

# **Factors influencing the sustainable development of organizations**

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### Statement of Authenticity

I have read the University of Gloucestershire's Handbook of Research Ethics and regulations relating to plagiarism and certify that this research is all my own work and does not contain any unacknowledged work from any other sources.

I also declare that the work in this research was carried out in accordance with the regulations of the University of Gloucestershire<sup>1</sup> and is original except where indicated by specific reference in the text. No part of the research has been submitted as part of any other academic award. The research has not been presented to any other education institution in the United Kingdom or overseas.

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## **Abstract**

Today's organizations face various challenges that put them at unknown cross-roads full of opportunities as well as hazards.

The field of sustainable development has generated a large and growing body of academic literature. However, there is a scarcity of those academic studies relating to the sustainable development of organizations (SDO). It is this gap in knowledge that this research has sought to address and fill by setting out to answer the question as to what factors have been found by scholars of relevant literature to influence SDO.

A developed model of systematic review (SR) methodology has been applied in this research. This model comprises phases, criteria, terms and procedures, as well as unpacking the different contexts related to the findings of each reviewed study.

71 relevant studies have been included in the systematic review processes. The search included any academic literature relating to the subject, written in English and published between 1990 and 2011.

The factors resulting from the systematic review of relevant studies have been categorized into themes. These factors have then been discussed and identified, and the schools of thought, cultural and business contexts have been taken into consideration.

73 factors influencing SDO are identified in this research. Overall conclusions of the categorization and understanding of different factors of different themes are shown, discussed and illustrated in the last chapter. Some factors appeared in the reviewed studies more frequently than others, and have thus been classified as 'very important factors'. They include leadership; employees' motivation, reward and satisfaction; satisfying (and excellent services for) customers; innovation; clear mission and vision; employees' involvement and participation, and HR development and activities. Other factors appeared less frequently, but are still considered important factors, while many factors appeared only once or twice in the reviewed studies and have therefore been classified as less important. The implications of the influence of the identified important factors, as well as their relationships and contexts, are discussed showing that for an organization to strive toward SDO, an integrated continuous implementation of at least all the very important factors is required.

The theoretical contribution this research has made to the existing body of knowledge is that it is the first academic research to systematically search for and review the factors found by scholars of relevant studies to influence SDO which have not been identified before, providing a new and further understanding of the above mentioned factors. The term SDO (defined as the continuous and long-term development and success of organizations) is also being used and raised for the first time in respect of organizations in a general, rather than environmental context. The methodological contribution is the developed SR model mentioned above. The practical contribution is to provide leaders of different organizations with new and further understanding of the implications and relationships of the factors that influence SDO.

Finally, further possible directions for future research (such as relationships between schools and factors or cultural specific studies) and research limitations (i.e. the above mentioned inclusion terms) have been indicated.

بسم الله الرحمن الرحيم

In the Name of Allah, the Most Gracious, the Most Merciful

## DEDICATION

Praise be to Allah The Cherisher and Sustainer of the Worlds, for giving me the ability, the strength and the perseverance to conduct and complete this thesis; and Peace and Prayers be upon his loyal Prophet Muhammad, who guided us to the ways of welfare and peace.

It gives me great pleasure to dedicate this humble effort to...

- My beloved parents, Luloa Abdullah AlSudais and Abdullatif Abdullah AlAqeel, who brought me up from infancy, prayed much for my sake, and presented me with everything that is good, and whom I will never ever be able to honourably repay my debt to them as long as I live.
- My beloved family; my wife Wafaa Muhammad AlKhalifah and my sons Sohail and Sohaib, who have shared my hardships in conducting this thesis and whose support had a great role in accomplishing this work.
- Every leader who seeks sustainable success and development of the organization which he/she leads.
- Every management advisor/consultant who assumes the task of developing the business of any organization, or searches methods for the solution of its problems.

I pray Allah Almighty that my dear readers will find this research appealing and acceptable.

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# **Chapter one:**

## **Introduction**

The introductory chapter aims at presenting the major theoretical discussion underpinning this research.

The discussion and argument in the sections of this chapter underpin the research subject; show the different realities and meanings of sustainable development and sustainability, the gap of knowledge in the research subject and the significance of this research; and determine the research question and objectives.

**Section 1-1:**  
**Conceptual framework – discussion of the context of the concept reviewed and identifying the gap of (and contribution to) knowledge**

**1-1-1 Sustainability and Sustainable Development (SD)**

The field of sustainable development (SD) or sustainability has generated a large and growing body of academic literature (Wikström, 2010), but there is a scarcity of academic studies relating to the sustainable development of organizations (SDO); evidence for this has been shown in chapter four in addition to the argument in this section. See Figure 1.

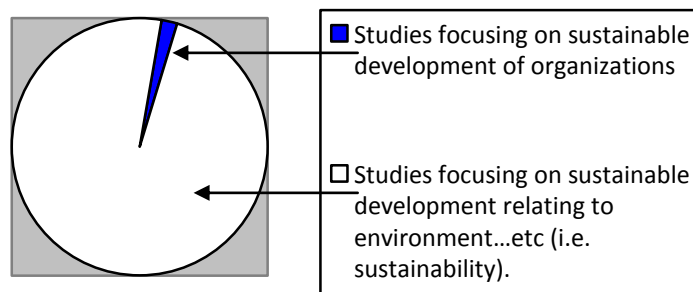


Figure 1. Illustration of studies on sustainability and sustainable development of organizations

From a linguistic point of view, the word 'sustainable' has two meanings: '*sustainable (adj) 1) able to continue without causing damage to the environment 2) able to continue for a long time*' (Longman, 2007: 1675-1676) and '*sustain (v) 'keep something going over time or continuously*' in Concise Oxford Dictionary (Soanes and Stevenson, 2004: 1452).

Yet, the term 'Sustainable Development of Organizations (SDO)' remains nebulous and requires further academic attention and understanding.

For the purposes of this research, the term "sustainable development of organizations (SDO)" is defined as: "the continuous and long-term development and success of organizations. It focuses on the sustainable development in respect of organizations in a general, rather than environmental context". It is noted that Maltz et al. (2003) consider sustainable success almost synonymous with on-going (continuous) success.

The word “organization” in this research means any foundation or firm whether private or public and whether large or small-medium; thus, any kind of foundation, body or firm can be seen as an "organization" wherever the word “organization” is mentioned in this research.

As long as there are people and organizations, there will be a need and continuous striving to find a better way of doing things, to survive as well as toward sustainable success and development in the future. In other words, as indicated by some researchers, there is a continuous global objective and striving for sustainable environmental, social and economic development (Djoghla, 2006; Gloet, 2006) whether for individuals, societies or organizations (Brandon, 1999; Wirtenberg et al., 2007; Signitzer and Prexl, 2008).

“Among climate scientists, there is no longer any serious debate about whether greenhouse gas emissions from human activity are altering the earth’s climate. According to the fourth assessment report of [the] Intergovernmental Panel on Climate Change (IPCC 2007), the likelihood of this effect is over 90 percent.” (Spence and Leipziger, 2010: 247).

The increasing concern about the global environmental, social and economic future has prompted many researchers and academic scholars, as well as civil society institutions, to search for the causes of the deterioration in these areas (Hesan, 2001; Djoghla, 2006; Gloet, 2006).

Although there are an increasing number of environmental or sustainability related studies (Wikström, 2010), sustainable development has been understood in various ways by a variety of scholars from different disciplines, and the terms "sustainability" and "sustainable development (SD)" mean, according to Wirtenberg et al. (2007), different things to different people and have different definitions according to Wikström (2010). However, sustainability and sustainable development are commonly used to indicate the long-term and continuous development that considers future concerns. For instance,

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987: 43).

Brandon (1999: 392) comments on the word 'needs' mentioned in the World Commission on Environment and Development (WCED) definition, stating that "the problem with this definition is that 'needs' is left undefined - does it extend beyond survival and if so, by how much?"

The importance of this global debate for how organizations of all kinds should confront new economic, social and political challenges in a time of ecological (and also financial) crisis and climate change cannot be overstated (Brandon, 1999; Djoghla, 2006).

As a result of such concerns and environmental challenges, the question and concept of 'sustainability' for the environment and later in the organizations has emerged and grown over the last two decades as a subject of paramount importance to governments, policy makers, environmental and social aid agencies (Brandon, 1999; Djoghla, 2006; Signitzer and Prexl, 2008).

Ten years ago, CEOs were sceptical that the 'sustainability' agenda would benefit their business or, indeed, the bottom line. Now they think differently and many appear to have changed their views. The United Nations Global Compact-Accenture 2010 CEO study, for example, shows that 93% of CEOs believe sustainability will be critical to the future success of their companies. 80% believe a tipping point will be reached within the next 15 years, where sustainability will be embedded in the core business strategies of most companies, and 54% believe this point could occur within the next decade (Lacy et al., 2010).

Such emergent history of SD research and scholarship related to the environment and other related concerns, is explicitly explained in the following statement:

“The Brundtland Commission, established in 1983 by the Secretary-General of the United Nations, can be credited with popularising the concept of sustainable development. The report by the former Prime Minister of Norway, published in 1987 and entitled *Our Common Future*, defines sustainable development as “development which meets today’s needs without compromising the ability of future generations to meet theirs”. The concept of sustainable development aims to reconcile social and economic development, environmental protection and the conservation of natural resources. Thus, sustainable development has three objectives: environmental integrity, equity between nations, individuals and generations, and economic effectiveness and efficiency” (Djoghla, 2006: 211).

In this regard, Wikström (2010) also argues that early definitions of sustainability started mainly from a macro-level perspective and were concerned with predicting sustainable levels of extraction of natural resources and how to control economic production and consumption. He states further that the history of sustainability began with an interest in securing natural resources, before moving on to consider 'its chief target' future generations. He also indicates that organizations came to be regarded as a means to establish sustainable conditions.

This explains the current state of the vast majority of academic studies on SD that appear to have focused on SD relating to environment (often referred to as sustainability or business for sustainability as has been shown earlier) and other related issues such as agriculture, energy and livelihoods, as demonstrated in chapter four. As an example, Gloet (2006: 402) states:

“Awareness of the significance of sustainability is growing rapidly, with particular emphasis on sustainable development as an area of concern. Issues related to sustainability crosscut many boundaries, as they are both trans-disciplinary and trans-organisational in nature. The notion of sustainability operates at the economic, social and environmental level and is driven by a concern for development and growth that is underpinned by a sense of social responsibility.”

The environmental, social and economic dimensions of the sustainability topic have also been explicitly expressed in Signitzer and Prexl's (2008) article, which aims to frame the role of communication in corporate sustainability processes. Signitzer and Prexl (2008: 2&3) argue that at the company level, sustainable development is equivalent to the term corporate sustainability. It is defined as 'a relative concept that describes the planned and strategic management processes of working towards a balance of economic, social, and environmental goals and values.'

From a business perspective (i.e. private sector), Wirtenberg et al. (2007: 11) define sustainability as a 'company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental and social opportunities into its business strategies'.

Similarly, Wikström (2010: 100) states that 'from a business point of view sustainability can be defined as: the ability of a company to make profits while sustaining the environment'. Wikström's study on samples of Australian and Swedish organizations shows that from the organizational perspective sustainability was approached in two general ways; organization for sustainability and sustainable business/organization. Organization for sustainability considers environmental and social concerns, making sustainability 'an end reaching beyond the scope of the organization.'

A sustainable business/organization is:

"mainly concerned with traditional business management and used to denote an ambition to find means that will make the organization or business last. But because of the history of the concept it also opens up for possibilities to link environmental and social issues as input to managerial decisions on which measures should be taken to make the organization or business last."  
(Wikström, 2010: 105)

The above briefly mentioned perspectives on the sustainability agenda show that much mainstream research is focused on ‘macro’ issues such as the environment, global long-term development, energy and other related concerns. These issues are of immense importance for any debate on sustainability; however, these macro issues lie beyond the scope of this research.

What remains under-researched and needs deeper understanding is what are the leadership and management factors that influence and contribute to the sustainable development of organizations (SDO)? Based on this, the research question and objectives have been determined in section 1-2 of this chapter.

This research was not, therefore, interested in nor focused on and did not consider studies which related the sustainability agenda to environmental, energy and other related subjects shown in chapter four, vitally important though these are. This is because such subjects have been deeply studied over the last two decades and are still on-going throughout the world, while studies related to the SD of organizations are still very scarce (as indicated in chapter four, Table 3 notes). In addition, the researcher has worked in senior positions in different organizations and provided consultancies to others and, therefore, wished to develop further his understanding of factors that influence the SDO and to share with others this understanding.

This research aims to understand the nature of the factors that have been found in academic literature on leadership and management to influence SDO. These factors seem to have been addressed in multiple ways over the years of development of leadership and management theory reflected in many different schools of thought, which according to AlMuneef (1999), Holt (1999) and Dervitsiotis (2002) have emerged and developed over the last hundred years or so and contributed to the body of literature on the development of organizations.

Some researchers, such as Haijan (1994) and Drucker (2000), have indicated that these schools of thought about leadership and management in organizations differ whether in their philosophy or application or consequences. Each school focuses on different aspects of organizations and constructs leadership and management terms in different ways. These debates has been highlighted in chapter two (i.e. Schools of management thought).



On the other hand, some researchers argue that organizations' senior managers (leaders) and human resources generally (Gloet, 2006) have a crucial role and extraordinary power (Cohen, 1990; Pfeffer, 1995; Hogan, 2004) in the sustainable development and survival or failure of any organization as well as in affecting all its functions (Townsend and Gebhard, 1997; Shin, 1999). Moreover, some other researchers have indicated that understanding the influences on the sustainability and sustainable development of organizations has long excited the interest of scholars, researchers, businesses and the general public alike (Yukl, 1994; Terry, 1995; Kanji, 2008; Turnbull, 2008).

Leaders (senior managers) of any organization often believe that certain leadership and management factors (Shin, 1999) are vital in ensuring sustainable development of the organizations' people (Low and Kim, 2006). This view helps to explain the differentiation in the development of organizations, to which Drucker (2000: 110) refers in the following statement: 'the only thing that differentiates between the one establishment and the other in any specified field is the quality of its leadership and management at all levels'.

According to this research, SDO is not possible through the implementation of single factors but through the combination of many factors of leadership and those of management. 'Management and leadership are correlated; no one of them can act effectively without the other. Thus, leadership has become the target and management remains the means.' (AlMuneef, 1999: 430).

In addition, according to the arguments in some reviewed literature, many factors suggested to lead to the development of any organization might be of limited and/or short term impact on the development of that organization unless those factors are considered together, in order to be able to lead to sustainable development of that organization. Such arguments have also been suggested by a range of scholars, for example: Hitt et al., 1994; AlMuneef, 1999; Darling, 1999; Drucker, 2000; Bonn, 2000; Hui and Chuan, 2002; Dervitsiotis, 2002; Weymes, 2003. Their arguments are discussed in chapter five which discusses the identified themes and factors as well as in chapter six which discusses the overall conclusions of this research.

Furthermore, the time dimension of sustainable (continuous or long-term) development and success of organizations needs to be clarified.

As a conceptual boundary, based on the reviewed literature, many researchers and authors -when using the terms sustainable or long-term development or other terms such as success/successful or

top organizations, firms or companies (particularly for private ones)- indicate a minimum period of ten years, as per Rowden's study (1995) for example, or two decades or more, as per Fleck (2009) for example, (this research found it to be at least ten years, and a continuous, rather than fixed, target), of accepted profits and/or products/services, or of generally sound finance, growth and survival. This can also be seen based on the period of time examined by some reviewed literature researchers. In addition, growth is not necessarily an essential indication, although it is, according to some scholars, often an indicator of sustainable or long-term development, particularly when it is accompanied by sustainable profits and/or products and/or generally sound finance, and survival. For instance, Davidsson (2009) and Fleck (2009) believe that growth is often an adequate indicator of the success of organizations. Growth as a factor found by some scholars to influence SDO is discussed in theme ten (No.4).

This issue is also discussed further in chapter five within the systematic review comprising the analysis and discussion of themes and the identified factors found by scholars to influence SDO.

Frank et al. (2007), based on a literature review, argue in favour of measuring sustainable development over a shorter period. They stated: 'The existence of a company after at least 3 years is a widely acknowledged success criterion.' (Frank et al., 2007: 247).

Similarly, Luk (1996) described successful small business firms as those that have been in business for at least three years. Korunka et al. (2010: 1034) also argued that:

"Medium-term survival, that is, surviving the emergent and adolescent phases of the business, is measured 3-4 years after the start of business activities. Long-term survival, or surviving the post-adolescent phase of the business, is measured approximately 8 years after the start of business activities."

In contrast with the above argument, some researchers do not believe in such time boundaries of sustainability of organizations. For example, Wikström (2010) claims that there is no consensus on what to sustain, what to develop and for how long.

Others, such as Heunks (1998), tried to provide a general but arguable description of success, particularly in the private sector. Heunks (1998: 263) defines success of an organization/firm as 'any sign of economic profitability, like growth, increasing productivity and profits'.

Based on this research, the time dimension of sustainable as well as success and development of organizations is a debatable issue and there is no agreed upon time dimension, in this respect, among different scholars of the systematically reviewed studies. The sustainable development and success of organizations is found, in this research, to be a continuous rather than a fixed target. This target can only be striven toward through the integrated continuous implementation of many factors all together.

### **1-1-2 Gap of knowledge and significance of this research**

According to the discussion in the previous section as well as a scoping search which is mentioned later, the library search found no previous research or study that has reviewed the factors that influence SDO based on academic literature on leadership and management whether they have used a similar or different methodology.

There is, indeed, a scarcity of academic studies that have focused on SDO, are not based on a specific school, did not have previous assumptions, and have been conducted in a systematic manner.

This research aims to fill this gap of knowledge by a systematic search for and review of the factors that have been found by scholars of academic literature on leadership and management to influence SDO and to make a contribution to the field of sustainable development of organizations.

Much of the current literature relating to the factors influencing SDO is focused on what is known as ‘success factors’ or ‘business/organizational excellence’ on which debates are on-going. On the other hand, most existing literature in this respect is either in the form of practitioner or consultant books or practitioner or consultant articles based on ‘personal observation, views and experience’ or ‘anecdotal evidence’ or scarce (i.e. very few) academic studies focusing partially on one, or some, factors in specific organization(s) (examples are mentioned hereafter). Although most of this literature (i.e. practitioner or consultant books or articles) might not convince academic scholars and communities, some practitioners believe that some of this literature has considerable influence and has provided critical insights for them and their organizations as a result of first-hand experience. Generally, there is no research-based evidence for such influence and insights, but publishers, authors and selected readers usually try to express such influence using brief and exciting words either on the cover and first pages or in the introduction of such books and articles.

Examples of such practitioner or consultant books based on 'personal observation, views and/or experience' or 'anecdotal evidence' are Stubbs (1998) 'A Recipe for Non-Profit Success -Managing the Linkages and Key Elements of Successful Organizations'; Zenger (1999) '22 Management Secrets to Achieve More with Less'; Peters and Waterman (1999) 'In Search of Excellence - Lessons from America's Best-Run Companies' and Hartley (2000) 'Management Mistakes and Successes'.

Examples of such practitioner or consultant articles based on 'personal observation, view and/or experience' or 'anecdotal evidence' are Watson (1991) 'Doing What's Right and Doing Well in Business'; Benjamin et al., (1994) 'Creating the Climate and Culture of Success'; Tarantino (2007) 'Organizational Success = "4 + 2"' and Johnson (2008) 'Creating Success During A Downturn In The Economy'.

The few academic studies that discussed sustainable development or success of organizations were conducted within a limited scale or from a limited perspective and were partial or specific in respect of the entire organization and cultural contexts. These studies have focused on one or some factors in specific organization(s).

To show how this research is different in respect of providing a new and different understanding of the factors influencing SDO, examples of these few academic studies relating to sustainable development or success of organizations are explored and critiqued in the following paragraphs. For instance, studies carried out by Kanji (2005) and Hackney et al. (2006) are conducted from a limited perspective and are partial.

Kanji (2005) developed what he called "Kanji's Business Excellence Measurement System" (KBEMS). His study emphasizes the role of leadership and top managers (leaders), existing organizational values, assessment methodologies and developing human resources in effective quality improvement and Business Excellence. According to the conclusions of this research, his study did not cover certain factors that are considered to be no less important such as vision; customer and employees satisfaction; employees selection, motivation and participation. In addition, it is based on the Business Excellence school, which is derived from the Total Quality Management school (TQM).

Hackney et al.'s (2006) study focused on a single industry (i.e. grocery businesses) and on only a narrow range of factors that they considered the key to a sustainable advantage and growth model. These factors include interactions with consumers, online presence and technological innovation. According to the conclusions of this research, their study did not cover other factors (e.g. leadership, human resources issues, and vision) and did not address the cost or the impacts of such growth or how it appeared.

Other academic studies relating to 'success factors' or 'business/organizational excellence' are also partial or specific. Examples are:

- Rowden's (1995) study which focused only on one specific factor related to human resources 'The Role of Human Resource Development';
- Heunks's (1998) study 'Innovation, creativity and success' is also partial because it did not indicate the role of leadership, customer satisfaction or vision but explored the innovation factor only in small and medium-size firms;
- Silverthorne's (2001) study 'Situational leadership style as a predictor of success and productivity among Taiwanese business organizations' is specific in terms of country characteristics as well as the style or school. In addition, it does not cover innovation and HR.;
- Hackney et al. (2006) also focused on a specific business in a specific culture 'The UK grocery business: towards a sustainable model for virtual markets'.;
- Rogers's (2004) study 'Capabilities for Sustainable Business Success' focused on reviewing and critiquing Professor Turner's ideas on organizational capabilities and organizational change. Rogers' study did not intend to discuss any other capabilities (such as leadership, HR, vision and customer satisfactions, for examples) out of Tuner's ideas.
- Pajunen (2006) explored 'Stakeholder Influences in Organizational Survival' as a specific factor.
- Similarly, in respect of either being partial or specific, Fabling and Grimes's (2007) study 'Practice Makes Profit: Business Practices and Firm Success' focused on specific cultural-country characteristics of New Zealand firms;

The previous examples have not been explored for the purpose of criticizing them, as such focused and specified studies are important and necessary. The purpose is to show how this research is

different and important in searching for the different factors influencing SDO. In addition, it is to identify the important concepts and ideas underpinning this research.

Furthermore, prior to the main search and review process, an initial scoping search (i.e. exploration) of the available relevant literature was undertaken. Such a scoping search has been conducted before by some researchers, for example McDermott et al. (2004). The purpose of scoping search described in this research was to establish whether or not a systematic search, exploration and review of the research subject has been conducted before by any study.

Rudestam and Newton (1992) also emphasize the importance of an initial exploration of literature to have a clear idea of what is already known. Thus, the initial scoping search has shown that the original contribution to knowledge of this research would be valuable due to the wealth of literature on leadership and management that has not yet been systematically explored and reviewed in respect of the factors influencing SDO.

Moreover, according to the discussion in chapter five (i.e. Themes identification, analysis and discussion) and chapter six (i.e. Overall conclusions), for organizations to strive toward the desired sustainable development-success of their businesses, they need to know and implement many factors to be able to do so. This research aims to contribute to such knowledge by a systematic search for and review of these factors influencing SDO.

Thus, this is a serious literature-based research which has systematically searched for and reviewed the factors found by scholars of available academic literature on leadership and management related to SDO.

Particularly, organizations of today face a changing environment and a number of challenges (Pfeffer, 2007) that put them at unknown cross-roads full of opportunities as well as hazards. Consequently, such organizations and their leaders face real challenges in striving toward SDO.

The period covered by this research (1990-2011) was chosen because the last two decades preceding this research represent the era of sustainability as a subject which emerged and then spread out over the world at the end of the 1980s and in the beginning of the 1990s, as discussed in the previous section. In addition, this period was chosen to provide an initial boundary for the research work (Wisker, 2008). Furthermore, this period and the period preceding it, relates to a remarkable period

in world economic history according to Spence and Leipziger (2010), as well as to a political, economic, business and social challenge and/or crisis that, as indicated by Cox (2009), has infected nearly every industry and, according to Riaz (2009), is rapidly spreading across the world every day.

Petcharat, and Mula, (2010: 3) also indicate that:

“Nowadays, sustainable development reporting incorporating economic, social, and environmental performance is of significant concern to companies’ stakeholders. In addition, as the global financial crisis (GFC) has made it harder for organizations to act responsible[ly] in their reporting disclosures, companies could face difficulties in improving their financial/economic performance.”

Similarly, Spence and Leipziger (2010: 3) state: “Since the May 2008 release of the Growth Report, the world economy has been hit by an extraordinary series of shocks.”

However, Berkmen et al. (2009) indicate the differences in the crisis impact across developing countries and emerging markets. Berkmen et al. concluded that as more data becomes available and the global economy recovers, further research will be needed to understand more fully the effect of policy responses and other institutional and structural factors on the length of recessions in each country, as well as the size and speed of its recovery.

On the other hand, Spence and Leipziger (2010: 41) have raised another cause of the crisis, when they state:

“When we look at the academic tally, we can always blame ourselves for missing important insights and not being more farsighted than policy makers. We can even blame ourselves for being complicit in the intellectual atmosphere leading up to the current disaster.”

In this regard, it is hoped that this research has added some beneficial understanding to this important debate and provided a useful contribution to the discussion and literature concerning the present day challenges facing different organizations.

Thus, the need arose to fill this gap (Torgerson, 2003) through an extensive (Bell, 1999) search for and systematically review of the factors that influence SDO which have been found by scholars of accessibly available (Torgerson, 2003) academic literature on leadership and management. Therefore, the significance of this research stems from systematic searching for and review of such factors (including categorization and discussion undertaken in chapter five) as well as an endeavour to construct a body (McDermott et al., 2004) or categorization and understanding of the factors that influence SDO which has not been done before (Yukl, 1994; Kanji, 2008).

Such a search and review has resulted in constructing and drawing up the categorization and understanding (Torgerson, 2003; Rowley & Slack, 2004) of the factors that influence SDO that has not been done before.

As to the outcomes of search processes (shown in chapter four), this research, as well as its developed methodological details, seems to be the first academic research in its subject.

Having completed this research, it is hoped that its subject, significance, methodology and conclusions will provide some useful information for researchers and decision makers who are interested in understanding the factors influencing SDO as well as the systematic review method. It is also hoped that this research will provide useful information for leaders who are looking to better understand such factors to support their efforts in striving toward SDO for their organizations.

The research is expected to provide future researchers with information and a better understanding of the different perspectives on the factors influencing SDO.

However, it is not believed that this research has offered final fixed answers (Wisker, 2008) or generalizable results on the subject; indeed, it might have raised far more questions than it has provided answers.

Moreover, it is expected that this research will become a useful tool for interested scholars and practitioners, make a useful contribution to knowledge and meaning in on-going debates on the subject of SDO, entering a dialogue in the academic community (Wisker, 2008), whilst encouraging other researchers to conduct further studies on factors influencing SDO. Such further studies might ask other questions, explore other areas and issues (Wisker, 2008), include published literature in other languages, include non-academic studies, cover different periods, use different methodologies,



focus on specific parts or features of organizations and/or focus on specific culture or specific type of business (e.g. health organizations or some industrial organizations) etc. See Figure 2.

Wisker (2008: 59) states:

“You need a manageable-sized piece of research to do, in the time allowed, and to do it so that others can grasp what it set out to explore and ask, try out and discover, argue. Figure 5.1 illustrates the analogy of the slice of cake and reminds you ‘not to bite off more than you can chew’.”

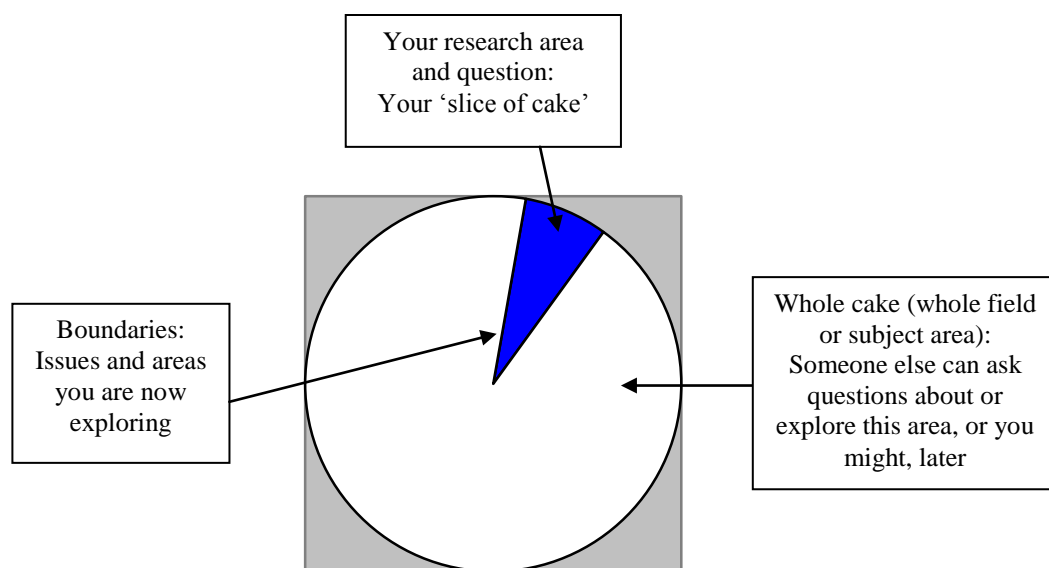


Figure 2. 'Figure 5.1 Your slice of the 'research cake'' (Wisker, 2008: 60).

