how available, which indicates the presence of sufficient interest in strategic interpretation and planning within the company that encourages innovation and leadership practices in providing new ideas.

6.1. Theoretical Implication

The current research framework classified the company's environmental strategies and considered the strategic choices and resource-based view theory for various stakeholder strategic purposes. The study also applied the stakeholder purpose to the resource-based view theoretical lens. As the findings interpretation can help uncover the significant potential gaps within the literature. The study through the theory of leadership addresses the multi-lens perspective in an integrative framework to offer a further review about the leadership roles in the literature. Since the stakeholders in the contemporary studies are required to be more engaged and involved in organization decisions and strategies to strengthen the operations and decisions of the company, and hence practice suitable leadership style with a view that importantly improve the regular process and enhance information sharing with a great responsiveness into the environmental factors.

6.2. Practical Implication

The study proposed that managers of firms should gain a comprehensive understanding of strategic lenses in order to actively modify the strategic directions of their companies. By examining the strategy through multiple lenses, managers may effectively assess the situations at hand. The managers must adopt a multi-faceted approach in examining the strategic development concerns of the business. This entails considering several perspectives to identify and address new difficulties and problems, employing diverse strategies to overcome these issues. The findings call the companies to take the possible risks in different projects to enter the activities and operations at different internal and external levels. To aspire the innovation and competitiveness, the leaders may depend on analyzing the interrelations between resources and stakeholder to diversify the core values and develop the services with customer satisfaction. For proactive approach, the company leadership also need to continuously search for new quick responses to the changing environmental practices and trends that significantly influence the business environment.

6.3. Limitations and Research Directions

The study framework was classified based on the strategic purposes to identify the missing links, contradiction and classifications. The literature test some part of one of the model addressed in this

study, thus more studies needs to conduct which all conceptual constructs are included for fully understand the relations. This may conduct by using new statistical procedures and tests that could include mediation, as this type of studies are important for scholars to gain more understanding of this topic and respective constructs. The future research directions may include basis on the provided findings continue the researches that are initiated in the previous literature. Therefore, the need for further studies would expand the knowledge base on the effects of strategic lenses on important aspects and factors of the organization objectives and outcomes. It would also build upon the study findings to address the limitations by constructing the same study in a new context, industry, or sample.

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