## Epistemology

In the light of the previous discussion and the conclusions of the systematically reviewed literature discussed in chapter five (i.e. Themes identification, Analysis and Discussion), it has been argued by scholars of this literature that there are many factors that influence SDO. Such factors, however, are scattered across the academic literature on leadership and management, and have never been systematically reviewed.

Epistemologically, these factors and their potential influence on SDO were developed as a result of accumulated knowledge and experience of people and organizations. So, from an epistemological perspective, this research considers factors influencing SDO as phenomena that can be searched for, explored, categorized, critiqued and systematically reviewed and analysed to construct a new understanding of their influence and relationships.

"Epistemology is knowledge, most particularly of the ways in which different disciplines construct, interpret and represent knowledge in the world." (Wisker, 2008: 68).

Other academics have broadened the definition of epistemology. For instance, epistemology according to Saunders et al. (2007: 102) "concerns what constitutes acceptable knowledge in a field of study". Fouweather (2007, section one: 1) has defined epistemology as "the area of philosophy that deals with questions concerning knowledge and that considers various theories of knowledge. It is also the study of origin, nature and extent of knowledge."

From the epistemological aspect, this research seems to be (according to the scoping search discussed before) the first endeavour to systematically search for and review factors influencing SDO that are scattered across academic relevant literature.

This research is also of an exploratory nature that is derived from the belief in the need for systematic search for and review of such factors found by scholars of accessibly available academic literature, as recommended by Torgerson (2003), so long as they contribute to any aspect of SDO. Such a systematic review process involves categorization and understanding of the factors that influence SDO considering different epistemological viewpoints. Consequently, many themes and factors have been identified and discussed in chapter five.

Finally, this research, as any research in the social sciences, is by its nature an endeavour to contribute to the literature in the respective subject. Research in social science can by no means result in concrete convincing conclusions that convince the academic community as those in natural science (e.g. clinical and physical) research. Tranfield et al. (2003: 212) state: 'Whereas medical research enjoys considerable and extensive epistemological consensus, this is untrue of management research, in general.'

### **1-1-3 Research motivation**

The researcher has worked in many senior positions and organizations. He is also the author of an Arabic leadership management book (see Appendix 11). The book focuses on the subjects related to continuous success and development of organizations and their human resources. What remained for

his interest in this field was an academic study of the literature written in English on the subject of sustainable development of organizations.

So, the selection of the current topic emerged from an interest that developed over many years to study and understand the factors influencing SDO based on academic research.

The motivations for conducting the current research are similar to those of writing the above mentioned book, and are summarized in the following points:

- 1- Observation of the different and contradictory efforts of some organizations' managers intending to achieve success and development in their organizations.
- 2- Looking into difficulties and challenges that face organizations.
- 3- Dialogues with some of the professionals and practitioners involved in management and leadership, on the factors that might lead to success and development.
- 4- The previous three reasons have led to the interest in the subject of this research, which is reflected in the discussion of the gap of knowledge.

In academic terms, the researcher is familiar, through the writing of his book, with the literature on leadership, management and quality management. He therefore wished to develop his understanding of the factors that influence SDO. During this journey he has extended his knowledge of the research subject; developed further his understanding of factors that influence the SDO as well as strengthened his skills in conducting academic research and writing papers, inspiring him to seek to have his work published in a book.

#### **1-1-4 Research Structure**

The Structure of this research is as follows:

##### **1) Chapter One: Introduction**

This chapter discusses the conceptual framework, the context of concept reviewed, sustainability and sustainable development, underpinning this research subject, identified the gap in (and contribution to) knowledge, in addition to determining the research question and objectives.

## 2) Chapter Two: Schools of management thought

This chapter highlights the schools of management and leadership perspectives appeared in the included reviewed studies. Such perspectives have also been considered in the discussion of the identified factors in chapter five.

## 3) Chapter Three: The Methodology

In this chapter, the choosing, developing and designing an appropriate methodology and methodological details as well as developing a systematic review model are discussed. The model of Systematic Review (SR) developed for the first time in social research is discussed in this chapter.

## 4) Chapter Four: The outcome of systematic search for the search words in titles and abstracts. It consists of the complete summary of inclusion/exclusion terms; the used electronic databases, the outcomes of search processes.

## 5) Chapter Five: Themes identification, analysis and discussion.

This chapter includes all the themes and factors identified through the systematic review of the obtained relevant studies.

Through a systematic review of relevant studies, various themes (some themes comprised many factors and others one factor) have been identified. A systematic review comprise analysis and discussion of such factors and their possible contribution to SDO. The conclusions of the analysis and discussion of each theme are subsequently outlined at the end of each theme.

## 6) Chapter Six: overall Conclusions

This chapter consists of six sections as follows:

6-1: Overall summary.

6-2: Overall factors that influence SDO (Answering the research question).

6-3: Discussion of the achievement of the research objectives.

6-3-1 Prioritization categorization and its implications on the identified factors

6-3-2 The implications of the contextual relationships between the identified factors

- 6-3-3 The implications of the influence relationship between the identified factors
- 6-4: Identifying the contribution to knowledge.
  - 6-4-1 Theoretical contribution
  - 6-4-3 Methodological Contribution
  - 6-4-2 Practical contribution and managerial implications
- 6-5: Further directions for future research.
- 6-6: Limitations.

## **Section 1-2: Research Question and Research Objectives**

The discussion in the previous sections has underpinned this work and guided it to develop an appropriate research question and research objectives (Wisker, 2008).

It is crucial for good research to develop a researchable, as identified by (Rudestam and Newton, 1992), and specific and focused research question and research objectives, as identified by Torgerson (2003), Pai et al. (2004) and Wisker (2008).

The research question has been determined, finally, as follows:

What factors have been found by scholars of academic leadership and management literature to influence the sustainable development of organizations (SDO)?

The determined research objectives are as follows:

- 1- To systematically search for and review accessibly available relevant literature to extract the factors found by scholars of this literature to influence SDO. Such literature is academic, written in English and published during the period 1990 to 2011. The meaning of 'accessibly available relevant' has been shown in subsection 3-1-4 of the methodology chapter.
- 2- To develop a categorization and understanding of the factors that have been found by scholars to influence SDO.

As noted earlier, the research period (1990 to 2011) has been chosen because it represents the last twenty years preceding the research and provides an initial boundary for the research work as well as relating to a key period of international political, economic, business and social changes, as discussed in section 1-1 of this chapter. Based on the five keywords 'sustainable', 'development', 'leadership', 'management', and 'organization', the search words were developed and the search for the relevant literature was conducted as per discussion in section 4-1 of chapter 4.

To be within the conceptual and epistemological framework of the research discussed in the previous sections, the research objectives have intentionally avoided any statement or word that might involve the meaning of developing a general leadership and management school or developing a global sustainable leadership school or reviewing all leadership schools or theories. Instead, the main

objectives have focused on factors which scholars of relevant literature have found to influence SDO and not on the school of management thought itself. This has appeared in the determined research question and research objectives.

There are two logical reasons behind the previously focused-on objectives. The first, and most important reason, is that developing a general leadership and management school or developing a global sustainable leadership school or reviewing and critiquing all leadership and management schools or theories is not within the conceptual and epistemological framework of this research.

The second reason is that there are many definitions of, and many different perspectives on, the philosophy and application of every school provided by various authors and scholars as well as a lack of a commonly agreed-upon or universally single and accepted perspective and definition of any of the existing leadership and management schools and theories (Holt, 1999; Abu Bakar et al., 2011) and debate on these issues will continue and could go on for a long time. Moreover, it is a widely accepted view among different academic communities that it is extremely difficult either to develop a convincing general/universal leadership and management school/theory, as stressed by AlMuneef (1999) and Holt (1999), or to encompass all factors that influence the development of organizations that have been found by scholars of the global body of literature on leadership and management. This is not only due to it being beyond the capacity and scope of an academic research and the time frame for a PhD research (Rudestam and Newton, 1992), but also because it would require a massive effort by a team of academics and field experts.

The scope and area of this research is illustrated in Figure 3. This Figure shows that out of Sustainable Development Factors (SDF), this research focuses on Factors influencing the Sustainable Development of Organizations (FSDO), that have appeared in Leadership and Management Academic Literature (LMAL). Thus, RA illustrates the Research Area (i.e. factors found by scholars of academic leadership and management literature to influence SDO).

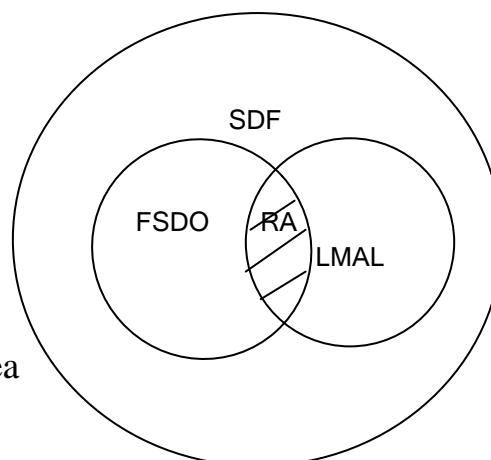


Figure 3. The research area

## **Summary of Chapter One**

At the beginning of this introductory chapter, the sustainable development (SD) or 'sustainability' which focuses on environmental related issues and concerns, and the sustainable development of organizations (SDO) have been discussed in section (1-1-1) including sustainability implications for SDO and the need for further research. It has been shown that there are large number of studies discussing the different aspects of SD, but a scarcity of those academic studies relating to sustainable (continuous and long-term) development of organizations (SDO).

This has led to a discussion of the gap of knowledge section (1-1-2) which indicates that this research aims to study the factors that have been found by scholars of relevant academic literature on leadership and management to influence SDO which have not been studied before. It has also been shown that there is no previous academic research which has been conducted in this subject. The researcher is interested to fill this gap of knowledge and to make a contribution to the field of sustainable development of organizations.

Research motivations are stated in section (1-1-3) and the research structure is illustrated in section (1-1-4).

Based on the above, discussion and identification of the gap of knowledge has resulted in determining the research question and the research objectives in section (1-2).

Determination of the research question and objectives has led to the methodology chapter (chapter three) including the methodological details that have been developed and are discussed guided by chapter one's discussion and argument.

In the following chapter, schools of management thought and their relationship to the research are highlighted.



## **Chapter two:**

### **Schools of management thought**

## **2-1 Introduction**

The systematic review processes including analysis and discussion of the identified factors related to the different themes in chapter five (i.e. Themes identification, analysis and discussion) show that many reviewed studies have been conducted from different management school perspectives or leadership perspective.

Moreover, as discussed in section 1-1 of chapter one, factors influencing SDO seem to have been produced by relevant reviewed literature in multiple ways over the years of development of leadership and management theory represented by many different schools of management thought. Such schools, according to AlMuneef (1999); Holt (1999) and Dervitsiotis (2002), have been developed over the last hundred years and contributed to the body of literature on the development of organizations as well as on leadership and management literature.

Therefore, this chapter aims to highlight schools of management thought, where each school has contributed to the global body of literature on leadership and management as well as to the subject of development of organizations.

The available definitions of schools of management thought that have appeared in the reviewed studies are highlighted in this chapter.

Due to the diversity of definitions of each school among scholars and literature, as discussed later, such highlighting is mainly based on the available views and definitions provided by scholars of the reviewed studies in chapter five. This is to maintain the consistency between what is discussed in this chapter and what has been found by these scholars in chapter five. However, some views from other sources have been addressed as appropriate.

It is not the purpose of this chapter or the research objectives to discuss and critique in detail the whole argument and debate about schools of management thought, which is out the scope of this research and objectives as previously stated in section 1-2 of chapter one. Instead the purpose is to provide the reader with a brief outline of such schools of management which appeared in the reviewed studies and the definitions and different views presented in these studies. The reader can then link the contextual understanding of the analysed and discussed factors (in chapter five) relating to a certain school of thought with what is highlighted about that school in this chapter.

Furthermore, it is important to indicate that this chapter is useful in providing a greater understanding of the identified factors in the overall conclusions drawn at the end of this research (i.e. chapter six). It is particularly useful in shedding light on the factors' contexts and the theoretical relationships and implications as well as in opening up some important directions for future research.

## **2-2 An overview of schools of management thought**

Ofori-Dankwa and Julian (2005) point to the influence of contextual factors in the evolution of schools of management thought and on the judgments made by scholars regarding the merit of a specific school. Ofori-Dankwa and Julian (2005: 1309) suggest that three key contextual factors: - 'the quality of the publication outlet', 'the reputation and research persistence of the researcher' and 'the reputation and resources of the theory originator's university' - 'all influence the extent to which a theory is likely to be detected and assimilated by scholars, and also the extent to which there is an increase in theory development and empirical research based on that theory'. They also indicate the effect of theory context and theory content on the likelihood of a theory's eventual development into a school of thought. They argue that 'Theories that have high levels of both content and context have a higher likelihood of evolving into a distinct school of thought than theories that are low on content, context or both.' (Ofori-Dankwa and Julian, 2005: 1309).

Clutterbuck and Crainer (1990) embarked on a major research exercise to identify the giants of management thought up until 1990. For this purpose, they asked many consultants and academics across the world for their opinions. They found that many of the first-line gurus were multi-talented and extraordinary individuals. They also indicated that innovative thinking in management is as a result of different backgrounds and the only common factor is the diversity of interests.

A certain classification of schools of management thought have been provided by Clutterbuck and Crainer (1990). They claim that their classification is based on the important contributors to each of these schools and to their historical development. They call the first emergence of management school 'The Early Pioneers' school which includes Henri Fayol, Frederick Winslow Taylor, Henry Ford I, Frank and Lilian Gilbreth, Mary Parker Follett, Elton Mayo and Lyndall F. Urwick. 'The

Organization and System Men' school includes some pioneers, such as Alfred P. Sloan, Peter Drucker, Thomas Watson Senior and Thomas Watson Junior, Charles Handy and Henry Mintzberg. In 'the Behavioral Scientists' school, Clutterbuck and Crainer (1990) identify Douglas McGregor, Abraham Maslow, Reg Revans, Frederick Herzberg and Chris Argyris as the main contributors to this school of management thought. The school of the Strategists comprises Igor Ansoff, Theodore Levitt, Kenichi Ohmae, Michael Porter and Kathryn Rudie Harrigan. 'Leadership Under the Looking Glass' school includes Harold S. Geneen and Warren Bennis. Finally, Clutterbuck and Crainer (1990) argued that the main contributors to the 'Culture, Quality and Excellence' school are Robert Hayes, Tom Peters and Robert Waterman, and Rosabeth Moss Kanter.

Other researchers such as AlMuneef (1999) and Holt (1999) confirm Clutterbuck and Crainer's (1990) previously mentioned finding about the various backgrounds and diversity of interests that contributed to the emergence and development of each school and sub-school. Holt (1999: 136) states: 'the utility of a particular school depends on the context and perspectives of those concerned.'

Classification, like the definitions, of schools of management thought is a debatable issue and currently there is no one agreed-upon classification of these schools.

For instance, Holt (1999) has provided a classification for the schools of management thought through the last 100 years, which is totally different from that of Clutterbuck and Crainer's (1990) classification previously mentioned. Holt (1999: 135) has summarized these schools and the main philosophy of each school as follows:

"Since the turn of the century the classical management school of thought, with emphasis on formal structure, autocratic leadership and control by superiors, has been dominant. With the 1920s came the human oriented school which stresses informal organization, participative leadership and self-control. Around 1950 the decision theory school appeared: several directions with quantitative models for planning and decision making. The system oriented school came in the 1960s; it views the company as an open system interacting with the environment. During the 1970s the innovation oriented school appeared, with emphasis on change adaption, and the contingency management school with a focus on the impact of situational factors. The Japanese school, with new approaches to human relations and production efficiency, became widely known in the 1980s. The most important development in the 1990s has been the eco-management school with strategies and approaches for environmental improvement."

In addition to the classification of various schools of management thought, Weir (2001) offers a new and different classification. He shows that there have been at least four 'paradigms' of management,

which he categorized according to their national and cultural contexts: American, Japanese, European and Arab (the fourth paradigm), which have different perspectives and backgrounds on how management and development should be carried out.

Due to increasing diversification of schools of management thought, AlMuneef (1999) has drawn attention to the difficulties facing researchers in following this development and diversity. AlMuneef argues that the development of management thought had grown in numerous directions because researchers' findings tended to be based on their identification of management as either individuals or organizations activities, as well as the interests of management practitioners, which were derived from their own practical experiences.

Therefore, AlMuneef (1999) and Holt (1999) believe that it is very difficult to develop an integrated school and that a general school of management is far away. 'No universal organization theory exists' (Holt, 1999: 136). AlMuneef (1999: 77) explains such difficulty in the following statement:

"Numerous trials had emerged in order to build a framework to this integration, but they were not successful in achieving that, because the starting points and hypotheses of each partial theory differs from that of other theories and thus leads to difficulty in achieving such integration or to the emergence of a general theory. The causes of difference between each partial theory found to be fundamental differences in the premises, hypotheses and philosophy of each theory, in addition to each theory criticizing the other which eventually led to impossibility of reaching an integration of these partial theories in one general theory."

Furthermore, despite the contribution of the different schools of management thought to the development of organizations and leadership and management science, such schools were not successful in all organizations and cultures or were not suitable for some of them according to some scholars mentioned hereafter. It is possible that they could have been suitable in certain times in certain cultures and not suitable at other times and cultures, or were suitable for a particular organization without being suitable for others, and to a certain situation without being suitable for other situations, or they could have been partly suitable.

Pfeffer (2007: 6) argues that one of the things that seems to get companies into trouble is 'holding and therefore acting on naive, simplistic, and inaccurate theories of human behaviour and organizational performance.'

Each leadership and management school focuses on a different aspect of organization and even constructs leadership and management terms in very different ways.

Therefore, many studies, for instance, Clutterbuck and Crainer (1990), AlMuneef (1999), Holt (1999), Weir (2001) and Ofori-Dankwa and Julian (2005), indicate that these different management schools differ sometimes substantially whether in their philosophies, definitions, contexts or applications. It can also be noted that there is no agreed-upon understanding or definition of any of the existing management schools, either between the theorists and conveners of such schools or between practitioners (AlMuneef, 1999; Holt, 1999; Drucker, 2000). Some researchers, such as Haijan (1994) and Drucker (2000), also indicate that these schools differ, and sometimes contradict each other, whether in their philosophy or application or consequences. In addition, Dervitsiotis (2002: 1087) claims, based on literature review, that some 'Popular management approaches such as TQM and reengineering have met with only limited success.'

The previous argument respecting the unavailability of an agreed-upon understanding or definition of any of existing management schools is stated by Holt (1999: 135) as follows:

"Due to the many theories, there is a lack of commonly accepted definitions. This makes it difficult to give an understandable presentation. In addition, many of the concepts and terms have become 'in-words'. Like most popular terms they are used and misused and have different meanings for different people."

Drucker (2000: 441) discussed the shortcomings of each school while critiquing the Human Relation school by saying:

"The content of the Human Relations Theory is considered the substratum of human organizational management, but it is not the entire building, it is merely one of the foundations. The entire building which is based on issues more than mere humanitarian relations must be completed, and should rise to a level higher than that."

He also said of the scientific management school, after discussing its visions and valuable international contribution, that "the scientific management –despite its success on the international scene- has not succeeded in solving the problem of labor and laborers management. Its vision on the issue was incomplete." Drucker (2000: 444).

Furthermore, schools of management thought may not take cultural contexts sufficiently into consideration, and therefore be less effective in some contexts than others. Weir (2001: 18) when discussing management in the Arab world states:

"Theory, philosophy and empirical research all need to be undertaken as part of the development of our understanding of the Fourth Paradigm. In this endeavour some of the core problems in the traditions of our discipline may turn out to resonate quite differently in this cultural context."

The difficulties facing the contemporary management schools are attributed by Al-Mutairi (1997) to three main causes: Methodological: the theories are narrow in their analysis, focusing mainly on internal aspects, and disregarding others; environmental: the theories (with the exception of the Theory of Systems) do not take account of the different cultures and contexts in which different organizations exist; doctrinal: the theories tend to ignore spiritual and religious/faith factors.

For Thompson (1996), the movement from treating people as components of a machine to be controlled and managed to treating them as business partners is attributed to the Total Quality Management movement and, more recently, to the Self-Directed or Self-Managed Work Groups. In this regard, he proposes a reason for the failure of some of these schools, which he likened to 'fads' or fashion. The reason he proposed supports previously mentioned studies. Thompson (1996: 171-172) suggests that:

"These management "fads" have come and gone over the years largely because there has been very little hard evidence that they have contributed significantly to the success of businesses employing them. As a result, many of these "fads" have not survived the executive who initially sponsored them."

The problematic nature of some management schools, suggested by Thompson (1996) is also supported by Dervitsiotis (2002) but from a contradictory perspective. Dervitsiotis claimed that the application attempts of some popular management schools in the last 10-20 years such as TQM, reengineering, time-based management and learning organizations, have met with only limited success and frequent failures. Dervitsiotis attributes such limited success, and even failure, to treating the organization like a 'machine' and inattention to the complexity of organizations. Dervitsiotis (2002: 1087) explains his perspective in this respect as follows:

"These approaches have had limited success because they have been applied by people that view an organization like a 'machine' which one can design or redesign to run better. Others, which have

identified correctly that organizations are living entities, have failed because they could not address the complexity inherent in the web of organizational interacting processes."

However, each of these different management schools aims at the end, according to AlAqeel (2004), to achieve certain success and development for the organizations as a whole or to parts of them. Nevertheless, AlAqeel indicated that concentration on one of these schools alone cannot be the appropriate means to achieve success and development of organizations and providing solutions of problems and difficulties that face them and their leaders.

## **2-3 Leadership**

The systematic review process including analysis and discussion of the themes in chapter five shows that the background perspective of many of the reviewed studies, is leadership. In addition, the analysis and discussion of theme two (i.e. leadership theme) shows that leadership is an important factor influencing SDO.

This section briefly highlights the argument about the definition and features of the leadership perspective.

"Most leadership theories and studies take a very narrow perspective and examine only one aspect of the process. A general theory of leadership that explains all aspects of the process adequately has yet to be developed." (Yukl, 1994: 19).

However, Yukl (1999) argues that helping an organization adapt to its environment and acquire the resources needed to survive is one essential leadership function; another essential leadership function is to influence the organization culture, structure, technology, and management systems.

On the other hand, he argues that there is a difference to be considered in any leadership discussion between 'traditional' leadership theories, which emphasizes rational processes, and 'transformational' and 'charismatic' leadership theories that emphasize emotions and values.

According to Idris (2011), leadership is the result of the combination of tangible (top managers are a form of tangible resources) and intangible (quality of top leaders, their skills, knowledge and experience) factors.

Kana`n (1985: 111) reviewed management and leadership literature and came up with the following conclusion:



“Many of management thought men went on to say that the leadership is the pulsing heart and essence of management, that it is the key to management, and that the importance of its status and role emanates from being entrusted with a fundamental role that flows into all aspects of management process making the management more effective and dynamic. It works as the driving tool for the management to achieve its objectives. Leadership has become the criterion by which the success of any managerial or organizational system can be specified or identified.”

Management and leadership are defined by Drucker and Bennis as 'that management is the performance of things correctly while leadership is the performance of the correct things' (Covey, 2001: 141).

For Drucker (2000: 248-249), “leadership is not an attractive, magnetic personality in itself, nor the process of forming friends and influencing people, but the advancement of human vision and elevation of his performance standard to further limits and the building of his personality far beyond its natural limits”. He argues that the ‘spirit of management’, which supports and promotes an organization’s principles (such as ethics, responsibility levels, performance standards and respect for the individual) best paves the way for such leadership.

Cohen (1990: 9) defined leadership by saying:

“Leadership is the art of influencing others to their maximum performance to accomplish any task, objective, or project. It does not make any difference whether you are leading a company, an organization, a military unit or just some friends in a club.”

Havaleschka (1999) claims that leadership that is determined by the personality of the top manager and the composition of the personalities of the group of managers, makes the difference between success and failure of organizations.

The purpose of leadership, according to Weymes (2003), is to influence the feelings and emotions of those associated with the organization. Weymes emphasizes the role of some leadership characteristics such as openness, honesty and integrity, and an environment of trust and fairness in creating a harmonious family-like organization.

Similarly, Kouzes and Pozner (1989: 39) discussed the difference between management process and leadership process in the following statement:

“If there is a vivid distinctiveness between the management process and leadership process, it would be the distinctiveness between making others work, which is the management process,

and between making others want to work, which is the leadership process, is that managers make others work but leaders make others want to work, and the most important thing that enables them to do this is that they are being trustworthy; and this is the basis of all leadership, they establish this credibility with their deeds.”

AlMuneef (1999) clarifies this argument, suggesting that leadership gives direction, by specifying objectives and creating strategy, while seeking to inspire personnel to buy into the vision. Management, with its skills of organization and planning and its role of supervision is the means by which the goals of leadership are achieved. He also suggests that the two are different, yet they are essential to each other: leadership leads and management facilitates.

For AlAqeel (2004), leadership is responsible for setting mission, vision and values as well as work as the driving and maintaining of them. Leadership is also the successful and sound practice of different management elements such as selection of personnel, motivation, decision-making, planning, setting policies and procedures and finding long-term solutions of the problems. He states that the way that leadership practices these elements is a determinant for the success or failure of the organization and to its integrity or non-integrity. So, the role of leadership (practices) are crucial and substantive in the sustainable success and development of organizations and leaders.

It can therefore be concluded at the end of this section that leadership has different aspects and perspectives as well as functions and is considered the real driver of effective management practices and the sustainable development of organizations. In addition, it has been found by this research to be a very important factor influencing SDO.

## **2-4 Transformational Leadership**

This section briefly highlights the definition and features of the transformational leadership perspective which appeared as the background perspective of some of the reviewed studies discussed in chapter five. Moreover, transformational leadership has also been found by some scholars to be a factor that influences SDO (i.e. theme two).

According to Bass (1990), in the case of ‘transactional leadership’, the transaction or exchange in the form of promise and reward for good performance, or threat and discipline for poor performance characterizes effective leadership. He has identified this kind of leadership, which is based on transactions between manager and employees as "transactional leadership".

On the other hand, transformational leadership is considered by some scholars, mainly Bass (1999), as an expansion of transactional leadership. While transactional leaders emphasize the transaction or exchange that takes place among them and their colleagues and followers or subordinates, transformational leaders do more than set up simple exchange or agreements, and are proactive, rather than reactive, and more innovative (Van Seters and Field, 1991; Bass and Avolio, 1994).

Yukl (1999: 286-287, 289) has explained and critiqued transactional leadership as follows:

"Transactional leadership includes contingent reward behavior, passive management by exception, and active management by exception." "Transactional leadership is defined as a process of leader-subordinate exchange, but the theory fails to make a strong link between this process and each of the transactional behaviors. Instead, transactional leadership includes a diverse collection of (mostly ineffective) leader behaviors that lack any clear common denominator."

With regard to 'transformational leadership', Bass (1990) specifies that transformational leadership performance occurs when leaders broaden the interests of their employees, generate acceptance of the purposes and mission of the group, and encourage them to look beyond their own self-interest for the good of the group. He explains the ways by which such leaders can achieve these results. According to Bass, among such ways are charisma, individual consideration of people and intellectual stimulation.

In his view, Bass (1990: 21) claims that for the leader to succeed as a transformational leader, that leader has to be charismatic. He argues that:

"Transformational leaders achieve these results in one or more ways: They may be charismatic to their followers and thus inspire them; they may meet the emotional needs of each employee; and/or they may intellectually stimulate employees. Attaining charisma in the eyes of one's employees is central to succeeding as a transformational leader. Charismatic leaders have great power and influence. Employees want to identify with them, and they have a high degree of trust and confidence in them. Charismatic leaders inspire and excite their employees with the idea that they may be able to accomplish great things with extra effort."

Bass (1990) further argues that transformational leaders are also individually considerate through paying attention to differences among their employees, and acting as mentors to those who need help to grow and develop. According to Bass (1990: 21), the third factor in transformational leadership is

intellectual stimulation of employees where intellectually stimulating leaders 'are willing and able to show their employees new ways of looking at old problems, to teach them to see difficulties as problems to be solved, and to emphasize rational solutions.'

Therefore, it could be argued that charisma is a means or condition for transformational leadership and that (i.e. transformational and charismatic leadership) are correlated and overlapped.

Later, Bass and Avolio (1994: 3) argue that transformational leaders 'behave in ways to achieve superior results by employing one or more of the 'Four I's', namely: Idealized influence (charisma), Inspirational motivation, Intellectual stimulation and Individualized consideration.'

According to Idris and Ali (2008: 164), transformational leadership is a 'set of practices by the transformational leaders that will set vision, align followers to the vision through effective communication, and motivate followers to achieve that vision.'

Toor and Ofori (2010: 344) also claim that 'transformational and visionary leaders are often considered to be optimistic, hopeful, confident, and resilient.'

In addition, Idris (2011: 43) argues that transformational leadership 'emphasizes having leaders who could inspire and nurture.'

The original definition of transformational leadership, according to Yukl (1999), was formulated by Bass and his colleagues who defined it primarily in terms of the leader's effect on his followers and the behaviours used to achieve this effect. The desirable outcome of such behaviours, according to Yukl, is to create trust, admiration and respect so that followers feel motivated to exceed their expectations. This is achieved by enabling them to be more aware of task outcomes and persuading them to sacrifice self-interest for the sake of the whole (organization).

As previously mentioned, Bass (1990) considers charisma to be central to succeeding as a transformational leader and a necessary component of transformational leadership. This perspective is critiqued by some other researchers however, such as Yukl (1999) who argues that core behaviours attributed to charismatic leadership vary from theory to theory, and sometimes from older to newer

versions of the same theory. Hence there is widespread disagreement as to the exact nature of charismatic leadership. Therefore, Yukl (1999: 293, 294) argues that:

"There is need for more clarity and consistency in how the term charismatic is defined and used. The most useful definition seems to be in terms of attributions of charisma to a leader by followers who identify strongly with the leader. This definition maintains the original meaning of charisma and provides a basis for differentiating between charismatic and transformational leadership."

Yukl (1999) also comments on the treating of transformational leadership and charismatic leadership as equivalent in many books and articles. He argues that

"The assumption of equivalence has been challenged by leadership scholars (myself included) who view transformational and charismatic leadership as distinct but partially overlapping processes. Bass (1985) proposed that charisma is a necessary component of transformational leadership, but he noted that a leader can be charismatic without being transformational. Several writers have proposed that a leader can be transformational without being charismatic." Yukl (1999: 298-299).

Generally, the previous perspectives mentioned in this section, seem to suggest that transformational leadership develops traditional understandings of transactional leadership perspective through its proactive character, and its effectiveness in broadening the horizons, expectations and self-confidence of its followers as well as setting an inspirational vision. It can also be seen that the personal qualities of the leader are regarded as playing an important part in the pursuit and achievement of transformational leadership.

## **2-5 Situational (adaptive) Leadership**

As only two of the reviewed studies are based on the situational (adaptive) leadership perspective, a brief highlight provided by Silverthorne and Wang (2001) is, hopefully, adequate to understand the general idea of this perspective.

"The non-adaptive, or inflexible, style of leadership is associated with those who manage using a paternalistic philosophy that the leaders feel is appropriate in all, or almost all, situations. These managers think of their subordinates as "children" and of themselves as "parents". The second approach is the adaptive style of leadership. This refers to the leader who takes into account the task to be done, the situation in which the task is to be accomplished, and the readiness of their employees to accomplish the task. Under Situational leadership style, "readiness" refers to the psychological and task competencies of those involved in a task." (Silverthorne and Wang, 2001: 401).

According to Silverthorne and Wang (2001), adaptive leadership is a component of situational leadership. 'The important component in situational leadership is the ability successful leaders have to adapt to a changing organizational environment.' (Silverthorne and Wang, 2001: 400). However, Silverthorne and Wang used the terms 'situational' and 'adaptive' leadership synonymously. They also used the term 'situational (adaptive)' against 'traditional (non-adaptive)' leadership/leader, and used the term 'flexibility' as equivalent to 'adaptive' leadership/leader.

It seems that the key word for followers of this leadership style is adaptability and that such adaptability is necessary in a rapidly changing world.

## **2-6 TQM and Business Excellence (including Best Practice and Benchmarking) Schools**

The school background of much of the reviewed relevant literature and the related identified factors in chapter five is found to be TQM and Business Excellence (including Best Practice and Benchmarking). This section aims to highlight the definition and different perspectives on TQM and Business Excellence schools. TQM and Business Excellence themselves have not been found by scholars as factors influencing SDO. However, Best Practice and Benchmarking have been found by some scholars to be factors that influence SDO (as discussed in theme eight).

In line with Thompson's (1996) study mentioned in section (2-2) of this chapter, Haijan (1994) has also shown the differences and diversity in understanding and the applications of Total Quality Management (TQM). He referred to the response of Edward Deming to one of the magazines which asked him to present a definition to the 'TQM Concept' as the founder of this concept. His response to the magazine was that "he does not know what is exactly the definition of the TQM Concept!". Haijan (1994: 411) commented on this response by saying:

"Deming in this answer indicates that the TQM Concept had become bearing numerous meanings to researchers; and that each researcher in this field has his own terminologies on this concept. Whatever these meanings may bear to the concept of TQM, this concept -generally- represents a management philosophy based on the client or beneficiary satisfaction, and as such includes the masterly design of offered services or products."

Haijan (1994: 411) ended by saying that, "there is no single style for application of the TQM concept agreed upon by all researchers interested in this concept."

Another attempt to define Total Quality Management has been provided by Molina-Azorin et al. (2009: 199) as follows:

“A holistic management philosophy that focuses on the maintenance and continuous improvement of all the functions within an organization, with the goal of meeting or exceeding customer requirements. This concept is often referred to as total quality management (TQM) in the literature, and goes beyond standards such as ISO 9001.”

Nevertheless, in management literature, the term 'quality' is ambiguous as it is defined by different meanings, understandings as well as interpretations showing different aspects and perspectives of quality. This fact is stressed by some scholars, for instance; Palmer and Saunders (1992) and Sharma and Talwar (2007). Palmer and Saunders (1992: 67-68) highlight some of these diversities as follows:

"Oxford English Dictionary: 'Relative nature or kind or character', 'Degree of Excellence'

Crosby (1979): 'Conformance to Specifications'

Juran (1988): 'Fitness for Use'

Australian Standard 1057: 'Fitness for Purpose' (may include economic and perceived values). This standard also distinguishes 'quality of design'-the degree to which the product's design fits the customer's needs-and 'quality of conformance'-the degree to which the product matches its design.

ISO 8402: 'the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs'

Foley Report (p.23): 'The subjective and objective attributes of a product or service which satisfy customers' expectations and perceptions at the time of purchase and during the useable life of the product or service'."

However, Palmer and Saunders claim that TQM is generally an approach to management that focuses on quality as the key to success. Palmer and Saunders (1992: 68) quoted the summary of TQM components from 'Quality Triangle' which are 'the focus on the customer in defining quality; the importance of teamwork in unifying goals; the need for a scientific approach and decisions based on data.' They also argue:

"The benefits claimed for TQM may be summarized as: 1 higher quality products and services; 2 higher quality processes, resulting in less waste and improved productivity; 3 more effective use of the knowledge and abilities of staff; 4 improved competitiveness as a result of 1, 2 and 3.

Recognizing the focus of TQM presented in points 1-4 above, we could propose a summary definition of quality: The quality of a product or service consists of those attributes that may encourage a customer to come back for more (and tell others)'. (Palmer and Saunders, 1992: 68).

Finally, Palmer and Saunders (1992: 68) offered the following changeable meaning of the term 'quality':

"The precise definition of quality in any specific situation is still uncertain. Indeed, the nature of the definition in terms of customer needs ensures that it must be so. Those needs and perceptions will change with time and so quality is a moving target."

According to Krüger's (2001) argument, the early development of complex quality management systems is substantially influenced by only a few American and Japanese quality experts "pioneers" or "gurus", namely, Deming, Juran, Feigenbaum, Crosby and Ishikawa, who have contributed a number of important ideas to today's understanding of TQM. These early pioneers of TQM saw it as not simply a set of statistical tools and methods to improve a company's product and service quality (such as BS5750 or ISO 9000), but as a strategy in itself for harnessing the full capacity of all the company's resources – not just technical – in order to achieve world class quality at the minimum cost. Krüger's (2001: 146) concluded that 'the role of the human resource issue and the importance of the individual employee were hardly recognised by these classical quality "gurus".'

Krüger's (2001) argument also indicate that Best Practice has arisen from (and as a result of) TQM and Business Excellence movements.

Idris (2011: 35) also provided the following understanding of Best Practice:

"Best practices are ultimately those that give an organization the capability to outperform its competitors as well as to produce best value to customers, employees, and shareholders. Best practices can also be viewed as "me too" strategies and that organizations should try to come up with new practices that they can offer first to have a temporary advantage over their competitors, in building up a strong business platform, as well as revenue and profit streams."

Idris (2011) emphasizes his argument by indicating that for an organization to become a world-class organization, it must know what others are doing in the market. In this regard, he emphasizes the importance for the organization to search for best practice and methods to manage their activities. To achieve best practice, Idris shows it could be through benchmarking. Thus, benchmarking became a tool to achieve best practice, which in turn, became one of the means of business excellence. Idris (2011: 35) states that the basic principle of benchmarking is:

"that, for an organization, to improve its performances, it must be able to measure its current performance against that of others as well as against its own previous performance. Benchmarking



includes the process of implementing these measures, comparing own organization's performance with the 'best in class', searching the causes for the interval between one's organization and the best, and implementing changes to close the interval."

According to Holt (1999: 138), 'Benchmarking is concerned with improving the structure and the functions of companies by adopting what is done in best performing organizations. By limiting the study to one's own industry it is an approach for catching up, by going outside it may lead to innovative advances.'

There are ten characteristics of TQM approaches, according to Fiorelli and Feller (1994: 55) namely: 'Culture Change, Led by the Top Executive, Led by Business Unit Head, Continuous Improvement, Intensive Training, Employee Teams, Cross-Functional, Task Level Analysis, Customer Focused, Supplier Focused and Control Variances.'

On the other hand, the quality dimension of Business Excellence and sustainable growth (Kanji, 2005) emerged at the beginning of the 1980s with Continuous Quality Improvement (CQI) and thereafter the Total Quality Management (TQM) concepts. It is also noted that the Excellence Model has been derived from the TQM School and is also considered to be a representative of the TQM movement and development. The following statement highlights this point:

"Conceptually, if a Business Excellence Model is to drive superior performance for sustainable growth, it should be based on the critical success factors (CSFs), i.e. on 'the limited areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization'. There is a relatively wide consensus in the literature that these performance drivers correspond to the key TQM elements and different studies conducted by the authors corroborate this view." (Kanji, 2005: 1072).

Similarly, Zink (2008) indicates that Business Excellence approaches are based on award models and the concept of Total Quality Management.

The dictionary definition of Excellence is '*Quality of being excellent*' which in turn (i.e. excellent) means '*Extremely good or of very high quality*' (Longman, 2007: 540).

In this regard, Sharma and Talwar (2007) have tried to evolve a Universal Business Excellence Model (UBEM) through the integration of common features of existing business excellence models (BEMs). Such BEMs have included, for instance, the Malcolm Baldrige National Quality Award (MBNQA), the European Quality Award (EQA) and the Deming Prize. In addition they have tried to

test some other issues they felt were not adequately addressed in BEMs. They distributed through email a questionnaire to identified senior professionals working in the quality management area across the world, including the delegates from various countries who participated in the International Conference on Quality held in Tokyo in September 2005. Based on their analysis and interpretation of the data they collected, UBEM consists of nine criteria namely: leadership, strategic planning, people values, partner values, values and process flow, customer values, key business results, universal wellbeing and sustainable success.

Sharma and Talwar (2007: 15) argue that 'UBEM stresses that profit should be seen as a means to achieve the “Universal wellbeing”. The focus on “Universal wellbeing” enables organizations to achieve the sustainable success.'

They also state: 'Excellence means perfection. Excellence lies in beauty of flowers. As one approaches perfection in one's work, one approaches excellence.' (Sharma and Talwar, 2007: 5).

Finally, Sharma and Talwar (2007) found that the key difference between UBEM and existing BEMs is that while BEMs consider the purpose of business to be the creation of wealth and to enhance profitability, UBEM stresses that this is only a means to achieve sustainable success.

A further perspective of excellence has been provided by Štok et.al (2010: 307) who define it as 'quality enhancement or we can see it as high quality or even top quality. Excellence is a combination of values, incentives and activities whose interaction result in outstanding achievements.'

Business excellence can also be seen from, and assessed by, its impact on the stakeholders when translated into high levels of satisfaction for different stakeholders such as customers, employees, shareholders and the community (Dervitsiotis, 2003).

From the perspectives and definitions explored in this section, it may be seen that the main emphasis of the TQM and Business Excellence schools is on identifying, pursuing and achieving the highest standards possible across the whole range of an organization's life, and making the most of that organization's resources. Followers of these philosophies will seek to achieve perfection through continuous improvement.

## **2-7 The Innovation oriented School**

The systematic review process included analysis and discussion of the themes in chapter five has shown that the school background of many reviewed studies, as well as the factors in some themes, is the innovation school. Innovation itself has also been found by many reviewed studies to be a very important factor influencing SDO (i.e. theme five).

This section, in brief, tries to highlight the different perspectives in respect of the definition of the innovation school.

According to Holt (1999), the innovation oriented school appeared during the 1970s. He explored this school and argues that strategic management, benchmarking and business process re-engineering are innovative directions. Holt (1999: 138) states that the innovation school

“focuses on change and development processes as a response to a rapidly changing environment. The technology management direction focuses on the strategic and operational aspects of technology and technological change. Important issues are related to models of the product innovation process, R&D, and the handling of large projects. Business process re-engineering is an innovative direction where the aim is to obtain quantum leaps in performance by rethinking and radical redesign of all aspects of the company’s processes.”

Similarly, Becheikh et al. (2006: 645) define innovation as ‘implemented technologically new products and processes and significant technological improvements in products and processes.’

The dictionary meaning of Innovation is '*1) A new idea, method, or invention, 2) The introduction of new ideas or methods*' (Longman, 2007: 838).

Heunks (1998: 263) defines innovation, creation and success as follows:

"Generally spoken, innovation is to be defined as ‘the successful implementation of a creation’. This innovation seems to foster growth, profits and success. We define success of a firm as ‘any sign of economic profitability, like growth, increasing productivity and profits’."

He also defines 'creativity as divergent thinking to conceive new ideas, whereas innovation is the successful technical and economic implementation of a creation.' (Heunks, 1998: 264).

A similar definition is provided by Gilley et al. (2008: 155), 'Creativity has been described as the emergence of novel ideas, innovation can be described as implementation of those ideas.'

Chamberlin et al. (2010: 226) indicate that innovation definition 'encompasses a wider variety of actions than just the introduction of new or improved technologies.', and 'includes all of the non-product or process-based innovations, such as innovations of organization, of markets and material.' They also observed that service industry organizations focus more on organizational innovations than manufacturing organizations which tend to focus more on product and/or process innovations.

According to Küster and Vila (2011:37), 'innovation is regarded as a multidimensional concept, covering not only product innovation but also innovation in processes, strategies and markets.'

For Hailey (2001: 1127), there are 'four kinds of innovation cited within the literature: product innovation; innovations in product technology; production processes; and work organization and HRM practices'

The previously mentioned different perspectives and definitions show that the key words of the Innovation school are adaptability, creativity and proactivity, which are seen as appropriate and effective responses to meet the challenges of a rapidly changing technology and demand as well as competition.

## **2-8 Strategic Management School**

This section briefly highlights the definition of the strategic management school, which is the background perspective of many reviewed studies in chapter five.

Strategic management can be seen from its purpose, 'which is to enable organizations to become more viable and maintain a sustainable high level of performance' Dervitsiotis (2002: 1098).

Strategic management is an innovative direction, according to Holt (1999: 138) who states that 'The strategic management direction is concerned with the impact of changes on business concept, objectives, strategies, organizational culture and management development.'

Shrader and Siegel (2007: 894-895) claim that:

"Strategic management studies have been grounded in upper echelon theory, whereas studies of entrepreneurs' experience have often lacked theoretical grounding. Strategy scholars have examined management teams, while entrepreneurship scholars have mostly concentrated on individual founders. Finally, strategy scholars have linked managerial characteristics to performance by considering the interaction of these characteristics with the competitive strategies of firms, whereas entrepreneurship scholars have failed to examine these linkages."

The field of strategic management, according to Mata et al. (1995), focuses on understanding the sources of sustained competitive advantages for organizations.

Smith et al. (2006: 29) indicate that their study was drawn from strategic management regarding strategic change perspective, where organizations develop and implement new strategies as a response to performance changes influenced by external forces.

Abu Bakar et al. (2011) argue that the application of strategic management in various businesses has been adopted as a response to market demand, variations in clients' tastes and changing technology. According to them, there are many definitions of 'strategic' provided by various authors and there is no single, universally accepted definition of strategy. In terms of strategic management, Abu Bakar et al. (2011: 142) define strategy/strategic as:

'A set of managerial decisions and actions that determine the long-run performance of a corporation. It includes strategy formulation, strategy implementation, and evaluation and control that enable an organization to achieve its objectives.'

Abu Bakar et al. (2011) indicate that strategy also refers to a complete program used to achieve the long-term objectives of an organization.

The perspectives considered in this section, suggest that the Strategic Management school is concerned with the achievement of long-term actions as well as the success of an organization.

## **2-9 The Resource-Based School**

Mata et al. (1995) claim that the Resource-Based view of the firm is developed in the Strategic Management theory.

The systematic review processes including analysis and discussion of the themes in chapter five has shown that the background of many reviewed studies is the resource-based school (could be called sub-school of strategic management school). In this section, this school is briefly highlighted to provide more understanding of the factors' context discussion in chapter five whenever the resource-based perspective is mentioned.

Mata et al. (1995: 491) argue that the resource-based view of an organization is based on

"two underlying assertions, as developed in strategic management theory: (1) that the resources and capabilities possessed by competing firms may differ; and (2) that these differences may be long lasting. In this context, the concepts of a firm's resources and capabilities are defined very broadly."

According to Mata et al. (1995), the organization's resource or capability cannot be a source of competitive advantage if such resource or capability is possessed by other competing organizations. But, if the organization possesses a resource or capability that is not currently possessed by competing organization's firms, it may obtain competitive advantage.

Chiu and Lee (2007: 71) state that:

"Many scholars suggested that firms obtain sustainable competitive advantages by developing and maintaining the internal resources and capability that become the internal strengths. It is called the resource-based model that's different from the traditional environment models of competitive advantages."

According to Chiu and Lee (2007), the basic argument of the resource-based view is that the possession of rare, specialized and inimitable resources causes firm heterogeneity, and that firms that acquire and maintain such resources are more likely to achieve a sustainable competitive advantage.

Similarly, Dixon and Day (2010: 267-277) argue that:

"The resource-based view (RBV) of strategy emphasizes the idiosyncratic nature of resources and unique capabilities of firms. Competitive advantage results from those resources and capabilities that are valuable, rare, inimitable and can be exploited within the organization. From the RBV perspective, firms work from the 'inside out', by leveraging their distinctive capabilities to create advantage in their sector. However, the RBV has yet to pay much attention to the environmental and industry context, which represents an important limitation of this theoretical perspective."

A further perspective of the resource-based view is provided by Kippenberger (1998: 6) as follows:

RBV "is not one integrated perspective, rather it is a confluence of renewed academic thinking on this subject. It focuses, primarily, on the resources and capabilities that a company has and only secondarily on the industries/markets in which it operates. This reflects the fact that all organizations develop unique resources and capabilities and that it is these which are the ultimate source of competitive advantage."

Kippenberger (1998) refers to the most obvious resources, namely, physical resources (e.g. plant, equipment, factories, R&D laboratories, buildings, natural resources, raw materials), human resources (comprising their skills, experience, tasks and activities) and financial capital resources. He argues that for an organization to make the best use of its available resources, it requires capabilities which come in different forms (for example, to be the command of a particular technology, high level marketing skills, effective product development) and it also includes management capabilities. He also argues that capabilities themselves are unique resources available to managers to be deployed in different ways.

From the perspectives considered in this section, it may be seen that the emphasis of the resourced based school is essentially on the internal resources of an organization. Based on Resource-Based school, success and long-term sustainability is seen as achievable through development of those resources, particularly those resources that differentiate the organizations from its competitors.

## **2-10 The Environmental Management (Sustainability) School**

This school has been discussed in depth in section 1-1 of chapter one under the sustainability argument (i.e. Sustainability and Sustainable Development section). However, this section provides some additional highlights as the environmental management (sustainability) school has appeared as a background of some identified themes and factors in some of the reviewed studies in chapter five.

As a result of increasing demand for environment-friendly 'green' products and processes, the environmental management school emerged in the 1990s (Holt, 1999). Holt (1999: 138) states:

"responsibility of managers for a sustainable development, with strategies that are compatible with societal interests, with promoting consciousness towards public welfare and ecological requirements, and with emphasizing environmental thinking as part of the daily work. The standards ISO 14000 of the International Standardization Organization and the 'Eco Management and Audit Scheme' of the EU are valuable contributions to the development of the field."

Holt also addresses a new direction in the environmental school at the operational level. Such a direction is concerned with the so-called eco-design that focuses on the life-cycle of a product in order to minimize its environmental impact. In this concept, the elimination and reduction of pollution and waste, and the role of recycling and reuse of components and materials is given special attention.

Furthermore, Sustainability leadership was found, in this respect, to be synonymous with the environmental management school previously mentioned.

"Sustainability leadership reflects an emerging consciousness among people who are choosing to live their lives and lead their organizations in ways that account for their impact on the earth, society, and the health of local and global economies." (Ferdig, 2007: 26).

It may be seen from this brief survey that followers of the environmental management school are characterized chiefly by their concern to build environmental, and even ecological principles into their structures and strategies.



## **Summary of Chapter two**

This chapter has aimed to highlight the schools of management thought that have appeared during the systematic review (analysis and the discussion) of factors in chapter five. It has focused on the available views and definitions provided by scholars of the reviewed studies in chapter five.

Then an overview of schools of management thought showed in brief the development and the general argument on classification and definition of such schools and their contribution.

The following sections of this chapter discussed leadership and transformational leadership and provided the respective views related to each of them. The highlighted schools included TQM and Business Excellence, Innovation, Strategic Management, Resource-Based and Environmental Management schools. The available definitions of each of these schools have been presented.

This chapter has provided useful understanding of the identified factors in the overall conclusions (i.e. chapter six), particularly the factors' contexts and the theoretical relationships and implications as well as in opening up some important directions for future research.

In the following chapter, the research methodology including the methodological details are developed and deeply discussed, guided by the discussion and argument of chapter one.

## **Chapter three:**

### **Methodology**

## **Section 3-1: Systematic Review (SR)**

### **3-1-1 An overview of the methodology**

In the introductory chapter, the background, philosophical framework, motivations, gap of knowledge, the question and objectives of the research have been discussed and underpinned in respect of SDO and the factors influencing it.

“Methodology is concerned with how we come to know, focused on specific ways, the methods that we use to try to understand our world. Epistemology and method are intimately related.” (Fouweather, 2007, section one: 14, 15).

Such underpinning has grounded and led to the research methodology and its detailed methods (Wisker, 2008) and guided to the appropriate methodology. So, choosing and developing an appropriate methodology comprising detailed methods was the next most important step in answering the research question and achieving the research objectives. Because the appropriate methodology and detailed methods are the only means (machinery) by which relevant literature can be searched for and reviewed as well as by which the findings of its scholars can be analysed and discussed during the research journey, it is the tool by which the question can be answered and objectives can be achieved of this management research (Tranfield et al., 2003).

Methodology refers to how research should be undertaken, while the term method(s) is used to refer to techniques and procedures used to obtain and analyse data (Saunders et al., 2007).

In social science research, it is usually not difficult for researchers to find appropriate and widely used methodologies (i.e. commonly available quantitative and qualitative methods) to conduct their researches. However, when the subject is new and complex, developing a specific methodology is needed as a road map in managing research stages.

Review of literature on systematic review methodology as well as the discussion in this section and its subsections has shown that there is no standardized model for systematic review methodology for research in social science. This has resulted in developing a model of Systematic Review (SR) in social science research, which is discussed in detail in the next sections.

In this chapter, choosing, developing and designing an appropriate methodology as well as methodological details are discussed.

This is a retrospective and academic literature-based review research exploring the research topic in a systematic way, as expressed by Torgerson (2003). This is because academic literature is likely to be constructed in more methodical ways than consultant and practitioner literature in respect of discussion and presentation of results. Rowley & Slack (2004: 32) state: ‘the academic literature contains a firmer theoretical basis, with more critical treatment of concepts and models.’

The chosen methodology -and the detailed methods used to action it- is based on the conceptual and philosophical framework of the research detailed in section 1-1 of the introductory chapter as well as the research question and objectives.

Methodology reflects research philosophy according to Fouweather (2007). Systematic review methodology (SR) was found to be an appropriate methodology consistent with the research question and objectives, because systematic review concentrates on the understanding of the way the findings (i.e. knowledge) and the different contexts related to research topic were constructed through substantial academic studies. SR assumes there may be differences between researchers in the field, due to differences in the country of each study, objective of study, population of study, methodology of study, philosophy (school) of study or findings of (i.e. factors found by) each study. Such differences are often due to social, educational, cultural or business differences.

There seems to have been no endeavour made to translate the evidence-based practice, as per the expression of Clegg (2005), and findings (Pittaway et al., 2004) of academic literature relating to the factors that influence SDO into a systematic review.

Moreover, there seems to be no endeavour either to search for and systematically review such findings or to construct a categorization and understanding of the factors that influence the sustainable development of organizations (Yukl, 1994; Kanji, 2008) based on academic literature review. This research aims to fill this gap.

From a systematic review perspective, this research considers factors influencing SDO as phenomena that can be searched for, explored, critiqued, systematically reviewed, analysed and consequently constructed, categorized and identified.

### **3-1-2 Background of systematic review (SR) methodology**

Historically, according to Hartley and Hinksman (2003: 3):

“Systematic reviews were developed in the medical sciences to evaluate the main body of research within a particular field, often over a defined period. A number of social scientists have grappled with the challenges and are using a modified form of systematic review in the social sciences, management research and in social policy areas”

Torgerson (2003: 9) noted the long history of SR in education studies and states that “there is a long history of the use of systematic review techniques in educational research”. He also noted the use of SR the clinical studies, stating that “Since the mid-1980s, there has been an explosion of systematic reviewing in health care.” He also defines the systematic review methodology as follows: ‘The application of strategies that limit bias in the assembly, critical appraisal, and synthesis of all relevant studies on a specific topic’. Torgerson (2003: 8).

‘Research synthesis is the collective term for a family of methods for summarizing, integrating, and, where possible, cumulating the findings of different studies on a topic or research question.’ (Tranfield et al., 2003: 217).

On the other hand, despite the fact that existing systematic review models fall short, according to Clegg (2005) and Bimrose et al. (2005), in achieving all expected aspirations, one of the reasons for choosing such a methodology in this research is the scarcity of research that systematically searches for and reviews the accessibly available leadership and management literature (Torgerson, 2003) on the research topic. This is presented in subsections 1-1-1 and 1-1-2 of the introductory chapter.

Systematic review ‘differs from a traditional narrative review in that its methods are explicit and open to scrutiny. It seeks to identify all the available evidence with respect to a given theme’ (Torgerson, 2003: 6). A similar view has also been expressed by Pai et al. (2004); See also Table 1. Traditional narrative literature reviews have also been ‘widely criticized for the lack of relevance due to the use of a personal, and usually subjective and biased methodology by authors’ (Becheikh et al., 2006: 645). Systematic review also differs from methods that have specific statistical meaning such as meta-analysis in the sense that it (i.e. SR) does not use statistical and econometric procedures for synthesizing the findings and analysing the data, according to Torgerson (2003), Tranfield et al.

(2003) and Becheikh et al. (2006). However, meta-analysis is usually the final step in a systematic review of clinical studies containing clinical data (Pai et al., 2004). Pai et al. state:

“If the data extracted from these studies meet certain requirements (the most important being a high level of homogeneity of effect measures across studies), then the data can be combined using meta-analysis. However, if the effect measures are found to be heterogeneous, then it is still acceptable to present the work as a systematic review and not perform meta-analysis, or use statistical methods that can account for the heterogeneity. Indeed, there are situations when a meta-analysis is clearly inappropriate.” (Pai et al., 2004: 86).

Linguistic definition of the word “systematic” is: *‘Organized carefully and done thoroughly: a systematic approach/way/method’* (Longman, 2007: 1685).

In addition, the following statement is cited from The Cochrane Collaboration website:

“Systematic review (synonym: systematic overview): A review of a clearly formulated question that uses systematic and explicit methods to identify, select, and critically appraise relevant research, and to collect and analyse data from the studies that are included in the review. Statistical methods (meta-analysis) may or may not be used to analyse and summarise the results of the included studies.”

The SR model used in this research is generally similar to the above mentioned description. Such a model is developed and discussed later in detail in subsections 3-1-3, 3-1-4 and section 3-2 of this chapter.

Furthermore, systematic review methodology is time consuming, according to Bimrose et al. (2005); Tranfield et al. (2003) and Pai et al. (2004), and involves an exhaustive search for any accessibly available relevant research and studies in the research field, according to Torgerson (2003) and Pai et al., (2004) as well as summarizing the main findings and best practice (Clegg, 2005; Pai et al., 2004) to inform certain categorization and understanding of the identified findings.

An exhaustive search means involving any accessibly available relevant research and studies in the research field based on explicit inclusion and exclusion terms using multi separated key-words utilizing the core bibliographic international databases relating to the research field, to eliminate unintentional bias in all phases of systematic search and review processes.

In this research, 'accessibly' means: it had appeared during search processes; 'available': it was reachable through the core electronic databases mentioned in this research and was possible to obtain

soft or hard copy of its full text or at least to read it; 'relevant' according to the pre-determined inclusion terms detailed in sections 1-2, 3-1-4, 3-2.

Pai et al., (2004: 87) state:

“The central objective of a systematic review is to summarize the evidence on a specific clinical question. Secondary objectives are to critically evaluate the quality of the primary studies, check for and identify sources of heterogeneity in results across studies, and, if necessary and possible, determine sources of heterogeneity.”

Systematic review methodology ‘has been argued to provide the most efficient and high quality method for identifying and evaluating extensive literatures’ (Tranfield et al., 2003: 215) and to ‘provide a sound framework for undertaking a comprehensive, objective and transparent assessment of available research’ (Bimrose et al., 2005: 19).

It is also thought that

“Few today would claim that data are seen as speaking for themselves or showing the way to theoretical results. Theoretical assumptions are central and they are no less important” (Alvesson and Deets, 2000: 3).

In summary, the methodological approach of this research is a systematic review methodology and the research is of an exploratory nature. This method could also be called a Literature-based conceptual method, through which the available and accessible literature (Torgerson, 2003; Pai et al., 2004) has been systematically reviewed.

### **3-1-3 Examples of previous studies used SR methodology**

The SR methodology used in this research is more developed, as a methodology used to understand and extract the findings of respective relevant literature, than the SR used by previous studies in leadership and management field. To show how, examples of some of the available studies conducted using SR methodology are explored and critiqued in the following paragraphs. However, these examples were part of the main sources enlightened the methodological details of this research.

SR methods have been commonly used, in different studies, such as Global Account Management (GAM) studies (i.e. ‘Global Account Management: A Literature Based Conceptual Model’) which

attempted to integrate individual findings. Each of the GAM studies provided valuable insights into the GAM process (Wilson and Weilbaker, 2004).

This method is also used in several research and studies, in different ways. These studies formed the basis of the development of the Model of systematic review including phases (steps) and general features applied in this research, which are detailed in sections (3-14), (3-2) and Table 1.

Examples of these studies are:

- 1 - 'Quality management, environmental management and firm performance: A review of empirical studies and issues of integration' (Molina-Azorin et al., 2009).

Molina-Azorin et al. carried out a literature review in order to identify dimensions for quality management (QM), environmental management (EM) and quality-environmental management (QEM ) and links between QM, EM, QEM. Molina-Azorin et al.'s study was conducted by four researchers who also conducted a computer search of the ABI Inform, Emerald and Science Direct databases to review the empirical studies devoted to QM–performance and EM–performance links.

The methodology of Molina-Azorin et al.'s (2009) study differs from the systematic review methodology discussed in this research in that it did not have a specific research question to be answered, it did not aim to explore and summarize the evidence, did not conduct a scoping search and has neither explicit search keywords nor explicit phases, procedures and terms. It had inclusion terms but did not have inclusion criteria. They generally conducted a traditional (narrative) literature review shown in Table 1 of section 3-2.

- 2 - 'A Systematic Review on Strategic Release Planning Models' (Svahnberg et al., 2009: 1) investigated "Which strategic release planning (sometimes referred to as road-mapping) models that have been proposed, their level of use in industry, their degree of empirical validation, their factors for requirements selection, and whether they are intended for a bespoke or market-driven requirements engineering context."

In their research using systematic review (SR) methodology, Svahnberg et al. (2009) used a number of article sources, including Compendex, Inspec, IEEE Xplore, ACM Digital Library, and Springer Link. Svahnberg et al.'s research was conducted by six researchers. They found 28 relevant studies through systematic review. They performed most of the phases, procedures, terms



and criteria of SR detailed in Table 1. They also developed an illustration of SR search process similar to that done in this research (see Figure 5).

However, they did not specify the central objective of SR (i.e. exploring and summarizing or categorizing the evidence found by scholars of relevant literature). They also did not conduct a scoping search, did not have explicit search keywords and did not use systematic tables of systematic review of findings that analyse the information related to the results including schools of Strategic Release Planning context of each reviewed relevant literature.

### 3 - 'A Systematic Literature Review of Research into Career-related Interventions for Higher Education' (Bimrose et al., 2005).

A team of four researchers from the Warwick Institute for Employment Research carried out this systematic review.

Bimrose et al.'s (2005) research differs from this research in respect of search keywords. While this research used multi-keywords in the searching process in order to involve any accessibly available relevant literature, Bimrose et al. (2005: 6) refined the keyword list 'to include only words which had produced successful results', but they did not show what they exactly meant by 'successful results'. They did not use systematic tables of systematic review of findings that analyse the information related to the results including discussion of different perspectives based on the context (e.g. culture or school) of the reviewed relevant literature. (Bimrose et al., 2005: 6)

“used Boolean logic to allow more efficient searching which ensured that the databases were searched within the timeframe, for example:

(student OR graduate OR undergraduate OR postgraduate) AND (keyword 2)

(student OR graduate OR undergraduate OR postgraduate) AND (keyword 2) AND (keyword 3)”.

From the 138 references found using a keyword search, (Bimrose et al., 2005: 15) identified 76 as potential inclusions screened by title and abstract. They stated: “Four of these references were then included in the review. Finally, 11 studies were identified by personal contacts and colleagues and of these, two were included in the in-depth review.”

Nevertheless, Bimrose et al. have conducted a Systematic Literature Review involving most of the phases, procedures, terms and criteria of SR detailed in Table 1 (in section 3-2) including written phases and procedures.

### 4 - 'Lessons from innovation empirical studies in the manufacturing sector: A systematic review of the literature from 1993–2003' (Becheikh et al., 2006).

Becheikh et al.'s study consisted of a systematic review of empirical articles published in scholarly reviews between 1993 and 2003 on the topic of technological innovations in the manufacturing sector. There were two objectives of their study: “(1) to study how the variable ‘innovation’ was approached and measured by the authors, and (2) to identify the main explanatory variables which determine the innovative behavior and capacity of the firms.” (Becheikh et al., 2006: 645).

They generally did the phases, procedures, terms and criteria of SR detailed in Table 1 (in section 3-2) which usually are pre-determined prior to conducting SR.

However, their study, in comparison with this research, did not have an explicit research question to be answered, did not conduct a scoping search, used very limited search keywords namely ‘innovation’ and ‘measure’, did not have explicitly written phases and procedures and did not use systematic tables to analyse the results including schools of thought context relating to innovation in each reviewed relevant literature.

Becheikh et al.'s (2006) study was conducted by three researchers who also carried out a computerized search by using the above mentioned keywords in three databases, namely ABI/INFORM of Proquest, Business Source Premier (BSP) of EBSCO, and ScienceDirect of Elsevier. The total relevant studies included in their review were 108 articles (studies). They developed an illustration of SR search process similar to that used in this research (see Figure 5).

##### 5 - ‘Leadership development: A Systematic Review of the Literature - A report for the NHS leadership centre’ (Hartley and Hinksman, 2003);

This study was conducted when the Warwick Institute of Governance and Public Management had been commissioned by the NHS Leadership Centre to produce a systematic literature review of leadership development to support the Leadership Centre’s thinking on designing and evaluating leadership development activities for the NHS. The review had been conducted by Hartley and Hinksman (2003), and focused on the period 1997-2003, because leadership development ideas and practices change rapidly, as they stated. They consulted six databases namely ABI/Inform Global (ProQuest), ASSIA, HMIC, SSCI (Social Sciences Citation Index), PsychInfo, MedLine. This research resembled Hartley and Hinksman's (2003) study by analysing only papers written in English.

Hartley and Hinksman (2003) carried out most of the phases, procedures and terms of SR detailed in Table 1. In particular, their systematic review included “identifying key themes and findings; the key learning methodologies associated with leadership development; different approaches to

leadership development, and the key literature associated with each topic area (author, title, date of publication, summary of key themes and findings).” (Hartley and Hinksman, 2003: 2).

However, they stated:

“We will not, therefore, examine leadership studies, nor leadership development studies on their own, but focus primarily on those studies of leadership development which have been evaluated (in terms of their outcomes for both individuals and organisations, and in terms both of learning and of performance).” (Hartley and Hinksman, 2003: 5).

In comparison with developed SR model in this research presented in the next subsection (3-1-4), their systematic review did not identify an explicit research question to be answered, conduct a scoping search, or show specified search keywords. Their inclusion-exclusion terms and criteria could also have been more explicit. Moreover, they did not use systematic tables to analyse the information related to the different perspectives based on the context (e.g. school or leadership style) of the reviewed relevant literature.

#### 6 - ‘Experiences of Being a Teenage Mother in the UK: A Report of a Systematic Review of Qualitative Studies’ (McDermott et al., 2004).

Three researchers worked together to conduct this report. They set out to undertake a systematic review of qualitative research on the experience of being a teenage mother in the UK, conducting their review in four stages. Such stages have been included in the phases, procedures and terms of SR model of this research detailed in Table 1 in section 3-2. These four stages were as follows:

“Searching the research literature, applying inclusion/exclusion criteria to the studies located through the research and quality-assessing the studies which met the inclusion criteria respectively. The final stage of systematic review involved the integration of synthesis of themes about young mothers’ experiences from across the studies which met both the inclusion and the quality criteria.” McDermott et al. (2004: 4).

McDermott et al. conducted searches on various databases. Twenty studies met their inclusion criteria (i.e. UK study, published between 1990 and 2003, of young women's experiences of having become a mother in their teenage years). Finally, in the systematic review, they included only ten studies that met their quality criteria.

Most of the phases, procedures, terms and criteria of SR of this research detailed in Table 1 in section 3-2 were applied by McDermott et al. (2004: 4). However, their study differs from what is

developed in this research by not identifying an explicit research question to be answered and not using systematic tables to analyse the findings.

Generally speaking, among the previous discussed examples, numbers 4, 5 and 6 seem to be closest to this research's detailed methodology.

The previous examples have not been explored for the purpose of criticizing them, but to show how this research SR methodology is different and more developed for the purpose of systematically searching for and review the factors influencing SDO.

### **3-1-4 Development and application of this research systematic literature review model**

Ahmed (2000) states:

“we need to encourage all types of researches that can be functional in solving problems and advancing knowledge, rather than be stuck with a ‘purist’ approach, especially because management as a field of study is still in relatively earlier stage of scientific development” (Ahmed, 2000: 11).

Rolfe (2006) also supports this view and argues that there is no one complete methodology in the specific field that can literally be followed in all research. He states: “There is no qualitative paradigm at all, so that each research methodology (and perhaps each individual study) must be appraised on its own merits.” (Rolfe, 2006: 310).

Based on the previous overview, discussion and examples about systematic review methodologies, and due to the lack of a complete SR model in management research, this section explicitly represents the development and application of 'this research systematic review methodology model', which is a highly systematic (according to Bimrose et al., 2005) literature review model or protocol (as recommended by Rudestam and Newton, 1992; Tranfield et al., 2003; Pai et al., 2004). Such a model comprises a number of phases (Bimrose et al., 2005; Pai et al., 2004), criteria, terms and procedures that ensure greater efficiency in the review process (Torgerson, 2003; Tranfield et al., 2003; Pai et al., 2004).

The stages of this research SR model comprise a literature searching process; including relevant literature and excluding irrelevant ones, quality assessment of the 'obtained' potentially relevant

literature (i.e. 'obtained' as a hard or a soft copy or has been read); and conducting a systematic review process including analysis and discussion of the findings (i.e. identified factors). Detailed discussion on the development of this model and how it was applied in this research is covered later in this subsection and later in section 3-2 as well as in Table 1.

The systematic search processes and review of this research have involved any 'accessibly' (i.e. had appeared during search processes using the predetermined search words detailed in Table 3) 'available' (i.e. was reachable through electronic databases and it was possible to obtain a soft or hard copy of its full text or at least to read it) 'relevant' (i.e. according to inclusion terms mentioned later in this section and in chapter four section 4-1) academic literature on leadership and management written in English and published during the period 1990 to 2011 using predetermined multi-keywords and inclusion terms.

Academic studies were characterized by references (i.e. academic or peer-reviewed journals, periodicals or forums) or by their sources (e.g. universities-business schools) or by their writing style (i.e. scholarly publications which have references and acknowledged writing in the content and bibliography).

Furthermore, any article or study title or its abstract had to contain any of the keywords that are reflected in the research question and research objectives (Tranfield et al., 2003: 215; Knoben and Oerlemans, 2006; Saunders et al., 2007) to be included and considered as relevant literature.

In order to involve any accessibly available relevant research and studies in the research field, (as recommended by Tranfield et al., 2003; Bimrose et al., 2005; University of Gloucestershire, 2008/09; Pai et al., 2004), and to eliminate unintentional bias in all phases of search and review process, (according to Rudestam and Newton, 1992; Torgerson, 2003) 'which may occur in the use of other review methodologies' (Bimrose et al., 2005: 19), the quantity (and quality) of search words has been increased from a few keywords until it reached 53 search words (shown in detail in Table 3). The development of search words was derived from the research question (Bimrose et al., 2005) and research objectives and started with the scoping search and developed over the search processes. All 53 search words have been used in the exhaustive systematic search process.

The use of such a large number of search words in different phrases, covering as many synonymous words of sustainable as possible, which have never been used in such a number before in any other

research using systematic review methodology, was intended to involve any accessibly available relevant literature as well as to avoid any bias to any school, discipline, industry, group, business, methodology, nation or culture. Moreover, the outcome of the search process is transparently documented in section 2-3 to make the search process as transparent as possible and replicable, as per Svahnberg et al. (2009) and Becheikh et al. (2006).

Furthermore, the 53 search words could be clustered into five main-keywords, which are mentioned in the research question (see section 2-1) and from which other search words were derived. Such main-keywords included: 'sustainability'/'sustainable'; 'organizational'; 'development'/'success'; either separately or together with 'leadership'; 'management' keywords. In addition to 'long-term', 'continuous' and 'success' keywords, which were used because they are part of the SDO definition in this research (see section 1-1-1). All other search words were derived and developed mainly from these main-keywords as discussed in section 4-1 in chapter four and detailed in Table 3.

With regard to **quality assessment**, it is not easy to evaluate the quality (Tranfield et al., 2003) and suitability of the relevant literature content (Gummesson, 1991; Rolfe, 2006).

“The quality assessment of qualitative research is a highly contested aspect of research methodology and systematic review debates. There are no commonly-agreed quality criteria by which to judge qualitative research.” McDermott et al. (2004: 16).

Nevertheless, there are some additional systematic guidelines that were very helpful in critiquing and evaluating the quality of obtained relevant literature, their contents and suitability to be included in this research discussion and writing, as well as helpful in reaching and producing appropriate conclusions, according to Tranfield et al. (2003). To have guidelines for quality assessment of the relevant literature, is also recommended by Ahmed (2000), Rudestam & Newton (1992), Torgerson (2003), Potter (2006) and Pai et al. (2004).

The additional systematic guidelines have considered any literature and its content relevant and of a good quality if it was in academic style (i.e. has references and acknowledged writing and/or clearly defined research methodology), according to Svahnberg et al. (2009) and McDermott et al. (2004); generally contributed to answering the research question (Torgerson, 2003; Bimrose et al., 2005) and achieving the research objectives; having clearly stated objectives and structure (Rowley & Slack, 2004; McDermott et al., 2004) and having clear-cut and consistent findings or evidence (Torgerson, 2003; De Croon et al., 2005; Pai et al., 2004) which are either facts, conclusions or specific data.

As regards the obtained relevant literature, all articles/studies were obtained in a hard copy. Most of them were also obtained in a PDF soft copy form enabling the researcher to systematically and thoroughly scan and review their entire content using each main-keyword separately. To make sure that the content of the obtained potentially relevant articles/studies containing any of the main-keywords was not missed, the soft copies were scanned using each main-keyword separately during review process of most reviewed studies.

This was followed by a careful reading and systematic review of the abstract and conclusion of the study under review. This was to probe for any factor relating or indicating explicitly or indirectly to sustainable (long-term-continuous) development to be extracted and systematically categorized/themed and critiqued in writing as soon as extracted/found (Potter, 2006) as well as to ensure perfect referencing, quoting and critiquing of different arguments relating to the identified factors in the research discussion.

The same procedure was applied to non-PDF potentially relevant articles/studies with more time consumption, and more concentration to read the content and systematically review all conclusions of these studies.

For the research to be within its academic scope, objectives and time frame and to make it possible to be conducted as detailed and discussed in the introductory chapter, some boundaries were determined and applied (i.e. inclusion and exclusion terms). Such inclusion and exclusion terms have been developed in this section (3-1-4) based on the research question and research objectives as well as the conceptual framework and methodological details of the research.

Articles or studies were included (Bimrose et al., 2005; Becheikh et al., 2006; Pai et al., 2004) when they met the following inclusion terms (this is the fourth phase in SR process):

- i. they were written in English;
- ii. the article or study was published between 1990 to 2011; thus, other publication forms such as “conference proceedings, books, newspapers articles, unpublished works, etc. were not considered” (Becheikh et al., 2006: 646);
- iii. they were academic as detailed earlier;

- iv. they were available in full text;
- v. the article or study title or its abstract had contained any of the search words mentioned in Table 3;
- vi. the abstract or main content of the article or study was related to the research question and research objectives. Thus, any article or study with content relating to or focused on one of the non-relevant subjects and areas were not considered. Such subjects and areas are shown in section 4-3 of chapter four.

Articles or studies were excluded (Bimrose et al., 2005; Becheikh et al., 2006; Pai et al., 2004) when:

- i. they were not written in English;
- ii. the article or study was not published between 1990 to 2011; or of other publication forms such as conference proceedings, books, etc. mentioned earlier.
- iii. they were not academic;
- iv. they were not available in full text;  
(In this regard, the full text of the article or study was considered ‘not available’ when it was not possible to get it either through the full accessed previously mentioned databases or through other accessibly sources including inter-library loan and/or Google scholar.);
- v. the article or study title or its abstract did not contain any of the search words mentioned in Table 3;
- vi. the abstract or main content of the article or study was not related to the research question and research objectives (i.e. were relating to or focused on one of the abovementioned non-relevant subjects and areas).

### **Identifying of themes and factors**

The factors that have been found by scholars of the reviewed studies were identified and then categorized and constructed into themes (i.e. factors related to the same topic were grouped or categorized into one group or theme) and sub-themes according to their frequency and appearance in the reviewed studies. For example, all factors relating to human resources (HR) were categorized and constructed under the HR theme at first, which was growing with each additional reviewed study. When a number of factors relating to HR development, for example, started to appear and were increasing in number, they were then categorized and constructed under the HR development sub-



theme (or factor), and so on. So, themes and factors were being identified as the systematic review of the relevant studies was in progress.

The theme is wider than the factor and could comprise more than one factor, and in this case theme and factor are not synonymous. For example, human resources (HR) is a theme and not a factor, because it comprises many factors (which could also be called sub-themes), while sustainability is a theme or a factor, because it comprises one factor.

The factors found by each of the included relevant studies (discussed in the following section) were systematically reviewed, categorized and grouped into groups or themes in chapter five (i.e. Themes identification, analysis and discussion), in which the themes' and factors' identification processes took place.

Thus, undertaking systematic review of the relevant studies has resulted in the identification of different themes (Torgerson, 2003) which include many identified factors. The factors were documented (i.e. identified) and themed as soon as they were found during the review process. Such a method was recommended by Potter (2006). Moreover, identifying the themes as well as summarizing and categorizing the identified factors into these themes (using the systematic tables) and in the contextual discussion was growing up alongside the systematic review process.

In these processes, the findings and perspectives of different scholars related to the research question and research objectives have been systematically analysed and reviewed (Torgerson, 2003; McDermott et al., 2004; Saunders et al., 2007) together with an analysis and discussion of the categorized factors/findings (Pai et al., 2004).

Identification and categorization of the factors found by scholars of the reviewed studies into themes (Rowley & Slack, 2004; Saunders et al., 2007) has ensured that such factors and their related perspectives and contexts (i.e. business, culture, school) were summarized and analysed in the systematic tables. They have then been analysed and discussed in the discussion and analysis section.

So, the factors have become the target and the themes remain the means (or the hosts).

The above mentioned tables were developed during the process of categorization of the identified factors into themes. The formation of systematic tables aims to summarize and analyse the information related to the findings (i.e. identified factors) of different studies. Such tables are also intended to unpack the content of the reviewed literature including different ontological and epistemological orientations. To achieve this, each table includes (if they were clearly mentioned or were available through the context of reviewed study) the following information: title of study, author (scholar)(s) name, publication year, country of study (culture), objective(s), sample or population of study, methodology of study, school of study, limitation(s) and the identified factors. In addition, these tables enhance transparency and reliability as well as enable readers to judge the evidence related to the factor influence on SDO presented in each study as well as the conclusions of this research (Pai et al., 2004).

Following summarizing the information in each systematic table, there is a separate section for contextual 'discussion and analysis of the factors' in which the information in such tables related to the identified factors is critiqued and discussed. In that section the type of influence of the identified factors on SDO as well as the relationship between any factor and its context, such as schools, businesses and/or national cultures (Clegg, 2005; Torgerson, 2003) are discussed whenever they were available.

At the end of each theme, there is a conclusion section consisting of three subsections that clustered the schools of thought, cultural and business contexts. It also consists of the drawn conclusions subsection in which the factors resulting from the discussion and analysis are clustered and identified.

Overall conclusions of all identified factors are discussed in the final chapter (i.e. chapter six).

As mentioned in the research objectives (section 1-2), the focus was not on the philosophies of leadership and management schools or theories where debates about them could continue for a long time. Instead, the research has focused on the factors that have been found within the context of these schools to influence SDO.

Thus, when a scholar argues that there is evidence of the effect of a certain leadership or management school on specific aspects of organization, the review has focused on factors mentioned

within the context of such school. For example, instead of discussing the detailed philosophies of Transformational Leadership (TL) or Total Quality Management (TQM), the review and discussion focused on the factors found by scholars in the context of TL or TQM to influence sustainable (or long-term-continuous) success-development of organizations.

However, when a certain school has been found by itself to influence SDO, it was considered a factor and was identified.

At the end of the section, the researcher has various ethical responsibilities, which apply to all phases and sections of the research. However, as this research is of an academic literature-based and exploratory nature, the main ethical research issues were the systematic quoting, according to Rudestam and Newton (1992), and the correct referencing of different findings, quoting and perspectives, according to Li and Crane (1996) and Saunders et al. (2007).

Such systematic quoting and correct referencing have been ensured throughout a rigorous and transparent systematic search and inclusion terms and criteria as well as systematic and objective review criteria (Tranfield et al., 2003; Bimrose et al., 2005). Such ethical responsibilities have also been applied through the previous discussion in this section and through the discussion of the systematic review model followed in this research detailed above and in the next section.

Systematic review (SR) methodology is defined thus: "the methodology by which a specific research question and explicit research objectives are determined, followed by an exhaustive search for and review of any accessible available relevant literature (using multi-keywords and clear pre-determined inclusion/exclusion terms) and then the included literature is reviewed and its findings extracted, categorized, analysed and discussed considering the different contexts, with the aim of identifying the factors/findings and drawing important/new understanding and conclusions from them, including different relationships and implications."

## **Section 3-2:**

### **Model of systematic review applied in this research**

Through review of many references (listed in the bibliography) on systematic review methodology over the first two years of the research start date and according to the discussion over the previous section (i.e. section 3-1 and its subsections); it was noticed that there seemed to be neither inclusive reference nor unified or standardized model or protocol (i.e. including organized phases, procedures, terms and criteria) for systematic review methodology in the social research that was available.

This has led to considerable effort, during the process of this research, to include scattered phases, procedures, terms and criteria of systematic review that were mentioned in these references. This effort has resulted in developing a model of Systematic Review (SR) in social research including phases, procedures, terms and criteria mentioned in the different references, to be followed in this research.

It is hoped that this model will become a useful contribution to systematic review methodology in social science research.

This model was developed based on the discussion in the previous section and review of literature on the methodology subject particularly the literature of systematic review methodology.

Reference to some of this related reviewed literature is mentioned hereafter as appropriate between two brackets in each feature of this model.

The model followed and applied in this research has the following features (phases, procedures, terms, criteria and methods are inclusive), which is illustrated later in Table 1:

- > SR has a specific and focused research question (Rudestam and Newton, 1992; Torgerson, 2003; Pai et al., 2004).
- > SR has explicit and reachable research objectives (Torgerson, 2003; Pai et al., 2004).
- > SR involves conducting a scoping search to establish whether or not a systematic search and review in the research subject has previously been conducted (McDermott et al., 2004).
- > SR has organized and unambiguous pre-determined inclusion terms and criteria based on the research question and research objectives (Tranfield et al., 2003; Pai et al., 2004, Knobens and Oerlemans, 2006; Saunders et al., 2007). In this research, studies were included when: they were

written in English; published during the period from 1990 to 2011; academic; available in full text; the study title or its abstract had contained any of the search words mentioned in Table 3; the abstract or main content of the study was related to the research question and research objectives.

- > Developing search multi-keywords according to the research question, research objectives and scoping search.
- > SR involves an exhaustive and sensitive search using separated multi-keywords (Tranfield et al., 2003; Pai et al., 2004; Bimrose et al., 2005) -53 main-keywords have been determined for the systematic search process in this research- and applying inclusion terms in the search processes, using the core bibliographic international databases relating to the research field (e.g. business and management).
- > SR involves a systematic search for any accessibly available relevant studies in the research topic (Torgerson, 2003; Pai et al., 2004) applying search and inclusion terms and criteria in each search process of each search word; so it is an efficient method for identifying extensive literature.
- > SR is an organized methodology as it involves clear review protocol comprising a number of clear phases, procedures, terms and criteria that ensure greater efficiency in the review process (Torgerson, 2003; Tranfield et al., 2003; Pai et al. 2004; Cochrane Collaboration website; Bimrose et al., 2005). It is explicit, open to scrutiny as well as time consuming.
- > SR involves quality assessment of the accessibly available relevant studies (i.e. academic/peer reviewed, has clear objectives and methodology, contributes to answering the research question and achieving the research objectives, has clear-cut and/or consistent findings or evidence), (Gummesson, 1991; Tranfield et al., 2003; Pai et al., 2004; Bimrose et al., 2005; Rolfe, 2006).
- > SR involves review of the content of obtained relevant studies using systematic tables that in summary analyse the results (i.e. factors found by scholars of the searched and reviewed literature) of such review (Torgerson, 2003; Tranfield et al., 2003; Pai et al., 2004, Knoben; Oerlemans, 2006) which is discussed in the previous section. SR, therefore, shows, discusses and may critique the context(s) in which a study had been conducted (Pai et al., 2004).
- > SR limits bias (that might occur unintentionally) in all search and review phases and processes (Rudestam and Newton, 1992; Torgerson, 2003).
- > SR ensures the findings of different perspectives of reviewed literature being covered through categorization and the construction process of themes as well as through contextual discussion and analysis of findings.
- > SR involves discussion of the factors found by (or findings of) scholars of the searched and reviewed relevant literature. As a result, it involves identification, categorization and construction

of clear-cut, consistent or evidence-based findings of the reviewed studies. (Torgerson, 2003; Clegg, 2005; and Pai et al., 2004; McDermott et al., 2004; Saunders et al., 2007).

> SR involves producing conclusions and understanding of the discussed findings.

It would be now useful to illustrate the above mentioned phases and general features of Systematic Review (i.e. the developed SR Model in this research) and compare them with those in clinical research and in traditional reviews. Such comparison is illustrated below in Table 1.

All the phases, features, procedures, terms and criteria of SR in social science research mentioned in this model (i.e. in Table 1 in column B) have been followed and applied in this research.

**Table 1.** In this table, developed phases (steps) and general features of systematic review (the developed SR model in this research) are illustrated in column B and compared with those in clinical (medical) research in column A, and comparing it with traditional (narrative) literature review (in column C) commonly used by research students in social research.

Phase and Feature	A SR in clinical (medical) research	B SR in social science research (Developed and applied in this research)	C Traditional (Narrative) literature review
First phase: Developing research question	Developing a focused and specific research question (usually a pure clinical question).	Developing a focused and specific research question. (Applied, see section 1-2 of the introduction chapter)	Developing a focused or general/specific research question.
Second phase: writing research objectives	Not necessarily to have an explicit and reachable research objectives.	Should have explicit and reachable research objectives. (Applied, see section 1-2 of the introduction chapter)	Should have explicit and reachable research objectives.
The central objective	<i>“The central objective of a systematic review is to summarize the evidence on a specific clinical question.”</i> (Pai et al., 2004: 87).	The central objective of a systematic review is to explore, summarize and categorize the evidence found by scholars of reliable literature (e.g. academic/peer reviewed) on a specific research question as well as to develop categorization and understanding of the identified, summarized, categorized and discussed findings. (Applied, as discussed in sections 1-1 and 1-2 of the introduction chapter and sections 3-1, 3-2 and of methodology chapter and in chapter four as well as applied in chapter five)	The central objective of a traditional literature review is to explore the previous literature on the research question to underpin and support the research subject and significance.
Third phase: scoping search	Conducting a scoping search to establish whether or not a systematic search and review in the research subject has previously been conducted.	Conducting a scoping search to establish whether or not a systematic search and review in the research subject has previously been conducted. (Applied, see subsection 1-1-2 of the introduction chapter)	Not common
Fourth phase: Determination of inclusion terms	Has pre-determined explicit inclusion and excluding terms and criteria based on research question.	Has pre-determined explicit inclusion and excluding terms and criteria based on the research question and research objectives. (Applied, see subsection 3-1-4 of the methodology chapter and chapter four)	It unusually has general inclusion and excluding terms.

Fifth phase: Developing search keywords	Developing search keywords according to research question and scoping search.	Developing search keywords according to research question, research objectives and scoping search. (Applied, see subsection 3-1-3 of the methodology chapter and Table 3 in chapter four)	Developing some search keywords according to research question, and research objectives.
Sixth phase: Finalizing search keywords.	In order to involve any accessibly available relevant studies in the research field to eliminate unintentional bias in all phases of search and review process, multi keywords have to be developed and exhaustively used in the systematic search process.	In order to involve any accessibly available relevant studies in the research field and to eliminate unintentional bias in all phases of search and review process, multi-keywords have to be developed and exhaustively used in the systematic search process. (Applied, see subsection 3-1-4 of the methodology chapter and Table 3 in chapter four)	Combined with previous phase.
Seventh phase: Identifying databases	Databases relating to the subject are most likely well known by research community in the field. Therefore, the reviewers have to identify databases according to the advice of research department/IT staff as well as their supervisors in the institution or university where they are conducting their research, in addition to their experience with scoping search.	Databases relating to the subject are most likely well known by research community in the field. Therefore, the researcher has to identify databases according to the advice of research department/IT staff as well as his/her supervisors in the institution or university where he/she is conducting his/her research, in addition to his/her experience with scoping search. (Applied, see section 2-3 and Table 2 in section 2-3 of the methodology chapter)	General.
Eighth phase: Conducting exhaustive systematic search	Conducting an exhaustive and sensitive search by using separated multi-keywords and applying inclusion terms and PICO (patient, intervention, comparison and outcome) terms in searches processes, using the core bibliographic international databases relating to the research field (e.g. bioscience, biomed, medical, clinical or health).	Conducting an exhaustive and sensitive search by using separated multi-keywords and applying inclusion terms in search processes, using the core bibliographic international databases relating to the research field (e.g. business and management). (Applied, see section 2-3 and Table 3 in section 2-3 of the methodology chapter)	Not applicable.
Phases	Consisting of pre-determined and explicit phases (steps).	Consisting of pre-determined and explicit phases. (Applied, see subsection 3-1-4, section 3-2 and Table 1 in section 3-2 of the methodology chapter)	Does not consist of explicit phases.
Number of reviewers/ researchers	Mostly conducted by two or more clinicians.	Usually conducted by more than one researcher and sometimes by one. But, it is recommended to be conducted by two researchers. (In this research, it is conducted by one researcher)	Usually conducted by one researcher, sometimes by more than one.
Search restriction	Reviewers can restrict the search to a specific study type (e.g. randomized controlled trials). So, they can use appropriate filters to extract specific types of studies (Pai et al., 2004).	The researcher does not limit the search to a specific study type. This is to avoid bias to the type of study (e.g. certain schools, themes, methods, discipline etc.), which often does not exist in the clinical research, which often based on Evidence-Based Medicine (EBM). (Applied, see subsections 3-1-3, 3-1-4 and section 2-3 of the methodology chapter)	Researcher sometimes uses some restriction to save time and to find some (not necessarily much) relevant literature.
Ninth phase: Applying search and inclusion	Applying search and inclusion terms and criteria in each search process of each search word. The systematic search and identification	Applying search and inclusion terms and criteria in each search process of each search word. The systematic search and identification of the relevant literature	Unusual. However, It usually has general inclusion and excluding terms to

terms	of the relevant literature applying such terms and criteria to the potentially relevant studies aims to specify and identify the relevant studies. Searching process (i.e. eighth phase), applying search and inclusion terms and criteria (this ninth phase) should be conducted simultaneously at the same time to ensure the more efficient outcome in respect of obtaining the relevant studies (i.e. saving them in electronic files and then printing them) in each search process.	applying such terms and criteria to the potentially relevant studies aims to specify and identify the relevant studies. Searching process (i.e. eighth phase) applying search and inclusion terms and criteria (ninth phase) should be conducted simultaneously to ensure the more efficient outcome in respect of obtaining the relevant studies (i.e. saving them in electronic files and then printing them) in each search process.  (Applied, see subsection 3-1-4, section 2-3 and Table 3 in section 2-3 of the methodology chapter)	help the researcher to find the relevant literature to his/her research.
Tenth phase: Table of the outcome of exhaustive systematic search.	The outcome of the exhaustive systematic search processes for the search words in Titles and Abstracts in determined database has to be illustrated in detailed table.	The outcome of the exhaustive systematic search processes for the search words in Titles and Abstracts in determined database has to be illustrated in detailed table. (Applied, see Table 3 in section 2-3 of the methodology chapter)	Unusual.
Eleventh phase: Quality assessment	Developing and applying pre-determined guidelines for quality assessment of the content of obtained relevant literature which depend on the type and design of study and refers mainly to internal validity of the studies (i.e. lack of bias).	Developing and applying pre-determined guidelines for quality assessment of the content of obtained relevant literature which can be generally applied to most of research using SR. Such guidelines include: including only academic/peer reviewed studies (i.e. has references and acknowledged writing as well as clearly defined objectives and research methodology), studies which contribute to answering the research question and achieving the research objectives, and have clear-cut and/or consistent findings or evidence. (Applied, see subsection 3-1-4, Table 4 and Table 5 in section 2-3 of the methodology chapter and chapter five)	It usually does not include quality assessment of the obtained literature.
Twelfth phase: systematic review and analysis of the content and summarizing, categorizing the findings and constructing the themes	Summarization or/and synthesis of the consistent or evidence-based findings of the reviewed studies according to pre-determined method. Such method usually includes year, methodology, population, quality and outcomes of reviewed studies. (Pai et al., 2004). This phase is the setting of eleventh phase. This phase is usually followed by “pooling of effect measures across studies.” (Pai et al., 2004: 91).	Systematic review including analysis of the content of the obtained relevant literature (studies) which involves identification, summarization, extraction and thereafter categorization, constructing themes and writing the results (i.e. the clear-cut, consistent or evidence-based findings) of the reviewed studies according to pre-determined method. Such a method is followed for each theme and comprises the formation of systematic review tables that analyse the information related to those results (i.e. the factors found by scholars of the searched and reviewed relevant literature). Such systematic tables are	Does not include systematic review of the content and categorizing and constructing or synthesizing the findings of the obtained literature.



		<p>intended to unpack the content of the reviewed literature (including different ontological and epistemological orientations). To achieve this, each table usually includes (if they were clearly mentioned or were available clearly through the context of study) the following: title of study, author/scholar(s) name, publication year, country of study, objective(s), sample or population of study, methodology of study, philosophy (school) of study, limitation(s) and findings of (i.e. factors found by) study.</p> <p>This phase is usually followed by section of discussion and analysis of findings analyses in summary in the above mentioned systematic table in each theme. (Applied, see each theme in chapter five)</p>	
Statistical methods	<p><i>“Statistical methods (meta-analysis) may or may not be used to analyse and summarise the results of the included studies.”</i> Cited from <a href="#">The Cochrane Collaboration</a> website.</p> <p>However, meta-analysis is usually the final step in a systematic review of clinical studies containing clinical data.</p>	<p>Statistical method is rarely used unless the research is based on numerical data, which needs a statistical summarization and analysis (meta-analysis is recommended in this case).</p> <p>(Not applied, because it was not applicable for this research, see also subsection 3-1-2 of the methodology chapter)</p>	Unusual. But, It also depends on the type of reviewed literature.
Thirteenth phase: Discussion	Usually done within eleventh phase and the last phase.	<p>Undertaking critiqued discussion and analysis of the developed and written themes which was completed in twelfth phase.</p> <p>There should be a discussion section within each theme.</p> <p>(Applied, see each theme in chapter five)</p>	It includes general discussion and conclusion of the literature.
Last phase: conclusions	The last phase/step involves <i>“interpretation of the results, discussion of issues such as clinical applicability and writing of the manuscript for publication.”</i> (Pai et al., 2004: 94).	<p>The last phase/step involves conclusions and constructing categorization and understanding of the identified, summarized (or categorized) and discussed findings.</p> <p>(Applied, see each theme in chapter five as well as chapter six)</p>	It is unusual except the above mentioned.
limitations	<p>Has some limitations such as design flaws of the primary studies and the research itself, time, language of reviewed studies, accessibility to different resources, availability of the relevant literature, the determined period of reviewed literature, inclusion/exclusion terms and/or inability to accurately interpret the results.</p> <p>Hence, produced conclusions as</p>	<p>Has some limitations such as time, language of reviewed literature, accessibility to different resources, availability of the relevant literature, the determined period of reviewed literature, businesses and national-cultural differences and/or inclusion/exclusion terms.</p> <p>Hence, the contribution to knowledge, epistemology and the generalization level (generalizability) as well as the produced conclusions and recommendations of the</p>	Limitations related to the reviewed literature are usually not considered.

	well as the generalization level (generalizability) of the research outcome will be affected by quantity and quality of these limitations.	research will be affected by quantity and quality of these limitations. (Indicated, see section 1-3 of chapter one and the summary at the end of this chapter)	
Further research	Reviewers usually conclude the need for (and recommend) further research. But, If the evidence is strong and absolute, reviewers <i>“might recommend no further trials on that clinical question.”</i> (Pai et al., 2004: 94).	Researcher always concludes the need for (and recommends) further research because social science is of continuous development nature. (Indicated, see section 1-3 of chapter one and chapter six)	Researcher usually concludes the need for (and recommends) further research because social science is of continuous development nature.

All SR previously phases and features detailed in Table 1 including procedures, terms and criteria related to research in social science have been applied and followed transparently in this research as indicated in the above mentioned table at the end of each feature/phase in column B.

### **Summary of Chapter three**

This chapter began by discussing the reason for choosing and then developing the systematic review (SR) methodology as the appropriate methodology for answering the research question and achieving the research objectives.

It has then discussed the background of SR methodology as well as examples of some previous studies using this methodology and how they agreed with and differed from the developed SR of this research.

Due to the lack of a complete SR model in management research, a developed SR methodology model was designed and then applied in this research. This model comprised different phases, criteria, terms and procedures that ensured greater efficiency and transparency in the review process in this research. In addition, it included quality assessment, inclusion/exclusion terms and identification of themes.

The systematic search processes and review in this research have involved any 'accessibly' 'available' 'relevant' academic literature on leadership and management, written in English and published during the period 1990 to 2011, using multi-keywords and inclusion/exclusion terms.

The factors that have been found by reviewed literature were categorized into themes. Themes and sub-themes were identified as the systematic review of the obtained literature was in progress. Such process required formation tables that summarize the systematic review of findings comprising analysis of the contexts related to each identified factor under each them.

The model of systematic review applied in this research has then been detailed in section (3-2).

Such a model developed in this research is a contribution to the systematic review methodology in social science research.

The methodology chapter has led and guided to chapter five (i.e. Themes identification, Analysis and Discussion) that represents the stage of the systematic review of the obtained relevant literature to identify, analyse and discuss and then identify the factors found by scholars of the reviewed studies to influence SDO.

As any methodology, systematic review has important benefits for any research similar to this research as well as has some limitations. The details of such benefits are discussed in sections 3-1 and 3-2 of the methodology chapter and summarised in Table 1 in section 3-2. However, such benefits must consider the research question, objectives and inclusion/exclusion terms in any research.

Finally, one of the main limitations of SR is its restriction to reviewing the content of written research, whereas it is unable to review experiments, views and findings in the field, which are usually examined and reviewed through a wide range of qualitative and quantitative methodologies. Nevertheless, SR remains one of the most suitable methodologies for exploring, unpacking and reviewing the findings and different perspectives of extensive written literature in a specific subject.

In the following chapter (chapter four), the outcomes of systematic search for the search words in titles and abstracts are presented in detail.

In chapter five, the research methodology and detailed methods discussed in this chapter have been applied and guided the systematic review processes.

## **Chapter four:**

**The outcomes of systematic search for  
the research keywords in titles and  
abstracts**

#### **Section 4-1: The complete summary of inclusion/exclusion terms**

The specific and focused research question, research objectives and scoping search have guided the development of explicit terms and criteria for inclusion (fourth phase in SR process) and selection of studies and research as well as the conducting of a more specific and exhaustive search in determined databases (seventh phase in SR process) (Tranfield et al., 2003; Pai et al., 2004, Knoben and Oerlemans, 2006; Saunders et al., 2007), as detailed in sections 3-1 (particularly subsection 3-1-4) and 3-2 of the methodology chapter.

Based on the nature and features of Systematic Review (SR) methodology, SR has inclusion/exclusion terms, which are explicit, transparent and open to scrutiny; and based on what has been discussed in sections 1-2 (pages 30-32); 3-1-4 (page 68-75); 3-2 (pages 76-82), Table 1 (page 78), Table 3 (page 97) and Table 5 (108), the following is the complete summary of the inclusion/exclusion terms discussed in the these sections and tables.

Any article/study has been included in this research if:

1. It is an article/study, rather than other publication, such as a record of conference proceedings, or book or newspaper article; and published in English between 1990 and 2011.
2. The abstract or main content of the article or study was related to the research question and research objectives. Thus, any article or study with content relating to or focused on one of the non-relevant subjects and areas shown later in section 4-3 (page 95) of this chapter was not considered.
3. It was related to the factors influencing the sustainable development of organizations by indicating the sustainable development of organizations in the title/abstract of the article/study by using any of the 53 search words discussed in this section and shown transparently with the search outcome of each in Table 3 page 97.

In this regard, in order to involve the accessibly available literature relevant to the research subject, the process of choosing and developing these search words has mainly been based on the text of the research question and the research objectives. A 'scoping search', using the words 'sustainable development' and 'sustainability' combined with development was also carried out.

The following five words are the search keywords mentioned in the research question (see section 2-1): 'sustainable', 'development', 'leadership', 'management' and 'organization'. The word 'success'

was found to be used in some reviewed literature to refer to the 'sustainable development' of organizations. The words 'long-term', 'continuous' and 'success' were also used because they are mainly part of the SDO definition and the related discussion in sections 1-1-1 and 1-1-2 of chapter one. Moreover, the two words (i.e. 'long term' and 'continuous') were also considered to indicate 'sustainable' based on dictionary review. For example, '*sustainable (adj) 1) able to continue without causing damage to the environment 2) able to continue for a long time*' (Longman, 2007: 1675-1676), and '*sustain (v) keep something going over time or continuously*' in Oxford Dictionary (Soanes and Stevenson, 2004: 1452).

These are the main search keywords, which formed the basis upon which further search words were derived and developed.

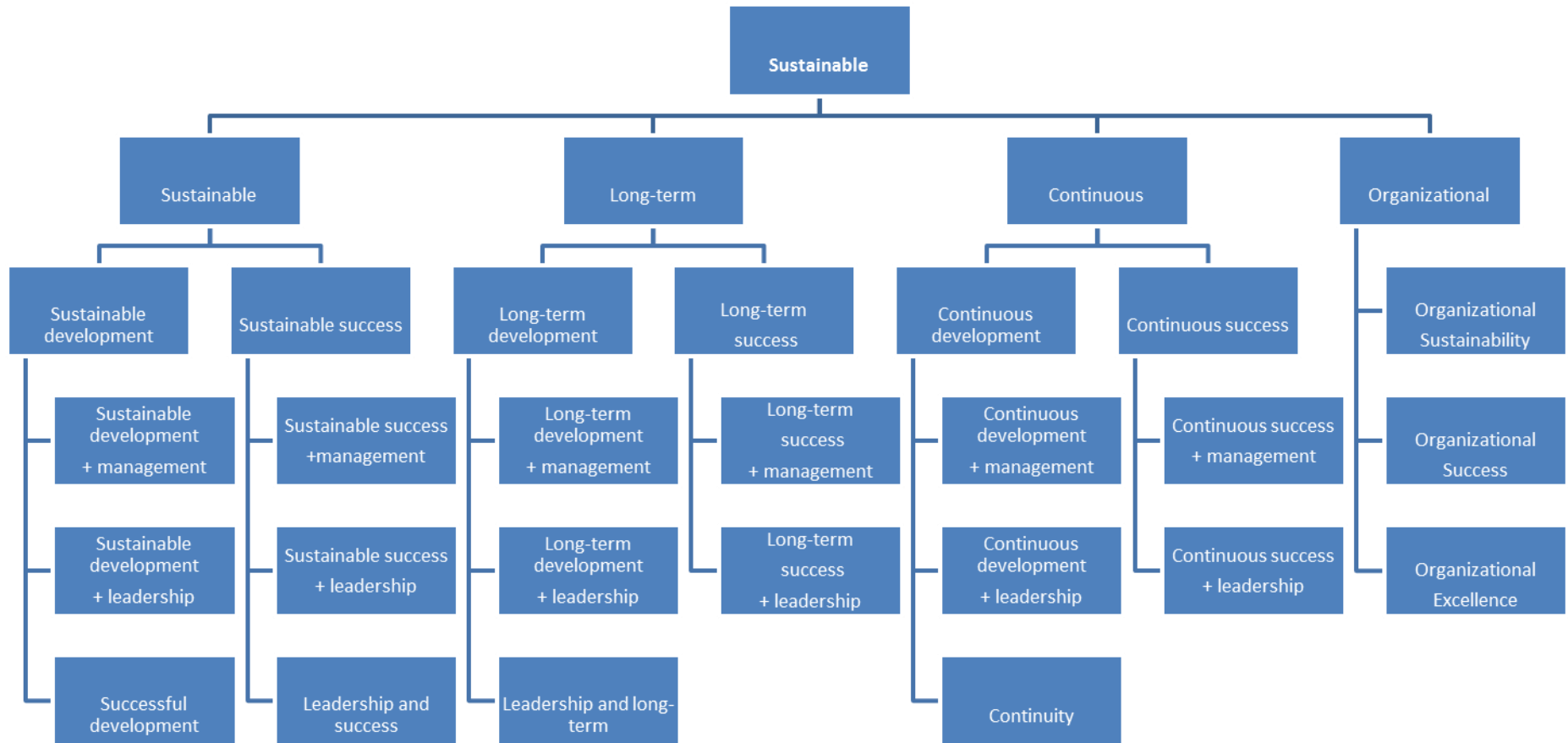
The number of search words was increased further by combining these main search keywords and their derivations with the words 'leadership' and 'management', to create further search multi-words. See Figure 4 next page and Table 3 page 97.

Based on this, the number of search words was then increased by using other derivations and/or combinations of these words, as detailed in Table 3.

The above explanation shows how the search words were originally derived, explaining at the same time why other words were not considered as search words. This is further explained and discussed in the following paragraphs.

The number of search words increased and developed until it reached 53 when the outcomes started to become almost zero in the last five search words (i.e. numbers 49-53 in Table 3 page 97), which were used based on the frequency appearance of the words 'strategic' and 'innovation' in the outcomes of the search words preceding them. This sequence of developing search words is shown in Figure 4 and Table 3.

Figure 4. Model (tree) of search words development





Explanation of the examples illustrated in Figure 4 in the light of previous discussion is as follows:

Example 1:

'Sustainable development' is a main keyword of the research stated in the research question and research objectives. From this main keyword, a further search word, 'sustainable success' was derived.

Both 'sustainable development' and 'sustainable success' were used with the words 'leadership' and 'management' (i.e. 'sustainable development +leadership'; 'sustainable development +management'; 'sustainable success +leadership' and 'sustainable success +management').

Example 2:

Based on the previous discussion, the word 'long-term' is considered by this research to be indicative of 'sustainable'.

It was combined with 'development' and 'success' to form the search words 'long-term development' and 'long-term success'.

Both 'long-term development' and 'long-term success' were then used with the words 'leadership' and 'management' (i.e. 'long-term development +leadership'; 'long-term development +management'; 'long-term success +leadership' and 'long-term success +management').

Example 3:

Based on the previous discussion, the word 'continuous' is considered by this research to be indicative of 'sustainable'.

It was combined with 'development' and 'success' to form the search words 'continuous development' and 'continuous success'.

Both 'continuous development' and 'continuous success' were used with the words 'leadership' and 'management' (i.e. 'continuous development +leadership'; 'continuous development +management'; 'continuous success +leadership' and 'continuous success +management').

Example 4:

Based on the previous discussion, the word 'organizational' is considered by this research as one of the main search keywords.

The word 'organizational' was combined with 'sustainability' to form the search word 'organizational sustainability'; with 'success' to form the word 'organizational success' and with 'excellence' to form the word 'organizational excellence'.

And so on for other derived search words.

The use of such a large number of search words in different phrases, covering as many search words as appropriate, was intended to involve any accessibly available literature. However, the expansion of the search words was also intended to avoid any bias toward any school, discipline, industry, group, business, methodology, culture or nation. For this reason, no words that indicated disciplines, such as 'HRD', 'customer orientation', 'marketing' or 'values', for example, were used or included as search words. This was because they were not one of the main search keywords reflected in the research question or research objectives and did not indicate 'sustainable', as discussed earlier. To do so would have required the researcher to include and treat all disciplines in this way, making the number of search words unmanageable and almost infinite, and making the conducting of this research impossible, due to being too loose and outside the determined research question and objectives. In the criteria and nature of systematic review (SR) methodology, disciplines such as customer orientation, marketing and HRD are outcomes (i.e. factors) of SR processes rather than search keywords.

For the same reason, when the researcher found an author he did not search on his/her other articles. To do so would have required him to treat all authors in this way. This, in turn, would have required the reading and study of an unmanageably vast amount of information; making the conducting of this research based on pre-determined and transparent criteria impossible.

4. It was accessible, which means that it had appeared during search processes in any of the following core bibliographic databases (recommended by IT specialist in the University and based on the experience of the scoping search): ESBCO, DOAJ, and Web of Knowledge (ISI), in addition to ABI/INFORM (recommended by the Institution of Public Administration in KSA) using these 53 search words determined in Table 3 page 97. The 'academic and peer-reviewed' term was always used if it was available in the database.
5. It was available in full text, rather than simply title or abstract, which means that it was reachable through the databases shown above, in the sense that the researcher was able to obtain a hard or soft copy of its full text.

6. When it was obtained as a potentially relevant article or study, based on the preceding five terms, it was read carefully and included if:
  - a) its abstract and conclusion contained any factor that was related to the sustainable (long-term or continuous) development and success of organizations, as shown in the previous discussion;
  - b) and the article or study was academic, which is characterized by having been published in academic or peer-reviewed journals; its source, such as universities and business schools; or by writing style which either comprised references in its content and acknowledged writing, or analysis of a specific information or being an experimental study, and also having a bibliography. This means that articles/studies that are based on personal observations or views and anecdotal evidence of unacknowledged writing and/or absence of references have not been included;
  - c) and/or it had clearly stated objectives or methodology and it had clear findings which are either facts, conclusions or specific data.

Furthermore, the inclusion and exclusion terms determined in the methodology of this research have been developed to ensure involvement of as many potentially relevant articles and studies as possible, and to ensure that any article/study that has been included is of relevance to the research question and objectives as shown in the previous discussion. The application of multi-words, exhaustively used in the systematic search processes, has also ensured involving any relevant article/study, as has previously been explained as well as transparently shown with all outcomes in detail in Table 3 page 97. Such a large quantity of search words has never been used in any other research (using systematic review) before, based on examples discussed in section 3-1-3 of chapter three. However, this research cannot and does not guarantee to encompass (or argue that it has encompassed) all published studies written in English in the field.

If any other relevant article/study is not in this research it should not then have appeared in the outcome of the search processes using the 53 search words determined in this research in Table 3. The reason may be because: 1- it was not relevant, because it did not relate to the research question and research objectives, or it did not meet other inclusion terms such as being academic in character and the other inclusion/exclusion terms mentioned above; or 2- it was not published in an electronic database or published in a database other than the databases used in this research; or 3- its author(s) used different words, which might have indicated the 'sustainable development of organizations', other than these 53 search words, but it was unclear; or 4- it was not reachable through the core

electronic databases used in the research; or 5- it was not possible to obtain a hard or soft copy of its full text.

Some potentially relevant articles were not included in the systematically reviewed studies listed in Table 4 page 103. Such articles were excluded based on the previously discussed inclusion/exclusion terms, and listed transparently with the reason(s) for their exclusion in Table 5 page 108. This is part of the nature and criteria of the systematic literature review methodology developed in this research. Based on the terms discussed in points 1-6 in this section, some of the reasons for exclusion included lack of clear objectives, methodology, consistent or explicit findings and/or focusing on a specific subject not related to the research question and objectives. However, two of the excluded potentially relevant articles listed in Table 5 (i.e. No.3 and No.4) might be arguable to have been included despite the reason(s) for exclusion mentioned by the researcher.

Moreover, in spite of the strong methodology of this research and the efforts to obtain the accessible relevant articles/studies during the search processes using such 53 search words (which have never been used in such number before in any other research using systematic review methodology), it is very important to state that there may be other studies using different words (other than those search words) to express or indicate the meaning of 'sustainable development of organizations', and which, therefore, did not appear in this research; in addition to some of the excluded articles mentioned above. Such potential missed or excluded studies could –if they found some factors influencing SDO- change the classification (and maybe the importance) of some identified factors discussed in the overall conclusions chapter (i.e. chapter six). It is important to state this issue as part of this research's limitations.

#### **Section 4-2: Electronic databases used in this research**

Using 53 search words (discussed in the previous section and detailed in Table 3) relating to the research title, question and objectives, a systematic search process (Torgerson, 2003) in several core bibliographic international databases (Pai et al., 2004; University of Gloucestershire 2008/09) for these search words was conducted as a first phase in each search process (eighth phase in SR process) as detailed in section 3-2 of the methodology chapter.

‘The main thrust of the search should be in the electronic databases, as being the most efficient method of retrieval.’ (Torgerson, 2003: 34).

By using all 53 search words, the systematic search was carried out in those accessed international databases, namely EBSCO which included Business Source Complete and International Bibliography of the Social Sciences databases; Directory of Open Access Journals (DOAJ) database; Web of Knowledge (ISI) and ABI/INFORM Global databases. Each database is usually linked to many other databases.

The detailed description of these databases is shown below in Table 2.

**Table 2.** Description of accessed databases used in the exhaustive search for the search words in titles and abstracts.

Database name	Description	URL
<u>Business Source Complete</u>	<p>“Business Source Complete is the world’s definitive scholarly business database, “providing the leading collection of bibliographic and full text content. As part of the comprehensive coverage offered by this database, indexing and abstracts for the most important scholarly business journals back as far as 1886 are included. In addition, searchable cited references are provided for more than 1,300 journals.”</p> <p>Cited from site.</p>	<a href="http://web.ebscohost.com/bsi/search">http://web.ebscohost.com/bsi/search</a>
<u>Directory of Open Access Journals (DOAJ)</u>	<p>“Aim &amp; Scope: The aim of the Directory of Open Access Journals is to increase the visibility and ease of use of open access scientific and scholarly journals thereby promoting their increased usage and impact.</p> <p>The Directory aims to be comprehensive and cover all open access scientific and scholarly journals that use a quality control system to guarantee the content. In short a one stop shop for users to open Access Journals.</p> <p>Definitions: Open Access Journal:</p> <p>We define open access journals as journals that use a funding model that does not charge readers or their institutions for access. From the BOAI definition of "open access" we take the right of users to "read, download, copy, distribute, print, search, or link to the full texts of these articles" as mandatory for a journal to be included in the directory.”</p> <p>Cited from site.</p>	<a href="http://www.doaj.org/doaj">http://www.doaj.org/doaj</a>
<u>Web Of Knowledge (ISI)</u>	<p>“ISI Web of Knowledge products are high-quality research databases that you can access from the Select a Database tab.”</p> <p>Cited from site.</p>	<a href="http://apps.isiknowledge.com">http://apps.isiknowledge.com</a>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ABI/INFORM®</p>	<p style="text-align: center;">“The Authority in Business Research Databases.</p> <p>For over 35 years ABI/INFORM has set the gold standard for business research. With continuously growing global content, award-winning search technology, and our intelligent, meticulous approach to indexing, ABI/INFORM remains at the forefront—as the industry standard for business research covering all disciplines.</p> <p>ABI/INFORM provides an unmatched collection of content types, delivering highly relevant and focused results required for business research today.</p> <p>Combining the foremost business journals and the leading sources of online business news with exclusive, international and scholarly content, ABI/INFORM delivers a remarkable variety of content results to meet the needs of researchers at all levels.</p> <p>Top Journals and Periodicals—MIT Sloan Management Review, Journal of American Academy of Business, Cambridge, Journal of Business Ethics, Foreign Affairs, Nations’ Business, Journal of Marketing, and more,</p> <p>Major Publishers—including Cambridge University Press, Emerald Group Publishing, Springer Science &amp; Business Media, Palgrave Macmillan, Oxford University Press.</p> <p>It’s about research, and it’s about results. ABI/INFORM provides deep business content from the highest-quality sources of business information available:</p> <p>The Wall Street Journal and Financial Times—Stay current with exclusive full-text access to the two top financial newspapers globally; including archival coverage to 1984*</p> <p>Working Papers—Research the latest in business trends and social science information, and preview scholarly articles with working papers available from SSRN (Social Science Research Network)</p> <p>Business Cases—Connect classroom topics with valuable business cases. ABI/INFORM provides thousands of business case documents from key business schools such as Ivey, Thunderbird, Idea Group, and Darden</p> <p>Annual Reports—Analyze balance sheets and income statements with over 7,000 annual reports covering more than 1,000 leading North American companies</p> <p>Country Reports—Track the fast-changing economic, political and market developments around the world with country reports. EIU ViewsWire delivers over 190,000 reports from 195 countries, providing concise analysis of market conditions worldwide</p> <p>Dissertations—Dig deep with ProQuest® Business Dissertations—Gain access to over 21,000 full-text doctoral dissertations and master’s theses from over 1,000 colleges and universities</p> <p>SWOT Analysis—Launch strategic planning initiatives with access to over 1,300 SWOT analysis reports from top-notch resources such as Just, a major publisher of business research, reports and company profiles</p> <p>Author Profiles—Locate key information about published authors in author profiles, including affiliations and research topics. E-mail addresses are included in the 125,000 profiles available”.</p> <p style="text-align: center;">Cited from site.</p>	<p style="text-align: center;"><a href="http://www.proquest.com">http://www.proquest.com</a>  <a href="http://www.proquest.com/products/pd-product-ABI.shtml">www.proquest.com/products/pd-product-ABI.shtml</a></p>
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### **Section 4-3: The outcomes of search processes**

It was not possible to record precisely the number of outcomes in each search process. This is because the outcome of each search process using the 53 search words was in the hundreds (sometimes even thousands) and through a long period of time. However, these outcomes have transparently been documented in Table 3 and the approximate total outcome of the search processes in titles and/or abstracts was about 11970 (about 10700 for 1990-2009 and about 1270 for 2010-2011) articles and studies, and about 7800 potential articles or studies (Torgerson, 2003; Bimrose et

al., 2005) when the repeated articles or studies, which had appeared more than one time in the search outcome of the same or different database and with more than one search word, were screened by title and abstract (Bimrose et al., 2005). This outcome is illustrated in a diagram, see Figure 5.

The vast majority of the titles, abstracts and contents of the abovementioned overall outcome were found to be focused on the following non-relevant subjects and areas which could be clustered as follows:

Environmental issues: which included Environment, Agriculture, Water, Food, Energy, Renewable Energy, Forest, Tourism, Natural Resources, Farming, Lands, Mountains, Green Issues, Fisheries, Seas, Coasts, Protected Areas, Ecology, Consumption, Waste Management.

Public affairs issues: which included Rural/Urban Issues, Villages, Health and Medical issues, Construction, Housing, Designing, Architecture, Building, Property, Transportation, Logistics and Local and Regional Government.

Economic issues: which included Macroeconomics, General Finance and Accounting issues.

Social issues: Poverty, Socio-Cultural Aspects, Social Responsibilities and Ethics.

Manufacturing issues: which included Engineering and Industry, Supply Chain, Production Chain and Development, New Products, Innovation Projects, Technology, Electricity and Electronics.

Education and human resources issues: which included Education, Human Resources Management, Research, Training and Schools.

General issues: which included Information Systems, Knowledge Management, General Planning, Entrepreneurship and Quality Management.

Or on other subjects and areas not related or relevant to the research topic.


In addition to the abovementioned, many "strategic development" outcomes were about Strategic Leadership, Management, Planning, Decisions or Objectives; while many "continuous success" outcomes were about TQM or continuous quality improvement. In addition, many "Leadership" outcomes were about Leadership styles, types or behaviour.

Furthermore, most of the literature in the sustainable development (SD) field were of Western context that focuses on Western countries (i.e. United States of America, Canada, United Kingdom, European Union, Australia and New Zealand).

The next phase (ninth phase in SR process) conducted usually in each search process of each of the 53 words was –as mentioned in section 3-2 of the methodology chapter and section 4-1 of this chapter- applying the search and inclusion terms and criteria (McDermott et al., 2004). The exhaustive systematic search and identification (De Croon et al., 2005) and screening of potential articles/studies by title and abstract (Bimrose et al., 2005), applying such terms and criteria to these thousands of articles and studies by reading title and/or abstract, resulted in identifying (obtaining) 139 potentially relevant articles and studies. Seventy-one of them have been included in the systematic review processes in chapter five, as detailed in Table 3, Table 4 and Table 5.

Table 3 transparently presents the detailed outcomes of each search process in different databases for each search word in Titles and/or Abstracts (tenth phase of SR processes).



 **Table 3.** The details of total outcomes<sup>(9)</sup> of the exhaustive search processes in different databases for each search word separately in Titles and Abstracts (tenth phase of SR processes).  
(Academic, written in English, published during the period 1990–2011<sup>(12)</sup> and meeting inclusion terms)

NO	The Systematic search words <sup>(6)</sup>	Databases and outcome <sup>(16)</sup> of Systematic search/review (Journals Articles and studies)			
		EBSCO <sup>(1)</sup> (Academic peer reviewed, references available, full text)	DOAJ <sup>(4)</sup> (All field/Title/ Abstract)	ISI <sup>(5)</sup> (Topic/title)	ABI <sup>(7)(8)</sup> (Abstract /Title)
1	<b>Sustainability Components</b> (Abstract)	85 <sup>(2)</sup> R= 0 <sup>(3)</sup>	2 <sup>(2)</sup> R= 0	154 <sup>(2)</sup> R=0	2 R=1
3	<b>Sustainability Factors</b> (+ development) (Abstract)	123 <sup>(2)</sup> R= 0	1 <sup>(2)</sup> R= 0	28 <sup>(2)</sup> R=0	13 <sup>(2)</sup> R=0
3	<b>Sustainability or Sustainable Development</b> (+ development/ organization) <sup>(10)(11)</sup> (Title/Abstract)	1571 <sup>(2)</sup> R=34 <sup>(13)</sup>	423 <sup>(2)</sup> R=1	221 <sup>(2)</sup> R=0	17 <sup>(2)</sup> R=0
4	<b>Sustainability</b> + leadership (+ development) (Abstract/Title)	2 R= 1	32 <sup>(2)</sup> R= 0	32 <sup>(2)</sup> R=0	6 <sup>(2)</sup> R=1
5	<b>Sustainability</b> + management (+ development) (Title)	8 <sup>(2)</sup> R= 0	117 <sup>(2)</sup> R= 0	11 <sup>(2)</sup> R=0	53 <sup>(2)</sup> R=0
6	<b>Sustainable Development</b> + leadership (+ development) (Title)	2 R= 1	4 <sup>(2)</sup> R= 0	23 <sup>(2)</sup> R= 0	1 R=1
7	<b>Sustainable Development</b> + management (Title) + development (Abstract)	38 <sup>(2)</sup> R= 0	74 <sup>(2)</sup> R= 0	19 <sup>(2)</sup> R= 0	24 <sup>(2)</sup> R=1
9	<b>Sustainable Success</b> (Abstract)	214 <sup>(2)</sup> R=6	3 <sup>(2)</sup> R=0	37 <sup>(2)</sup> R=2	19 <sup>(2)</sup> R=3
10	<b>Sustainable Success</b> + leadership (Abstract)	10 R=3	0	23 <sup>(2)</sup> R=1	1 <sup>(2)</sup> R=0
11	<b>Sustainable Success</b> + management (Abstract)	69 <sup>(2)</sup> R=3	0	37 <sup>(2)</sup> R=3	10 <sup>(2)</sup> R=2
12	<b>Long-Term Development</b> (Abstract/Title)	1296 <sup>(2)</sup> <sup>(14)</sup> R= 18	19 <sup>(2)</sup> R= 0	117 <sup>(2)</sup> R= 3	14 <sup>(2)</sup> R= 0
13	<b>Long-Term Development</b> + leadership (Abstract)	26 <sup>(2)</sup> R= 1	1 <sup>(2)</sup> R= 0	25 <sup>(2)</sup> R=1	2 R=1
14	<b>Long-Term Development</b> + management	260 <sup>(2)</sup> R=2	1 <sup>(2)</sup> R= 0	57 <sup>(2)</sup> R=1	11 <sup>(2)</sup> R= 0

	(Abstract/Title)				
15	<b>Long-Term Success</b> (Abstract/title)	458 <sup>(2)</sup> R=11	30 <sup>(2)</sup> R=2	99 <sup>(2)</sup> R=0	9 <sup>(2)</sup> R=5
16	<b>Long-Term Success + leadership</b> (Abstract)	21 <sup>(2)</sup> R=2	1 <sup>(2)</sup> R=0	15 <sup>(2)</sup> R=3	1 R=1
17	<b>Long-Term Success + management</b> (Abstract)	114 <sup>(2)</sup> R=6	6 <sup>(2)</sup> R=0	47 <sup>(2)</sup> R=2	3 R=2
18	<b>Continuous Development +</b> (organization/enterprise/firm) (Abstract)	111 <sup>(2)</sup> R=2	17 <sup>(2)</sup> R=0	29 <sup>(2)</sup> R=1	14 <sup>(2)</sup> R=2
19	<b>Continuous Development + leadership</b> (Abstract)	10 <sup>(2)</sup> R=0	0	6 <sup>(2)</sup> R=1	1 R=1
20	<b>Continuous Development + management</b> (Abstract)	114 <sup>(2)</sup> R=2	1 <sup>(2)</sup> R=0	15 <sup>(2)</sup> R=0	13 <sup>(2)</sup> R=0
21	<b>Continuity (+ development)</b> (Title/Abstract)	64 <sup>(2)</sup> R=0	1 <sup>(2)</sup> R=0	65 <sup>(2)</sup> R=1	14 <sup>(2)</sup> R=0
22	<b>Continuity Components</b> (Abstract)	28 <sup>(2)</sup> R=0	0	4 <sup>(2)</sup> R=0	0
23	<b>Continuity Factors</b> (Abstract)	97 <sup>(2)</sup> R=0	0	16 <sup>(2)</sup> R=0	1 R=0
24	<b>Continuous Success</b> (Abstract)	119 <sup>(2)(17)</sup> R=4	2 <sup>(2)</sup> R=0	59 <sup>(2)(17)</sup> R=2	1 <sup>(2)</sup> R=0
25	<b>Continuous Success + leadership</b> (Abstract)	9 <sup>(2)(17)</sup> R=1	0	25 <sup>(2)(17)</sup> R=0	0
26	<b>Continuous Success + management</b> (Abstract)	58 <sup>(2)(17)</sup> R=3	0	44 <sup>(2)(17)</sup> R=0	1 <sup>(2)</sup> R=0
27	<b>Successful Development</b>  + (organization/enterprise/firm) (Abstract)	542 <sup>(2)</sup> R=7	26 <sup>(2)</sup> R=0	31 <sup>(2)</sup> R=0	42 <sup>(2)</sup> R=1
28	<b>Leadership Components</b> (Abstract)	129 <sup>(2)(18)</sup> R=1	0	56 <sup>(2)(18)</sup> R=0	8 <sup>(2)(18)</sup> R=2
29	<b>Leadership Factors + development</b> (Abstract)	130 <sup>(2)(18)</sup> R=2	0	8 <sup>(2)(18)</sup> R=0	18 <sup>(2)(18)</sup> R=1
30	<b>Leadership and Success</b> ( Abstract)	178 <sup>(2)(18)</sup> R=11	0	21 <sup>(2)(18)</sup> R=3	46 <sup>(2)(18)</sup> R=7
31	<b>Leadership and Long-Term</b>	112 <sup>(2)(18)</sup> R=7	0	10 <sup>(2)(18)</sup> R=1	4 <sup>(2)(18)</sup> R=1

	(Abstract)				
32	<b>Leadership and Development</b> (Title)	110 <sub>(2)(18)</sub> R=1	0	83 <sub>(2)(18)</sub> R=1	129 <sub>(2)(18)</sub> R=4
33	<b>Leadership and Innovation</b> (Title)	21 <sub>(2)(18)</sub> R=2	0	44 <sub>(2)(18)</sub> R=0	28 <sub>(2)(18)</sub> R=0
34	<b>Leadership and Organizational Longevity</b> (Abstract)	3 <sub>(2)(18)</sub> R=1	0	15 <sub>(2)(18)</sub> R=1	0
35	<b>Management Components</b> + development + organization/enterprise/firm (Abstract/Title)	58 <sub>(2)</sub> R=0	2 <sub>(2)</sub> R=0	22 <sub>(2)</sub> R=0	7 <sub>(2)</sub> R=0
36	<b>Management Factors</b> + development + organization/enterprise/firm (Abstract/Title)	257 <sub>(2)</sub> R=4	25 <sub>(2)</sub> R=0	35 <sub>(2)</sub> R=0	6 <sub>(2)</sub> R=1
37	<b>Corporate Sustainability</b> + development + organization/enterprise/firm (Abstract/Title)	44 <sub>(2)</sub> R=0	0	25 <sub>(2)</sub> R=0	47 <sub>(2)</sub> R=1
38	<b>Corporate Renewal</b> (Abstract)	33 <sub>(2)</sub> R=2	0	8 <sub>(2)</sub> R=0	19 <sub>(2)</sub> R=2
39	<b>Corporate Longevity</b> (Abstract)	16 <sub>(2)</sub> R=1	1 <sub>(2)</sub> R=0	2 <sub>(2)</sub> R=1	1 R=1
40	<b>Organizational/Organisational Sustainability</b> + development + organization/enterprise/firm (Abstract/Title)	20 <sub>(2)</sub> R=0	0	22 <sub>(2)</sub> R=0	7 <sub>(2)</sub> R=0
41	<b>Organizational/Organisational Success</b> + development + organization/enterprise/firm (Title/Abstract)	32 <sub>(2)</sub> R=1	1 R=1	74 <sub>(2)</sub> R=5	13 <sub>(2)</sub> R=4
42	<b>Organizational/Organisational Life Cycle</b> (Abstract/Title)	132 <sub>(2)</sub> R=4	2 <sub>(2)</sub> R=0	12 <sub>(2)</sub> R=0	23 <sub>(2)</sub> R=1
43	<b>Organizational/Organisational Excellence</b> (Title)	17 <sub>(2)</sub> R=3	2 <sub>(2)</sub> R=0	14 <sub>(2)</sub> R=3	25 <sub>(2)</sub> R=6
44	<b>Organizational/Organisational Longevity</b> (Abstract)	28 <sub>(2)</sub> R=0	0	4 <sub>(2)</sub> R=1	2 R=2
45	<b>Organizational/Organisational Survival</b> (Title)	11 R=6	1 <sub>(2)</sub> R=0	14 <sub>(2)</sub> R=4	5 <sub>(2)</sub> R=2
46	<b>Strategic Development</b> <sup>(11)</sup> + (organization/enterprise/firm) (Title)	125 <sub>(2)(15)</sub> R=0	6 <sub>(2)</sub> R=0	1084 <sub>(2)</sub> R=5	9 <sub>(2)</sub> R=1
47	<b>Strategic Development</b> + management (Title/Abstract)	28 <sub>(2)</sub> R=0	3 <sub>(2)</sub> R=0	336 <sub>(2)</sub> R=2	1 R=0

48	<b>Innovation and Success</b> (Title)	26 <sup>(2)</sup> R=3	0	38 <sup>(2)</sup> R=6	34 <sup>(2)</sup> R=1
49	<b>Strategic Development + leadership</b> (Abstract/Title)	92 <sup>(2)</sup> R=0	0	28 <sup>(2)</sup> R=0	2 <sup>(2)</sup> R=0
50	<b>Innovation and Sustainable Development</b> (Title)	5 <sup>(2)</sup> R=0	0	4 <sup>(2)</sup> R=0	2 <sup>(2)</sup> R=0
51	<b>Innovation and Long-Term Development</b> (Title)	0	0	1 <sup>(2)</sup> R=0	0
52	<b>Innovation and Continuous Development</b> (Title)	1 <sup>(2)</sup> R=0	0	2 <sup>(2)</sup> R=0	0
53	<b>Innovation and Organizational Longevity</b> (Title)	0	0	0	0

**Table 3 Notes:**

- (1) This column includes the outcome of searching in EBSCO including Business Source Complete, Business Source Premier and International Bibliography of the Social Sciences data bases.
- (2) Vast majority of the titles and contents of the search outcome of all databases were about the following subjects and areas:  
Environment, Agriculture, Water, Food, Energy, Renewable Energy, Forest, Tourism, Natural Resources, Farming, Lands, Mountains, Green Issues, Fisheries, Seas, Coasts, Protected Areas, Ecology, Consumption, Waste Management, Rural/Urban Issues, Villages, Health, Clinical and Medical issues, Construction, Housing, Designing, Architecture, Building, Property, Transportation, Logistics, General Finance and Accounting issues, Macroeconomics, Engineering and Industry, Local and Regional Governing, Poverty, Socio-Cultural Aspects, Social Responsibilities, Ethics, Education, Human Resources Management, Research, Training, Schools, Information System, Technology, Knowledge Management, General Planning, Entrepreneurship, Supply Chain, Production Chain and Development, New Products, Innovation Projects, Quality Management, Electricity, Electronics, and many other not related and not relevant subjects and areas.
- (3) R refers to the number of potentially relevant articles/studies which have been obtained (i.e. saved, printed or copied) to be considered in the systematic review and in the included list and research bibliography. This was based on the search and inclusion terms and criteria detailed in the previous pages of this chapter (i.e. the methodology chapter).
- (4) (DOAJ) is Directory of Open Access Journals.
- (5) (ISI) is Web of Knowledge.
- (6) Sometimes, to refine the results specially when they were in hundreds and sometimes even thousands, limiter words were added, such as development and/or organization.
- (7) ABI is ABI/INFORM Global.
- (8) There was no further possible access to this database when trying to search for relevant 2010-2011 articles. However, according to the search experience process in this database for 1990-2009 and the search in the other three databases for 2010-2011 articles and studies, it is expected that most results might appear -if access to this database was possible- to be repeated and have already appeared in the search processes in the other three international databases in this table.
- (9) According to much reviewed literature, it was commonly called 'the search results'. The term 'outcome' was used here as it has a similar meaning and to avoid any confusion with other phrases such as 'research results' or 'result of studies' or 'results of systematic review' as well as 'outcome' giving a wider meaning which reflects the detailed information presented in the Table.
- (10) In the beginning I searched for “Sustainability” then “Sustainable development” in different databases in the title item with no word in the keyword item, the outcome was in the thousands and sometimes even ten thousands.
- (11) The term “organization” had been added to limit/refine the outcome. In the beginning, the overall outcome was in thousands in all searched databases.

- (12) Search processes for relevant 2010-2011 articles/studies had been undertaken in the period Feb-May 2012 using the same databases and search terms.
- (13) When I changed the term "Title" to "All Text" the outcome was more than 21054.
- (14) The outcome was more than 1140 when I added "abstract" and more than 3274 without "abstract".
- (15) In addition to what is mentioned in note 2, much of the "strategic development" outcomes were about Strategic Leadership, Management, Planning, Decisions and Objectives.
- (16) Many of the same articles/studies appeared in the outcome of more than one search word and more than one database.
- (17) In addition to what is mentioned in note 2, many "continuous success" outcomes were about TQM and continuous quality.
- (18) In addition to what is mentioned in note 2, many "Leadership components" outcomes were about Leadership styles, types, skills, practices and behaviour.

139 potentially relevant studies were found and obtained to be considered for the systematic review. Table 3 presents in detail the number of outcomes (results) retrieved per database, and the diagram in Figure 5 illustrated the systematic search processes and outcomes. Table 4 lists the 71 included obtained relevant studies. Table 5 transparently shows the list of 68 excluded studies -after reading their content- based on inclusion/exclusion terms as well as quality assessment criteria. See Figure 5.

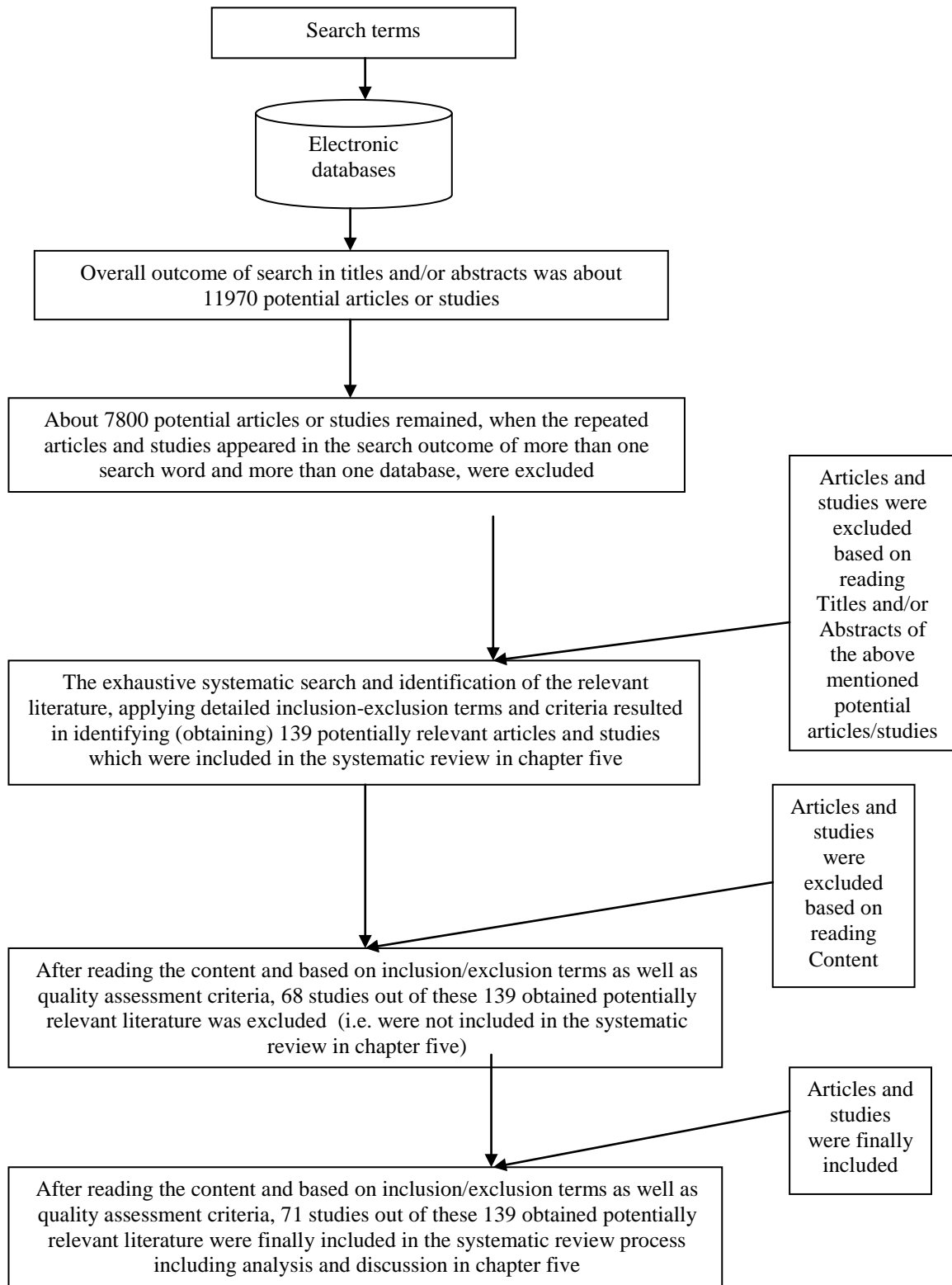


Figure 5. The outcomes of the search processes. (Sources of the idea of this Figure are Svahnberg et al., 2009: 6 and Becheikh et al., 2006: 646).

Search processes for articles and studies published in the period 1990-2009 had been conducted during the period from Oct 2008 to Nov 2009, while the same process for those published in the period 2010-2011 had been conducted from Feb-May 2012. Table 3 shows the outcome details of the exhaustive search processes in different databases for each search word separately in Titles and Abstracts.

The next phase (twelfth phase in SR process) –which is applied in chapter five from theme one onwards- was the systematic review of the content of the obtained relevant literature which involves identification, extraction, summarization, and thereafter categorization, identifying and constructing themes and recording the results (i.e. the clear-cut, consistent or evidence-based findings) of the reviewed studies according to pre-determined method (Torgerson, 2003; Tranfield et al., 2003; Pai et al., 2004, Knoben and Oerlemans, 2006). Such a method is followed for each theme and comprises the formation of systematic tables that analyse the information related to those results (i.e. the identified factors found by scholars of the reviewed studies to influence SDO). Detail of such tables are discussed in the previous section.

As shown in section 3-2 of the methodology chapter, phases eleven (quality assessment) and twelve were performed simultaneously as each article or study was systematically reviewed.

The following phase (thirteenth phase in SR process) focused on undertaking systematic analysis and critique with a discussion of identified factors under each theme, which was completed in twelfth phase.

The final phase is the drawing of conclusions relating to the identified factors that influence SDO.

**Table 4: The included reviewed obtained relevant studies.**

Serial No.	Author	Year	Sector Private/public	The Study on large (L) or small-medium (SM) organizations	Study title
1	Bonn	2000	Private	100 largest manufacturers in 1982 and 1993 in Australia (L)	Staying on top: characteristics of long-term survival
2	Darling	1999	Private	A group of top executives of multinational companies (L)	Organizational excellence and leadership strategies: principles followed by top multinational executives

3	Dervitsiotis	2002	Not available	Theoretical (Both L&SM are considered to be included)	The importance of conversations-for-action for effective strategic management
4	Escrig Tena et al.	2001	Not available	Theoretical (Both L&SM are considered to be included)	Measuring the relationship between total quality management and sustainable competitive advantage: A resource-based view
5	Fabling and Grimes	2007	Private	3000 New Zealand firms (Both L&SM are considered to be included)	Practice Makes Profit: Business Practices and Firm Success
6	Ferdig	2007	Not available	Theoretical (Both L&SM are considered to be included)	Sustainability Leadership: Co-creating a Sustainable Future
7	Fleck	2009	Private	General Electric and Westinghouse (L)	Archetypes of Organizational Success and Failure
8	Gilley et al.	2008	Not available	Descriptive (Both L&SM are considered to be included)	Characteristics of leadership effectiveness: Implementing change and driving innovation in organizations
9	Hackney et al.	2006	Private	“Big four” UK supermarkets (L)	The UK grocery business: towards a sustainable model for virtual markets
10	Havaleschka	1999	Private	Not available	Personality and leadership: a benchmark study of success and failure
11	Heunks	1998	Private	Small and medium sized firms (SM)	Innovation, creativity and success
12	Hitt et al.	1994	Private	65 major US corporations (L)	Rightsizing – building and maintaining strategic leadership and long-term competitiveness
13	Holt	1999	Not available	Theoretical (Both L&SM are considered to be included)	Management and organization through 100 years
14	Hui and Chuan	2002	Private and Public	Nine national quality awards around the globe (Both L&SM are considered to be included)	Nine approaches to organizational excellence
15	Idris and Ali	2008	Private	Companies listed in the 2001 SIRIM ISO 9000 directory (Both L&SM are considered to be included)	The impacts of leadership style and best practices on company performances: Empirical evidence from business firms in Malaysia
16	Jones	2000	Private	Suma Wholefoods Company (L)	Leadership strategies for sustainable development: a case study of Suma Wholefoods
17	Kalleberg and Leicht	1991	Private	A group of small businesses (SM)	Gender and organizational performance – determinants of small business survival and success
18	Kanji	2005	Not available	Theoretical (Both L&SM are considered to be included)	Sustainable growth and business excellence
19	Lamberg et al.	2009	Private	Retail industry in Finland, specifically grocery sector (Both L&SM are considered to be included)	Competitive dynamics, strategic consistency and organizational survival
20	Pajunen	2006	Private	Finnish pulp and paper industry firm, Kymi Corporation (L)	Stakeholder Influences in Organizational Survival



21	Pfeffer	1995	Private	Five top performing firms from 1972 to 1992 (L)	Producing sustainable competitive advantage through the effective management of people
22	Rogers	2004	Not available	Theoretical (Both L&SM are considered to be included)	Capabilities for Sustainable Business Success
23	Rosanas	2008	Not available	Theoretical (Both L&SM are considered to be included)	Beyond Economic Criteria: A Humanistic Approach to Organizational Survival
24	Rowden	1995	Private	Small to mid-sized (SM)	The Role of Human Resource Development in Successful Small to Mid-Sized Manufacturing Businesses: A Comparative Case Study
25	Sa and Kanji	2003	Public	Eighty-five Portuguese municipalities (L)	Leadership for excellence in the Portuguese municipalities: critical success factors, measurements and improvement strategies
26	Shane	1996	Private	138 firms that first began to franchise in the US (L)	Hybrid organizational arrangements and their implications for firm growth and survival: a study of new franchisors
27	Signitzer and Prexl	2008	Not available	Theoretical (Both L&SM are considered to be included)	Corporate Sustainability Communications: Aspects of Theory and Professionalization
28	Silverthorne and Wang	2001	Private	Randomly chose companies from the member list of the Taiwan Electronics Association (Both L&SM are considered to be included)	Situational leadership style as a predictor of success and productivity among Taiwanese business organizations
29	Thompson	1996	Private	71 districts of a large utility (L)	Employee attitudes, organizational performance, and qualitative factors underlying success
30	Weymes	2003	Not available	(SM)	Relationships not leadership sustain successful organisations
31	Wischnevsky	2004	Private	50 largest bank holding companies (L)	Change as the winds change: the impact of organizational transformation on firm survival in a shifting environment
32	Burgelman and Grove	2007	Private	Intel Corporation (L)	Let chaos reign, then rein in chaos – repeatedly: managing strategic dynamics for corporate longevity
33	Longenecker et al.	1999	Private	20 different large US organizations (L)	Why organizations fail: the view from the front-line
34	Frank et al.	2007	Private	Four ‘Vienna Entrepreneurship Studies’ conducted by an interdisciplinary group of researchers from the Vienna University of Economics and Business Administration and the University of Vienna (Both L&SM are considered to be included)	The significance of personality in business start-up intentions, start-up realization and business success
35	Prabhakar	2005	Not available	153 projects across 28 nations (L)	Switch leadership in projects – an empirical study reflecting the importance of transformational

					leadership on project success across twenty-eight nations
36	Yusuf	1995	Private	Small organizations (SM)	Critical success factors for small business: perceptions of South Pacific entrepreneurs
37	Cacioppe	1999	Private	Trigon Blue Cross, Blue Shield and a US Health Insurance Company (L)	Using team - individual reward and recognition strategies to drive organizational success
38	Recker et al.	2002	Private	Single-sex boarding schools (SM)	Organizational survival within a declining industry: An analysis of a single sex boarding school
39	Distel and Myers	2002	Public	Hamilton County Educational Service Centre (SM)	Leadership and strategic planning: Keys to success in a changing environment
40	Vanhaverbeke and Peeters	2005	Private	A large Dutch chemical company (L)	Embracing Innovation as Strategy: Corporate Venturing, Competence Building and Corporate Strategy Making
41	Goldberg et al.	2003	Private	Three Israeli software companies (L)	Reputation Building: Small Business Strategies for Successful Venture Development
42	Ibrahim and Angelidis	2005	Private	312 Christian-based companies and their secular counterparts in the USA (Both L&SM are considered to be included)	The Long-Term Performance of Small Businesses: Are there Differences Between "Christian-Based" Companies and their Secular Counterparts?
43	Sheffield and White	2004	Public	Scottish Housing Association (SM)	Control self-assessment as a route to organisational excellence: A Scottish Housing Association case study
44	Mardjono	2005	Private	HIH Insurance & Enron Corporation (L)	A tale of corporate governance: lessons why firms fail
45	Luk	1996	Private	Hong Kong's small businesses (SM)	Success in Hong Kong: Factors Self-Reported by Successful Small Business Owners
46	Goodman	2000	Private	Scandic Hotels (L)	Implementing Sustainability in Service Operations at Scandic Hotels
47	Van der Merwe	2009	Private	Small and medium-sized (SM)	Determinants of family employee work performance and compensation in family businesses
48	Mata et al.	1995	Private	Theoretical (Both L&SM are considered to be included)	Information Technology and Sustained Competitive Advantage: A Resource-Based Analysis
49	Chiu and Lee	2007	Private	Taiwan LED firms (L)	Strategic resources, network competence and sustainable competitive advantages: an empirical study on Taiwan LED firms
50	Gebert and Steinkamp	1991	Private	Small and medium-sized (SM)	Leadership Style and Economic Success in Nigeria and Taiwan
51	Smith et al.	2006	Private	132 art galleries in Colorado (SM)	Building Sustainable Success in Art Galleries: An Exploratory Study of Adaptive Strategies
52	Choi and Wang	2009	Private	Data from KLD Research and Analytics (Both L&SM are considered)	Stakeholder relations and the persistence of corporate financial performance

				to be included)	
53	Shrader and Siegel	2007	Private	A sample of 198 publicly traded, technology based new ventures (SM)	Assessing the Relationship between Human Capital and Firm Performance: Evidence from Technology-Based New Ventures
54	Zink	2008	Not available	Theoretical (Both L&SM are considered to be included)	Human resources and organisational Excellence
55	Olson et al.	2003	Private	Nationally representative sample of family businesses from the 1997 NFBS (Both L&SM are considered to be included)	The impact of the family and the business on family business sustainability
56	Martinez-Costa and Martinez-Lorente	2003	Private	30 Spanish companies (Both L&SM are considered to be included)	Effects of ISO 9000 certification on firm' performance: a vision from the market
57	Fleck	2007	Private	General Electric and Westinghouse (L)	Institutionalization and Organizational Long-term Success
58	Davidsson et al.	2009	Private	Small- and medium-sized (SM)	Growing profitable or growing from profits: Putting the horse in front of the cart?
59	Laitinen	2000	Private	750 Finnish companies (Both L&SM are considered to be included)	Long-term Success of Adaptation Strategies: Evidence from Finnish Companies
60	Štok et al.	2010	Private	A sample of 825 managers in medium-sized and large Slovenian enterprises (L&M)	Elements of organizational culture leading to business excellence
61	Simon et al.	2011	Private	A sample from five disparate Australian industries including management consulting, advertising, information technology, legal profession companies and top 500 listed companies (Both L&SM are considered to be included)	Strategic capabilities and their relationship to organisational success and its measures: Some pointers from five Australian studies
62	Chamberlin et al.	2010	Private	A sample from 3701 firms across 34 Canadian service sectors (Both L&SM are considered to be included)	Business success factors and innovation in Canadian service sectors: an initial investigation of inter-sectoral differences
63	Liow	2010	Private	336 successful listed real estate companies in 24 countries across three continents (Both L&SM are considered to be included)	Firm value, growth, profitability and capital structure of listed real estate companies: an international perspective
64	Abu Bakar et al.	2011	Private	300 large construction companies listed under G7 groups (L)	Implementation of Strategic Management Practices in the Malaysian Construction Industry
65	Piao	2010	Private	64 firms from 1980-1999 data of the DISK/TREND Report (Both L&SM are considered to be included)	Thriving in the New: Implication of Exploration on Organizational Longevity
66	Korunka et al.	2010	Private	Small business (SM)	Personal characteristics, resources,

					and environment as predictors of business survival
67	Capelleras and Hoxha	2010	Private	Small and medium-size (SM)	Start-up size and subsequent firm growth in Kosova: the role of entrepreneurial and institutional factors
68	Poon and Waring	2010	Private	(L)	The lowest of low-cost carriers: the case of AirAsia
69	Küster and Vila	2011	Private	(L)	The market orientation–innovation–success relationship: The role of internationalization strategy
70	Dixon and Day	2010	Private	(L)	The Rise and Fall of Yukos: A Case Study of Success and Failure in an Unstable Institutional Environment
71	Idris	2011	Private	SIRIM directory containing ISO 9000 certified companies (Both L&SM are considered to be included)	Total Quality Management (TQM) and sustainable company performances: examining the relationship in Malaysian firms

**Table 5: The excluded obtained potentially relevant studies which -after reading their content- were excluded based on inclusion/exclusion terms as well as quality assessment criteria.**

Serial No.	Author	Year	Study title	Exclusion Reason(s)
1	King and Burgess	2006	Beyond critical success factors: A dynamic model of enterprise system innovation	-It focused on critical success factors (CSFs) related to enterprise resource planning (ERP) -ERP is identified as an 'information system for identifying and planning the enterprise-wide resources needed to take, make, ship and account for customer orders'(p60)
2	Dodge and Robbins	1992	An empirical investigation of the organizational life cycle model for small business development and survival	-It explored the proposition that the major problems faced by a small business are different among stages in the organizational life cycle (p27) -The primary purpose of the study is to identify the major problems common to small business in each life cycle stage (p27)
3	Dervitsiotis	2005	Creating Conditions to Nourish Sustainable Organizational Excellence	-There are neither clear objectives nor methodology. -It did not provide consistent or explicit findings
4	Fleck	2007	The route to long-term success of technology companies	-Has no clear objectives -Focused on 'institutionalization' without providing clear-cut definition to this terminology in the study, so that the reader could easily match and exactly understand study discussion and conclusions - Focused mainly on the technological aspect of two American electrical manufacturing companies (General Electric and Westinghouse)
5	Conradie	1999	Non-governmental	-There are neither clear objectives nor

			organisations and financial sustainability	methodology. -Has no explicit definition of Non-governmental organizations (NGOs) -Based on 'personal observation, view and/or experience' and 'anecdotal evidence' -It did not provide consistent or explicit findings
6	Dervitsiotis	2003	The pursuit of sustainable business excellence: guiding transformation for effective organizational change	-There are neither clear objectives nor methodology. - Focused on an attempt to develop a sustainable business excellence (SBE) model which can work under conditions of dramatic, unpredictable environmental change, based on assessing the existing Business Excellent models. -It did not provide consistent or evidence-based findings
7	Wirtenberg et al.	2007	HR's Role in Building a Sustainable Enterprise: Insights From Some of the World's Best Companies	Focused on " integrating economic, environmental and social opportunities into business strategies" (p11)
8	Barlow	1996	Organization development and leadership: R.B. Reid and the dynamics of success	-Based on 'personal observation, view and/or experience' and 'anecdotal evidence' -It did not provide consistent or explicit findings
9	Kempton	1996	Training for organizational success	"It describes a program of change embarked on by Kingston Hospital NHS Trust in 1992 to deliver care to its patients more effectively and efficiently." (p25)
10	Henry	1994	The service employee's pivotal role in organizational success	It focused on examining the role of a field engineer (FE) in a plain paper copier company
11	Raeseide and Walker	2001	Knowledge: The key to organisational survival	-Narrative article based on 'personal observation, view and/or experience' and 'anecdotal evidence' -It did not provide consistent or explicit findings
12	Krell	2000	Organizational longevity and technological change	-There are neither clear objectives nor methodology -Narrative literature review of some articles without providing explicit findings
13	Osborne and Cowen	2002	High-performance companies: the distinguishing profile	-There are neither clear objectives nor methodology -Based on 'personal observation, view and/or experience' and 'anecdotal evidence'
14	Soupata	2005	Engaging employees in company success: the UPS approach to a winning team	-There are neither clear objectives nor methodology -Based on 'personal observation, view and/or experience' and 'anecdotal evidence'
15	Robra	2002	Justice - the Heart of Sustainability "Talking Points" on the World Summit on Sustainable Development: An Introduction	-There are neither clear objectives nor methodology -Based on 'personal observation, view and/or experience' and 'anecdotal evidence' - Focused on sustainability related to international ecology, economic and poverty
16	Paladino	2007	Investigating the Drivers of Innovation and New Product Success: A Comparison of Strategic Orientations	Focused on evaluating and comparing resource-based view and market orientation and their effect on firm innovation and new product success
17	Lyons et al.	2001	Participation, Empowerment and Sustainability: (How) Do the Links Work?	The definition of sustainability in their study is "confined to the viability of particular development projects and the establishment of 'socially sustainable conditions'. They were aiming to "clarify the relationship between participation in

				development projects, empowerment and development sustainability” (p1233-1234)
18	Hall	1992	The strategic analysis of intangible resources	Focused on the analysis of intangible resources role in the strategic management process
19	Componati on et al.	2008	A Preliminary Assessment of the Relationships Between Project Success, System Engineering, and Team Organization	Focused on The Assessment of System Engineering processes.
20	Brandt	1994	Caring leadership: Secret and path to success	-There are neither clear objectives nor methodology -Based on ‘personal observation, view and/or experience’ and ‘anecdotal evidence’ on ‘The secret to success for nursing leaders’
21	Bowden	2000	Delivering organizational excellence by employee values management	-There are neither clear objectives nor methodology -Based on ‘personal observation, view and/or experience’ and ‘anecdotal evidence’ -It did not provide consistent or explicit findings
22	Stubbs	1998	A Recipe for Non-Profit Success - Managing the Linkages and Key Elements of Successful Organizations	-There are neither clear objectives nor methodology -Based on narrative ‘personal observation, view and/or experience’ and ‘anecdotal evidence’ -It did not provide consistent or explicit findings
23	Lok et al.	2005	An Integrative Framework for Measuring the Extent to which Organizational Variables Influence the Success of Process Improvement Programmes	Focused on studying the three types of process improvement programmes (Continuous Improvement, Reengineering and Benchmarking)
24	Hagen et al.	1998	Critical strategic leadership components: An empirical investigation	Focused on a strategic leadership model through exploring some critical ‘components and examining American CEOs’ perceptions of the ranking suggested by the authors.’ (p39)
25	Russell and Tippet	2008	Critical Success Factors for the Fuzzy Front End of Innovation in the Medical Device Industry	Focused on ‘identifying industry-level new product development (NPD) critical success factors (CSFs) that influence the idea screening and project selection processes used by small-to-medium (SMB) medical device manufacturers.’ (p36)
26	Day	2005	Sustaining success in challenging contexts: leadership in English schools	‘Aimed to report multiperspective research on 10 successful, experienced headteachers working in a range of urban and suburban schools of different sizes.’ (p573)
27	Bendoly et al.	2009	The efficient use of enterprise information for strategic advantage: A data envelopment analysis	Focused on ‘exploring the relationship between the efficient use of enterprise information in the realization of strategic performance and Compustat profitability.’ (p319)
28	Fiorelli and Feller	1994	Re-engineering TQM and work redesign: an integrative approach to continuous organizational excellence	An attempt to ‘provide an integrative framework which links TQM and REDESIGN using a comprehensive systems approach’ (p54)
29	Merrifield	2007	Strategic collaborations – essence of survival	-There are neither clear objectives nor methodology -Based on narrative ‘personal observation, view and/or experience’ and ‘anecdotal evidence’

30	Kaufman	2009	Mega Thinking and Planning: An Introduction to Defining and Delivering Individual and Organizational Success	-Based on narrative 'personal observation, view and/or experience' and 'anecdotal evidence' -It did not provide consistent or explicit findings
31	Moullin, M.	2007	Performance measurement and definitions: Linking performance measurement and organisational excellence	Focused on offering a definition of performance measurement
32	Riel et al.	2004	High-Technology Service Innovation Success: A Decision-Making Perspective	Focused on 'exploring internal innovation success factors by taking a decision-making perspective.' (p348)
33	Darling	2007	Ensuring Enterprise Success Through A Systemic Approach To Leadership Development	-There are neither clear objectives nor methodology -Based on narrative 'personal observation, view and/or experience' and 'anecdotal evidence'
34	Marrewijk et al.	2004	A Phase-wise Development Approach to Business Excellence: Towards an Innovative, Stakeholder-oriented Assessment Tool for Organizational Excellence and CSR	Focused on corporate sustainability, business excellence and Corporate Social Responsibility (CSR). In addition, analysing the current European Foundation for Quality Management (EFQM) Excellence Model.
35	Wang et al.	2009	Does advertising create sustained firm value? The capitalization of brand intangible	Focused on 'inquiring into the nature and degree of advertising effects on firm intangible values.' (p130). In addition, they did not show what they exactly meant by 'intangible values'.
36	Tencati and Zsolnai	2009	The Collaborative Enterprise	'Aimed to explore collaborative approaches where enterprises seek to build long-term, mutually beneficial relationships with all stakeholders and want to produce sustainable values for their whole business ecosystem.' (p367)
37	Gerstlberger	2004	Regional innovation systems and sustainability—selected examples of international discussion	Discussing "The sustainability of newer systemic approaches for the regional support of innovations." (p749)
38	Pojasek	2007	A Framework for Business Sustainability	-Discussing business sustainability related to 'protecting, sustaining, and enhancing the environmental, social, and economic resources needed for the future.' (81)  -Based on narrative 'personal observation, view and/or experience' and 'anecdotal evidence'
39	Pavitt	1991	Key Characteristics of the Large Innovating Firm	Focused on exploration of characteristics of the large innovative firms derived from their innovative activities
40	Chen and Hsieh	2005	Incentive reward with organizational life cycle from competitive advantage viewpoint	-There is no clear methodology -Based on narrative 'personal observation, view and/or experience' and 'anecdotal evidence'

41	Caffyn	1999	Development of a continuous improvement self-assessment tool	Focused on a self-assessment tool of the 'progress companies have made in the process of implementing continuous improvement (CI), and the outcome of any interventions, in order to consolidate and further develop CI.' (p1138)
42	Cai and Hobson	2004	Making hotel brands work in a competitive environment	-Focused on 'exploring the importance of an integrated approach to brand development in the hotel industry.' (p197) -Based on narrative 'personal observation, view or experience' and 'anecdotal evidence'
43	Placet et al.	2005	Strategies for sustainability	Focused on developing a sustainability-focused business strategy by which the three broad goals of sustainable development (environmental stewardship, social responsibility and economic prosperity) are inter-related and supportive of each other. (p32)
44	Osborn	1998	Systems for sustainable organizations: emergent strategies, interactive controls and semi-formal information	Focused on exploring 'the characteristics and implications of new-form systems that support new-form organizations. By focusing on the interactions between strategies, controls and systems, it asks how new-form organizations can generate emergent systems to support emergent strategies.' (p438)
45	O'Kane	2003	Simulation as an enabler for organizational excellence	'A case-based research approach used to illustrate the power of modeling manufacturing performance measures and to help develop insights into the nature and problems evident when attempting to use simulation across different enterprise sectors.' (p12)
46	Franken et al.	2009	Executing Strategic Change: Understanding The Critical Management Elements That Lead To Success	Focused on studying some elements that would lead to a successful strategy not a successful organization
47	Tishler and Milstein	2009	R&D wars and the effects of innovation on the success and survivability of firms in oligopoly markets	Discussing the 'relationship between competition intensity and innovation in oligopoly markets' (p520). Also, focused 'on comparing the effect of competition intensity on R&D outcomes, market shares and outputs.' (p521)
48	Kazem and Edward	1996	A new generation of competitors	-There are neither clear objectives nor methodology -Discussed knowledge development capabilities to create and exploit business opportunities -Based on narrative 'personal observation, view and/or experience' and 'anecdotal evidence'
49	Maltz et al.	2003	Beyond the Balanced Scorecard: Refining the Search for Organizational Success Measures	Focused on developing a new performance model, called the Dynamic Multi-dimensional Performance (DMP) framework for assessing organizational success in a multitude of measures and timeframes. (p188, 200)
50	Montuori	2000	Organizational longevity: Integrating systems thinking, learning and conceptual complexity	-'The purpose of this article is to integrate a systems theory ideological approach, organizational learning, and conceptual complexity.' (p 61) -It did not provide consistent or explicit findings
51	Berardo	2009	Processing Complexity in Networks: A Study of Informal Collaboration and its Effect on Organizational Success	-Focused on a 'relationship between the inclusion of more partners in a project and the chances of getting funded' (p5210) -It did not provide consistent or explicit findings
52	Kettlner	1994	Strategic Information	Because it 'evaluates longitudinal changes in



	et al.		Systems Revisited: A Study in Sustainability and Performance	performance measures of 30 firms that have been cited as "classic" cases of strategic use of information technology.' (p31)
53	Hailey	2001	Breaking the mould? Innovation as a strategy for corporate renewal	Because it "Analysed the attempts of two mature corporations to shift from business strategies of 'cost reduction' and 'growth by acquisition' towards organizations that compete through innovation" (p1126)
54	Duncan, Ginter and Capper	1991	Excellence in public administration: four transferable lessons from the private sector	-There are neither clear objectives nor methodology -It did not provide consistent or explicit findings -Based on narrative 'personal observation, view or experience' and 'anecdotal evidence'
55	Lyons	2007	A leadership development model to improve organizational competitiveness	Because "The purposes of this paper were to offer some basic ideas and make use of existing theory and concepts to create the foundation of a model of self-managed, personal, or autogenic, leadership development." (p112)
56	Svensson and Wood	2006	Sustainable components of leadership effectiveness in organizational performance	-Focused on sustainability of leadership effectiveness in corporate decision making and business behaviour in relation to organizational performance -Development and maintenance of sustainability of leadership effectiveness may be seen as surrounded by an overall structure where economic factors are the driving force, surrounded by social factors, all of which are surrounded by environmental factors that determine the long-term limits for organizational performance.' (p526)
57	Jones	2005	Wisdom Paradigms for the Enhancement of Ethical and Profitable Business Practices	-There are neither clear objectives nor methodology -Wisdom elements and wise leader are arguably presented and not clearly defined. So, the reader is not able to easily follow the discussion -Based on narrative 'personal observation, view or experience' and 'anecdotal evidence' -It did not provide consistent or explicit findings
58	Pacheco-de-Almeida and Zemsky	2007	The Timing of Resource Development and Sustainable Competitive Advantage	Focused on examining 'two dimensions of sustainability: whether the resources underlying a firm's competitive advantage are economically imitable and, if so, how long imitation takes.' (p651)
59	Ross et al.	1996	Develop Long-Term Competitiveness through IT Assets	-Focused on describing some IT assets and their characteristics and explaining how the assets are converted into business value. -Based on narrative 'personal observation, view and/or experience' and 'anecdotal evidence'
60	Valentine	2003	Business development: A barometer of future success	-There are neither clear objectives nor methodology -Based mainly on narrative 'personal observation, analysis' and 'anecdotal evidence' -It did not provide consistent or explicit findings
61	Pfeffer and Veiga	1999	Putting people first for organizational success	-There are neither clear objectives nor methodology -Based on narrative 'personal observation, view and/or experience' and 'anecdotal evidence' -It did not provide consistent or explicit findings
62	MacKerrom et al.	2003	Self-assessment: use at operational level to promote continuous improvement	'Reported a generic process, applicable to the majority of situations, whereby self-assessment can be developed to meet the continual improvement needs of individual departments.' (p82)
63	Dervitsioti	2010	Developing full-spectrum	-There are neither clear objectives nor methodology

	s		innovation capability for survival and success in the global economy	-Based mainly on 'personal observation, analysis' and 'anecdotal evidence' -It did not provide consistent or explicit findings
64	Ward	2011	How Family Values and Vision Drive Business Strategy and Continuity	-There are neither clear objectives nor methodology -Based on narrative 'personal observation, view and/or experience' and 'anecdotal evidence' -It did not provide consistent or explicit findings
65	Toor and Ofori	2010	Positive Psychological Capital as a Source of Sustainable Competitive Advantage for Organizations	'The focus of this paper is to examine: 1. How PsyCap relates to authenticity of leaders; 2. How PsyCap and various forms of leadership transformational leadership, transactional leadership, and laissez-faire leadership are associated; and 3. How PsyCap influences various leadership outcomes, such as effectiveness, extra effort, and satisfaction.' (p342)
66	Visagie and Kruger	2011	The functional relationship between mentoring relationship, employee development and organisational success	Focused on achieving the following objectives: '1. To obtain the purpose and approach of the mentoring programme of a specific company. 2. To obtain, through literary study interviews, the dynamics of mentoring success.' (p7605)
67	Omil et al.	2011	The power of intangibles in high-profitability firms	Focused on determining 'intangible management features that distinguish high profitability firms'. They did not examine their sustainable or long term effect (for instance) on profitability, competitive advantages or performance of the firms.
68	Vitell et al.	2010	The Role of Ethics and Social Responsibility in Organizational Success: A Spanish Perspective	Focused on 'communicating a global vision encompassing models studying the ethical nuances involved in the processes of decisions involving ethical issues; presenting a model in an attempt to demonstrate the existence of a mediating variable which may change the relationship between the causes and effects of ethical behavior. This mediating variable is the managerial perception of the effect ethics have (or should have) on corporate social responsibility and effective performance of the firm (PRESOR).' (p468)

## **Summary of Chapter four**

The outcomes of the systematic search for the research keywords in titles and abstracts have been presented and discussed in this chapter.

Using 53 search words, the systematic search and exploration was carried out in the accessed international databases, namely EBSCO; DOAJ database; ISI and ABI/INFORM Global databases. Each database is usually linked to many other databases.

The overall outcome of such searches in titles and/or abstracts was about 7800 potential articles or studies.

The vast majority of the titles, abstracts and contents of the abovementioned overall outcome were found to be in Western contexts and focused on non-relevant subjects and areas such as environment, agriculture, water, food, energy, and other many related areas.

The pre-determined inclusion and exclusion terms (i.e. written in English, published between 1990 to 2011, was academic, was available in full text, contained any of the search words, related to the research question and research objectives) were applied.

Number of outcome (results) retrieved per database is illustrated in Table 3, and the systematic search processes are illustrated in Figure 5. Table 4 lists the 71 included relevant studies and Table 5 shows the list of 68 excluded studies.

In the following chapter, the research methodology and detailed methods discussed in the methodology chapter (chapter three) are applied and guided the systematic review processes of the 71 included relevant studies.

## **Chapter five**

### **Themes identification, analysis and Discussion**

## **Preface**

This chapter answers the research question and implement of the research objectives through the application of the research methodology and detailed methods discussed in the methodology chapter. This chapter embodies everything related to categorization and construction of the findings (i.e. identified factors) into themes as well as discussing and analysing these factors and their different contexts based on methodological details discussed in subsection 3-1-4 and section 3-2.

In this chapter, the factors found by each of the scholars of the 71 included relevant studies have been systematically reviewed, categorized or grouped into groups or themes, and the themes' identification processes take place based on the systematic review methodology developed and discussed in detail in chapter three.

The results of systematic review have required the formation of systematic tables -explained in chapter three- that analyse the information related to the identified factors. The systematic tables enable readers to judge the evidence related to the factor influence SDO presented in each study as well as the conclusions produced by this research.

In this regard, the theme comprised one or more factors, but when it comprised only one factor, for example the sustainability factor or sustainability theme, theme and factor are synonymous. The theme is wider than factor and could comprise more than one factor, and in this case they are not synonymous. For example, human resources (HR) became a theme and not a factor, because the HR theme comprised many factors (which could also be called sub-themes). So, the factors have become the target and the themes remain the hosts.

Regarding the order of themes (i.e. which one should be theme one or theme two,...etc.), they were initially ordered randomly, where the factors were documented and themed (through identifying a new theme or categorizing such factors into the already identified themes) as soon as they were being identified during the systematic review process. After having completed reviewing of all the included relevant studies, the final order of the themes and the final title of each theme eventually became as they are now, where theme one became the theme which has appeared in (and its related factors have been raised by) a greater number of scholars of the systematically reviewed studies than all other

themes, and the next theme became the one that has appeared in the reviewed studies more frequently than the remaining ones and so on.

At the end of each theme, there is a conclusion section consisting of three subsections that cluster the schools of thought, cultural and business contexts. It also consists of a drawn conclusions subsection in which the factors resulting from the discussion and analysis are clustered and identified.

The relationship between the identified factors and its implications are discussed in chapter six (i.e. overall conclusions). Chapter six comprises the overall factors that influence SDO, discussion of the achievement of the research objectives, prioritization categorization and its implications on the identified factors, implications of the contextual relationships between the identified factors and the implications of the influence relationship between the identified factors.

## **Theme one (T1): Human Resources (HR) Theme**

The crucial role of HR generally in striving toward SDO has been found in many of the reviewed studies. Therefore, according to the reviewed studies, it is not possible to imagine an organization striving for SDO without an existing competent, trained, motivated and involved HR who keep their organization sustainable, developing and successful.

Furthermore, many researchers have increasingly provided evidence that organizations' senior leaders and human resources generally (Gloet, 2006) have a crucial role and extraordinary power (Cohen, 1990; Pfeffer, 1995; Hogan, 2004; Idris and Ali, 2008) in SDO and the survival of any organization as well as the effect on all its functions (Townsend and Gebhard, 1997; Shin, 1999).

Through a systematic review of obtained relevant literature, human resources (HR) issues (i.e. factors) as a leadership/management theme comprising many factors influencing SDO has been found by many scholars of this literature. This theme focuses on systematic review (comprising analysis and discussion) of such factors and their possible contribution to SDO.

Based on one of the systematic review phases discussed in section 3-2 (pages 76-82) of the methodology chapter, the basic information related to each theme was summarized in a systematic table as the systematic review of the obtained relevant studies was in progress. The systematic table comprising the basic information related to the Human Resources (HR) theme is shown in Appendix 1 page 269. Such information is discussed and analysed in the discussion and analysis section (i.e. section T1-1 following).

Out of seventy-one systematically reviewed studies (listed in Table 4, page 103), thirty-eight studies have shown different impacts of different HR factors on the sustainable development-success of organizations.

In particular, five of these thirty-eight studies emphasised the importance of the skills (e.g. managerial and technical skills) and four studies the importance of the competency of the people working in the organization for the long-term success and development of organizations. Nine studies emphasised the important role of staff motivation and recognition of their needs in development and success of an organization. Five studies showed the importance of the

communication for the sustainable success of organization. HR development and training has been shown in seven studies as important for SDO. Seven studies stressed the importance of employee involvement for the sustainable success of an organization. Four studies emphasised the role of careful and planned recruitment in achieving top performance within organizations. Two studies have shown no differences in the success level between businesses headed by women or men. Two studies have shown the importance of clear work roles and responsibilities for harmonious relationships, and in turn, SDO.

### **Section T1-1: Discussion and analysis**

The most frequently mentioned factors that have been found through a systematic review of the obtained relevant literature are the factors relating to human resources (HR). This outcome has confirmed the crucial role of HR in all aspects of organization. Particularly, the role of HR in the sustainable development-success of organizations.

#### **T1-1-1 Personal factors (e.g. competent/qualified/honest managers and employees/HR including their qualification, skills, knowledge, experience and self-confidence)**

The importance of managers and employees' personal factors for SDO were found in fourteen out of thirty eight reviewed obtained relevant studies related to HR theme.

Holt (1999), Jones (2000), Darling (1999) and Fleck (2009) strongly emphasized the importance of (the existence of) competent, committed and qualified employees and managers as one of the most important factors for success and survival of organizations.

Based on his overview on the management schools and their features throughout the last 100 years, Holt (1999: 139) found that 'The most important success factor in an organization is competent employees and managers'.

Similarly, but from an environmental school perspective and in a UK context, Jones (2000) explored the leadership styles (i.e. practices) which are acceptable for workers in Suma Wholefoods (UK) firm wishing to move towards SD. He argued that 'any long term success depends on the attitudes, skills, knowledge and experiences of the people involved in the



development and implementation of the policies towards sustainable development'. (Jones, 2000: 381).

Jones' (2000) argument is supported by Darling's (1999) findings. Darling focused on the organizational excellence and leadership strategies that had been implemented and followed by top executives of multinational companies. His study was conducted in a multinational context, in which he identified each year during the 1990s through the analysis of collected data by the global editorial staff of Business Week, including the financial results. Darling came from a Business Excellence and Situational leadership perspectives. Darling found that organizations fail when they do not have some of the key factors. He states:

“The first key to success for the top executive leaders of multinational business firms in the 1990s lay in the age-old dictum: give the customers what they want and care deeply for their best interests. The second key to success for multinational executives in the 1990s has focused on product innovation. Both are developed on the existence of committed people (the third key to success)” (Darling, 1999: 311-313).

In line with the findings of previously mentioned studies and based on longitudinal investigation of American manufacturing business, Fleck (2009: 78) presented an ‘inductive theoretical work inspired by the empirical study of the high-tech rivals General Electric and Westinghouse.’ He argued that

“The organization will fail to preserve organizational integrity in the absence of actions regarding the development of qualified human resources.” (Fleck, 2009: 93).

Longenecker et al. (1999: 7) explored organizational failure in struggling organizations from the front-line management personnel perspective in over 20 different large US manufacturing and service organizations in an American cultural context. They described failure as "an inability to achieve satisfactory levels of performance based on current performance goals". Supporting the finding of previous studies, they found that incompetent managers could lead to declining organizational performance. They explained as follows:

“If incompetent managers are not identified and their performance corrected, organizational performance is likely to decline as a result of a reduction in workforce performance and morale.” (Longenecker et al., 1999: 11).

Longenecker et al. (1999) argued that ineffective managers can come as a result of poor selection, lack of training and development, poor job fitness and/or lack of resources and support from above.

Yusuf (1995) studied critical success factors perceived by a random sample of 220 South Pacific (i.e. Melanesian Papua New Guinea and Vanuatu, Polynesian Western Samoa, the Micronesian state of Marshall Islands, and Fiji) entrepreneurs (180 males and 40 females) as being necessary for the successful operation of small businesses in the region. He did not explicitly provide an information about the mentioned skills, otherwise are considered general skills. However, he found that

“The entrepreneurs believe that both individual factors (such as possession of certain skills and good character) and environmental factors (such as government support, political and traditional demands, and the need for balancing these demands with business commitments) are critical to small business success.” (Yusuf, 1995: 73).

Luk (1996) tried to explore common factors accounting for the success of small businesses in the Hong Kong cultural context. Luk (1996: 69) provided unclear criteria for small firms that might affect the findings of his study. Such criteria included: "Capital for the firm was supplied by an individual or a small group; size is relatively small within its industry; the firm was operated by an owner-manager; and the area of operation was mainly local." The organization size 'factor' has been discussed in theme six (i.e. organization size theme). Luk provided a description of a successful small business: 'the firms have been in business for at least three years'. Luk's (1996: 69) work was based on debatable criteria for success and defined the success of small business as 'a level of performance equal to or exceeding the expectation of the firm's owner'. Luk also indicated that the success in Hong Kong small business is unique to the Hong Kong business environment.

However, Luk (1996) argued that the majority of small business owners had indicated 'good decision-making skills' as the most influential personal factor in the successful performance of a small business. While 'accumulation of sufficient relevant experience prior to the establishment of own company' was indicated as the second most important personal factor for the success of organization in Luk's study.

Similarly, Mata et al. (1995) examined the ability of IT attributes to generate sustained competitive advantages based on the IT literature review. From a strategic management and resource-based analysis perspective, they discussed four attributes of IT which might be sources of sustained competitive advantage, including capital requirements, Proprietary technology, technical IT skills, and managerial IT skills.

Mata et al.'s analysis found that IT managerial skills were the only likely source of these attributes that can provide sustainability for firms.

Shrader and Siegel (2007) assessed the human capital role in the growth and development of new technology based ventures through an empirical analysis of longitudinal collected data. Such ventures consisted of a sample of 198 publicly traded, technology based new ventures. From a strategic management perspective, they found a weak direct link between team experience and venture performance. However, Shrader and Siegel found that the fit (i.e. to meet the requirements of strategy) between strategy and team experience was a key determinant of the long-term performance of high-tech entrepreneurial ventures.

In their research which seemed also to come from a strategic management perspective, Simon et al. (2011) discussed the strategic capabilities related to organizational success in five disparate Australian industries included a sample of the management consulting, advertising, information technology, legal profession companies and top 500 listed companies.

They conducted their research using qualitative methods such as interviews of a small sample from the target population, content analysis of relevant documents (e.g. brochures) or web sites and a literature review, then developed a questionnaire which was distributed to a broader sample of the target population (e.g. CEOs of Australia's top 500 companies).

One of the common capabilities, for an organization to succeed, found by Simon et al. (2011: 1322) is 'selection and retention of good staff with good technical skills, credibility, integrity and honesty.'

From an Austrian cultural context, Frank et al. (2007) compared four conceptually similar studies (Vienna Entrepreneurship Studies) to analyse the varying roles of personality factors of the business founder or manager in business start-up intentions, in start-up success and in business success. For this objective, they only described the analysis steps in each study, which were

required for comparison purposes.

They showed that

“It is not possible to predict the long-term success of a business by evaluating the personality factors of the business founder in the early stages of the start-up process.” (Frank et al., 2007: 227).

However, they found no influence for personality on the organization's success. They stated that:

“While up to 20% of the variance in the origins of entrepreneurial intentions can be explained by personality traits, this proportion practically drops to zero in explaining business success.” (Frank et al., 2007: 245).

In another study also conducted in an Austrian cultural context, Korunka et al. (2010) analysed the predictors of business survival at a very early stage. They basically analysed personal characteristics (such as age and gender) of the business founder/owner-managers, resources and environment (specifically human, social and financial capital) of his/her new business, including founder responsibility for gaining adequate support and resources from the environment.

Their study was based on the Vienna Entrepreneurship Studies (VES) data set. They observed 373 Austrian small business owner-managers over a time-span of nearly 8 years. They collected data in three stages, for the years 1998, 2001, and 2005.

Seemed to be an Austrian specific context, indicating similar findings to that of Frank et al. (2007), Korunka et al. (2010) also found that personal characteristics do not have significant effects on long-term business survival.

In contrast with Frank et al. (2007) and Korunka et al. (2010), Havaleschka (1999) indicated the importance of personality for success or failure of an organization. Havaleschka's study, springing from an innovation oriented school and benchmarking perspective, showed evidence of the role of leadership determined by the personality of the top manager and the composition of the personalities of the group of managers, in making the difference between success and failure of organizations.

“By using two different assessment tools to the personalities of the members of two management teams, including the top executive managers, and by following the development in the companies’

results over a period of five years, it is shown that the personality of the executive manager and the team he is selecting is the key to understanding a company's rise or decline in the market.” (Havaleschka, 1999: 114).

With regards to self-confidence, Heunks (1998) explored the role of innovation in small and medium-size firms in relation to the firm's success. For this purpose, he developed a number of hypotheses and then empirically checked them with data from a survey among 200 entrepreneurs in seven countries.

From an innovation oriented perspective and within an European context, Heunks's (1998) findings showed that self-confidence has a significant relationship with innovation as well as with the success of the firm. Such findings emphasized the importance of self-confidence for success. Furthermore, “innovation and success are not dependent on emotional motivation but fairly much on practical orientations and capacities” (Heunks, 1998: 269).

### **T1-1-2 Employees motivation and needs factors**

The role of employees' motivation, needs, respect and satisfaction factors in SDO has been found in twelve out of thirty eight reviewed obtained relevant studies related to the HR theme.

Despite a specific context of their study (i.e. Portuguese municipalities) and springing from a TQM and Business Excellence perspective, Sa and Kanji (2003) claimed that there is enough evidence to emphasize the effect of paying attention to employees' needs and satisfaction on the organization's success. They argued that there were no differences between the public and private sector in this respect. They argued that

“In spite of the particularities of the public sector in general and of the local government in particular, and regardless of cultural diversity and country-specific characteristics, many commonalities exist in the type of leadership associated with top-performing organizations. Among these commonalities are the importance of demonstrating long-term commitment to the criticality of paying attention to employees' needs and satisfaction” Sa and Kanji (2003: 132).

Successful organizations give incentives and reward for good performance. Such evidence has been reflected in the findings resulted from analysis of data from an official survey of almost 3000 New Zealand firms representative of the entire economy, compiled by New Zealand's official statistical agency. Fabling and Grimes (2007: 383) addressed the following question using such dataset: ‘Which business practices set successful firms apart from others?’.

Their findings have shown that ‘Successful firms emphasize mechanisms to incentivize and reward performance and pay attention to a range of human resource management practices’ (Fabling and Grimes, 2007: 395).

In his multinational study and from a TQM and Business Excellence school and situational leadership perspective, Darling (1999) referred also to the understanding of executive leaders of top multinational corporations to the desire of human beings to be appreciated and to have a sense of personal worth and meaning. Darling argued that executive leaders of top multinational corporations understand that ‘one of the deepest hungers in human beings is the desire to be appreciated and to have a sense of personal worth and meaning’. (Darling, 1999: 311).

From both transformational leadership and innovation perspectives, Gilley et al. (2008) explored leadership effectiveness in driving change and innovation, in what seemed to be an American context. They also found that motivation is critical for the leader’s ability to drive change and innovation and for the leader’s success.

Similarly, Štok et al. (2010) concluded that employee motivation positively affects business excellence in organizations. Štok et al.’s study had been conducted in a Slovenian cultural context from a Business Excellence perspective.

Rosanas (2008) argued that motivation of others is necessary for long-run effectiveness of organizations.

In his paper, which seemed to be from a human relation perspective, Rosanas (2008: 447) “put forth the basic principles for a theory of decision-making in organizations, which integrates ethics in the core of the theory. It is essentially a humanistic view of the interrelationships between people and its implications for organizational decision-making.” He supports previous studies and argues that “If we want to guarantee long-run effectiveness, we need motives other than merely extrinsic ones.” Rosanas (2008: 456).

In line with previous studies, Thompson (1996) found evidence indicating the critical role of existence of a caring and involved leader in the success of an organization. Thompson investigated, in the first phase of his study, the relationship between aspects of organizational

climate as assessed by a full consensus employee survey and a variety of organizational performance measures. In the second phase, he conducted a qualitative research project to determine those aspects of the organizational climate that were associated with the high scoring organizations. He also stated that ‘In each of the high scoring organizations, the leader demonstrated consistent, sincere concern for the welfare of employees.’ Thompson (1996: 187). Furthermore, he found that people in low scoring organizations:

“reported loss of esteem or pride in their work, evidence of stress-related physical problems, and poor morale. In contrast, those in the high scoring organizations reported heightened self-esteem and sense of competence, excitement, and enthusiasm, in addition to a strong sense of being on a winning team or part of a highly respected family.” (Thompson, 1996: 190).

Pfeffer (1995) raised another related issue which might have a role in the incentive of organization staff and found some interrelated policies and practices that characterize a sample of USA top performing companies which achieved competitive success. One of these policies and practices was employee ownership. In this regard he argues that: “Employee ownership puts stock in the hands of people, employees, who are more inclined to take a long-term view of the organization and its strategy.” (Pfeffer, 1995: 60).

Longenecker et al. (1999) also found that organizations would struggle to achieve success if they fail to create motivated human resources including related policies and practices. Such findings have to consider the American context of the study.

On the other hand, Longenecker et al. (1999) found that the organization is destined to struggle when its employees receive little or no feedback about their performance, which also led to make them work in the dark about improving their performance.

In other research conducted in an American context using the recommendations from the Motorola study and the experiences of Trigon, Cacioppe (1999) attempted to develop a general framework and tools that can be used for team-based incentives. He concluded that

“A thorough rethinking and restructuring of reward and recognition practices which are aligned with new organisational goals and culture will give companies the focused energy they will need to succeed in challenging times.” (Cacioppe, 1999: 330).

From a TQM and resource-based perspective (in a Malaysian context), Idris (2011) tried to investigate the effect of TQM dimensions (leadership, strategy and objectives, best practice, focus

on customers, employee, community and productivity) on company performance. Based on the SIRIM directory containing ISO 9000 certified companies, he used a large-sample cross-sectional mail survey method to collect the data by sending 400 questionnaires to the CEOs of these companies.

The results of Idris (2011) indicated that the capability to focus on employees' satisfaction has a significant positive relationship with company performance.

Using a designed questionnaire in a South African context, Van der Merwe (2009) highlighted the importance of fair compensation of family employees, in small and medium-sized family businesses (where 51% of the business is owned by a single family) in South Africa. The results of Van der Merwe's study reflected small and medium-sized (employing fewer than 200 full-time employees) family businesses in a South African context. Van der Merwe's study has shown that 'effective family employee work performance management and compensation strategy plays to ensure harmonious family relationships and at the end the sustainability of the family business' (Merwe, 2009: 51).

### **T1-1-3 Communication 'factor' with and among the managers and employees and among employees themselves (including team work) and with other stakeholders**

The importance of good relationship/communication with and among the employees themselves and with other stakeholders factors for SDO has been found in ten out of thirty eight reviewed obtained relevant studies related to the HR theme.

In his paper which seemed to be from human relation perspective, Rosanas (2008) argues that employees' willingness to cooperate with each other to solve the organization's problems is a necessary condition for the organization's long-run survival.

In this regard, Weymes (2003) also emphasized the effective interaction of a leader with his staff for the organization's success. Weymes (2003: 320) introduced the story of the Atlanta Braves baseball club and its leader and argued that 'If the leader is unable to interact effectively with his staff, the organisation will not succeed.'

Similarly, Pfeffer (1995) found some interrelated policies and practices that characterize a sample of USA top performing companies which achieved competitive success. Pfeffer's (1995: 57) reading of both popular and academic literature, talking to numerous people in firms in a variety



of industries, as well as an application of some simple common sense, resulted in finding some interrelated policies and practices that ‘seem to characterize companies that are effective in achieving competitive success through how they manage people.’ One of these policies and practices is information sharing. He added: ‘If people are to be a source of competitive advantage, clearly they must have the information necessary to do what is required to be successful.’ (Pfeffer, 1995: 60).

From both transformational leadership and innovation perspective, Gilley et al. (2008) also found that communication and involving others are critical for the leader’s success in driving change and innovation. Gilley et al.’s study, which explored leadership effectiveness in driving change and innovation, in what seemed to be an American context, found that

“four specific talents (communications, motivation, involving others, and coaching) have a significant impact on a leader’s ability to drive change and innovation, while two of them — communications and the ability to motivate— are critical for one’s success.” Gilley et al. (2008: 164-165).

In line with the previous studies’ findings but in a specific culture (Finnish pulp and paper industry), Pajunen (2006) argued that frequent and open communication as well as personal relationships between managers and governing stakeholders increase the probability of organizational survival. Pajunen conducted his case study on the Finnish pulp and paper industry firm (Kymi) and provided a historical case study showing how the most influential stakeholders can be identified and managed during an organizational survival, arguing that

“In an existence-threatening crisis, frequent and open communication between managers and governing stakeholders as well as personal relationships between managers and governing stakeholders will tend to increase the probability of organizational survival.” (Pajunen, 2006: 1280-1281).

Longenecker et al. (1999: 7) explored organizational failure in struggling organizations from the front-line management personnel perspective in over 20 different large US manufacturing and service organizations. Supporting the previous studies, they found that poor communication is the most important reason for organization failure. They added:

“Poor bottom-up communication deprives managers and business leaders at the top of information about customer problems, the impact of policies, the effectiveness of systems, as well as simple changes that might improve performance. Poor top-down communication can result in failure to understand the initiatives or direction of top management, which will result in a communication vacuum that may be filled with speculation and rumors, all of which can only hurt the bottom-line.

Communication is the lifeblood of any organization and, as a result, when communication breakdowns occur, organizational performance can only suffer.” (Longenecker et al., 1999: 8).

Longenecker et al. (1999: 10) also found that “Lack of teamwork makes execution of organizational plans difficult and attainment of goals almost impossible. The types of teamwork being identified here include workforce cooperation and the feeling that front line managers are part of the management team.”

On their part, Chiu and Lee (2007) examined the most important factors that affected the sustainable competitive advantage of firms in Taiwan LED industry based on a qualitative study using a designed questionnaire. 'A Light-Emitting Diode (LED) is a semiconductor device that emits light when an electric current is passed through it.' (Chiu and Lee, 2007: 71).

Considering a specific context (i.e. Taiwanese and LED industry) of their study, and from what seemed to be a strategic management perspective, Chiu and Lee found that the most important factors to strengthen the internal sustainable competitive advantages of the firms were superior coordinating capability among different units, innovative organization culture and trustworthy relationship with main partners.

In their research springing from a Business Excellence perspective, Štok et al. (2010) analysed the impact of organizational culture on business excellence in a sample included 825 managers in medium-sized and large Slovenian organizations. They defined medium-sized organizations as those in which the number of employees does not exceed 250 and the turnover not exceeding 35 million EUR, while large organizations are those in which the number of employees is more than 250 and the turnover more than 35 million EUR. Their research focused on specific elements of organizational culture included communication structure, interpersonal relationships and motivation, to find out if these elements lead or contribute to business excellence.

Štok et al. also concluded that an appropriate communication structure of interpersonal relations among employees and employee motivation positively affected business excellence in organizations.

Štok et al. (2010: 307) stated: "interpersonal relations are a reflection of organizational climate (atmosphere), which is defined as a perception of all those aspects of the work environment (events, procedures, relations) which are psychologically sensible to all participants in an organization."

Using a nationally representative sample of family businesses from the 1997 National Family Business Survey (NFBS), Olson et al. (2003) attempted to identify strategies for families to increase the success of both their business and their family. Olson et al. (2003: 648) defined family business as a business that 'was owned and managed by one or more family members; thus, the sample for their study 'was limited to family households in which at least one person owned or managed a family business.'

Their study involved analysis of the 1997 NFBS collected data and the conducted interviews with each family business.

Olson et al. (2003) found that family labour has a positive effect on both income and success of family businesses, it is also the more successful family businesses that employed the owner/manager's family members. However, they found a mismatch between perception and reality, where owner/managers perceive their businesses to be less successful when they employ more family members.

However, Olson et al. (2003: 662) indicated that the most important finding of their study is that 'the success of the family business depends on how the family manages the overlap between the family and the business rather than on family or business resources and processes.'

Dervitsiotis (2002) also argued that human communications is important for long-term success. Dervitsiotis (2002: 1098) tried to develop viable strategies for sustainable high performance and also argued that human communications development within and between organizations in innovation development have ensured 'an organization's long-term viability and success in a complex an uncertain environment'. Dervitsiotis's study seemed to be based on the TQM and innovation schools.

#### **T1-1-4 Human resources (HR) development factor**

The role of human resources development (HRD) factor in SDO has been found in nine out of thirty eight reviewed obtained relevant studies related to the HR theme.

Comparing the criteria that form the main Business Excellence Models, from TQM and Business Excellence perspective, Kanji (2005) found important similarities in the main Business Excellence Models. In particular, he found that they all emphasize the importance of developing human resources and mainly education and training. He found that 'they all stress the importance

of developing human resources and process management and emphasize, in this regard, the criticality of education and training'. (Kanji, 2005: 1073).

Similarly, this matter is also strongly argued by Hitt et al. (1994) who conducted in-depth interviews with executives in 65 major USA corporations that had recently performed downsizing. In an American context and from what seemed to be a strategic management perspective, they concluded that the development of human capital through educational and training programs is critical for strategic competitiveness. Furthermore, they explained this matter stating:

“One-third of the growth in the US gross national product from 1948 to 1982 was attributed to increases in the education level of the workforce. Furthermore, 50 percent of the growth resulted from technological innovation and knowledge that depended heavily on education. Only 15 percent of the growth can be attributed to investment in capital equipment.

Training and development programs not only build skills but also facilitate communication among employees by providing a common language, building professional networks, and constructing a common vision of the ideal organizational identity. They promote cohesion by helping inculcate a common set of core values and influence flexibility by helping to improve critical skills necessary to respond effectively to competitive challenges.” (Hitt et al., 1994: 30-31).

From a multinational context and from a TQM and Business Excellence perspective, Hui and Chuan (2002) examined the main characteristics of nine national quality awards around the globe in attempting to describe various approaches used to promote Organizational Excellence and long-term business success. These nine national quality awards included: Malcolm Baldrige National Quality Award (U.S), Canadian Award for Excellence, European Quality Award, Australian Business Excellence Award, Singapore Quality Award, Japan Quality Award, Costa Rica Excellence Award, South African Excellence Award and Jordan's King Abdullah II Award for Excellence. They supported the conclusions of previously mentioned studies. They found that “People development programs are highlighted in all nine national quality awards.” (Hui and Chuan, 2002: 57).

In an American cultural context, Rowden (1995) highlighted the role of human resource development (HRD) in small to mid-size firms. Selection of the study sample was based on the information that 88 per cent of the manufacturing companies in the United States employ fewer than two hundred workers. He used the criterion of 'fewer than two hundred workers' to define small to mid-sized. Rowden defined HRD as

“A multifaceted discipline that employs well-qualified individuals who exercise instructing, advising/coaching, HRD designing, managing, and consulting skills to integrate training and development, organization development, and career development with the goal of improving individual, group, and organizational effectiveness.” (Rowden, 1995: 358).

Rowden's (1995) study is based on a qualitative comparative case study of three-selected successful (have survived for ten or more years) small to mid-size southeastern US manufacturing companies. Given the failure rate of small businesses in general and small manufacturing businesses in particular, Rowden decided that manufacturing businesses that have survived for ten or more years could be deemed "successful". Two conclusions were drawn from the findings of his study. First, that those small to mid-size manufacturing companies have both formal and informal HRD activities. Second, that those HRD activities have direct effect on the on-going success of these businesses.

In line with findings of previously mentioned studies within an American context, Fleck (2009) emphasized the vital role of human resources development in continuing growth and continued existence of organizations. Fleck (2009) argues that ‘Human resources formation, retention, development and renewal are vital for the continuing growth and continued existence of the firm.’ (Fleck, 2009: 87). He added

“The organization will fail to preserve organizational integrity in the absence of previously planned recruitment and of actions regarding the development and retention of qualified human resources.”  
Fleck (2009: 93).

Thompson (1996: 178) also found that in each of the high-scoring organizations “the leader put a strong emphasis on getting each member of the organization the training and certification necessary to raise them to the highest level of professional identity”.

Longenecker et al. (1999) also argued that ineffective and incompetent managers can come as a result of poor selection, lack of training and development, poor job fitness and/or lack of resources and support from above. In an American context, they also found that the organization with poorly trained and/or undeveloped human resources, including managers at all levels, would struggle to realize its potential.

From an innovation school view and in a Canadian services sector context, Chamberlin et al. (2010) analysed the relationship between innovation and a number of business success factors

based on Statistics Canada's 2003 Survey of Innovation including 3701 firms in 34 services sectors, which covered the period from 2001 to 2003. Chamberlin et al. (2010: 239) found that 'satisfying existing clients was rated as the most important business success factor by all firms included in the study, followed by quality control of products and encouraging experienced workers to transfer their knowledge to new or less experienced workers.'

In a specific context, Capelleras and Hoxha (2010) investigated entrepreneurial and institutional factors influencing start-up size and subsequent firm growth in the case of Kosova firms. To do so, they statistically analysed the data collected by structured face-to-face interviews with a sample of 555 small and medium-size (less than 250 employees) firms' founders. This sample represented almost 1.5% of the registered businesses in Kosova.

Capelleras and Hoxha's results showed that specific training has a strong positive impact on the growth of the firm.

### **T1-1-5 Involvement/participation and empowerment factors**

The importance of involvement/participation, trust, empowerment and delegation factors for SDO has been found in nine out of thirty-eight reviewed obtained relevant studies related to the HR theme.

In spite of the specific context of their study (i.e. Portuguese municipalities) and coming from a TQM and business Excellence perspective, Sa and Kanji (2003) claimed that there is evidence of the effect of paying attention to employees' needs for listening, involving and delegating on the organization's success. They argue that

“In spite of the particularities of the public sector in general and of the local government in particular, and regardless of cultural diversity and country-specific characteristics, many commonalities exist in the type of leadership associated with top-performing organizations. Among these commonalities are the importance of demonstrating long-term commitment to the need for listening, involving and delegating” (Sa and Kanji, 2003: 132).

Dervitsiotis (2002) also argued that an organization's viability and success requires the participation of all employees. Dervitsiotis (2002: 1097) stated that 'an organization's viability and success suggests that sustainable performance improvement requires the participation of all employees'.

Similarly, Pfeffer (1995) found some interrelated policies and practices that characterize a sample of top performing USA companies which achieved competitive success. One of these policies and practices is participation and empowerment. In this regard he also argues that: “An important feature found in many successful work systems: encouraging the decentralization of decision making and broader worker participation and empowerment in controlling their own work process.” (Pfeffer, 1995: 60).

In their article, Hui and Chuan (2002) supported Pfeffers’s and others’ findings and argued that the success of organizations depends largely on their human resources participation and involvement in carrying out organizational goals. Based on a multinational context and from a TQM and Business Excellence perspective, Hui and Chuan argued that most of “Innovation and empowerment complement each other. The combined effects of both enable a company to enhance its competitiveness.” (Hui and Chuan, 2002: 58). Furthermore, they state: “An organization’s success depends largely on its workforce’s commitment, participation, and involvement in carrying out organizational goals.” (Hui and Chuan, 2002: 61).

In this regard, Weymes (2003) also argued that creating a trustful and open environment has created a sustainable organization.

“While management by fear can create tensions that may produce the desired result in the short term, it is unlikely that success will be sustained, whereas leaders who create a trusting, open environment where information is shared create a sustainable organisation that can rise to any challenge.” (Weymes, 2003: 325).

From both transformation leadership and innovation perspectives, Gilley et al. (2008) explored leadership effectiveness in driving change and innovation, and also found that involving others is critical for the leader’s ability to drive change and innovation and for the leader’s success.

In line with previous studies and from a TQM and Business Excellence perspective, Thompson (1996) emphasised the role of the existence of a caring and involved leader in the success of organizations. Thompson (1996: 171) found ‘strong evidence indicating that the presence of a caring, involved leader was the critical ingredient in the organization's success.’

From a Business Excellence perspective, Zink (2008) discussed some research results about the relationship between human resource management and organizational excellence, especially employee involvement. He also argued that several studies indicated that Human Resources play a very important role for sustainable organizational success, especially people involvement as one of the critical success factors.

In a specific context, Goodman (2000) highlighted the experience of Scandic hotels with sustainability expressed by introducing more environmentally responsible practices into the company's operations. He briefly referred to decentralized management in Scandic's experience, especially putting responsibility and decision-making power into the hands of sales and frontline employees, which contributed to the company success as well as implementation of sustainability successfully.

Goodman (2000) argued that the new CEO of Scandic hotels turned the company around by turning the focus on the customer through implementing two strategic principles: decentralized management and environmental responsibility. To achieve the turn-around, CEO integrated sustainability into the company strategic thinking and operational practices. Goodman (2000: 212) concluded that 'Scandic had returned to profitability and leadership status in the industry in the mid-1990s with a new strategic focus on decentralized management and sustainability.'

#### **T1-1-6 Careful recruitment factor**

The role of careful (planned) recruitment in SDO has been found in four out of thirty-eight reviewed obtained relevant studies related to the HR theme.

Pfeffer (1995) found some interrelated policies and practices that characterize a sample of top performing USA companies which achieved competitive success. One of these policies and practices is the careful and selective hiring of the right employees in the right manner. He stated: 'Security in employment and reliance on the workforce for competitive success mean that one must be careful to choose the right people, in the right way.' Pfeffer (1995: 57).

In line with Pfeffer's (1995) findings and also within an American context, Fleck (2009) emphasized the vital role of planned recruitment and retention of qualified human resources in



preserving organizational integrity and the continued existence of organizations. Furthermore, Fleck (2009: 78) also argued that

“The organization will fail to preserve organizational integrity in the absence of previously planned recruitment and of actions regarding the development and retention of qualified human resources.”

Continuity with an American context, Longenecker et al. (1999) also argued that ineffective and incompetent managers could come as a result of poor selection, lack of training and development, poor job fitness and/or lack of resources and support from above. They argued that incompetent managers could lead to the declining performance of an organization.

Similarly but in an Australian context, Simon et al. (2011: 1322) found that one of the common capabilities, for an organization to succeed, is 'selection and retention of good staff with good technical skills, credibility, integrity and honesty.' Their study seemed to be from a strategic management perspective.

### **T1-1-7 Gender factor**

The role of gender in SDO has appeared in two out of thirty eight reviewed obtained relevant studies related to the HR theme.

In their study conducted in an American context, Kalleberg and Leicht (1991) found no differences in the success level between businesses headed by women and those headed by men. They also found that large organizations, whether headed by men or women, were more successful than small ones. They did not explicitly identify small businesses and large businesses.

Kalleberg and Leicht (1991) examined several hypotheses on how the survival and success of small businesses headed by men and women were related to industry differences, organizational structures, and attributes of owner-operators. Their analyses were based on data collected annually over a three-year period from an initial group of 411 companies operating in computer sales and software, food and drink, and health industries in South Central Indiana. They stated that

“Success can be measured in a variety of ways: by accounting-based indicators of financial performance, such as returns on investment; by market-based indicators of financial performance, like market share; and by stakeholders' evaluations of performance, such as the degree of satisfaction they express.” (Kalleberg and Leicht, 1991: 145).

As stated, they argued that gender is not important to success and found that ‘businesses headed by women were not more likely to go out of business, nor [be] less successful, than those owned by men.’ (Kalleberg and Leicht, 1991: 136). They also found that ‘Large organizations, whether headed by men or women, were more successful than small ones in the sense of having growth in earnings’ (Kalleberg and Leicht, 1991: 156).

From an Austrian context, Korunka et al. (2010) supported Kalleberg and Leicht's (1991) finding despite the long period between conducting each of their studies. Korunka et al. (2010) also found that personal characteristics (such as age and gender) do not have significant effects on long-term business survival. However, they noted that a combination of high risk taking propensity with low business-specific human capital, female business owner-managers acting in a push environment, may reduce long-term business survival rates.

Korunka et al. (2010: 1046) explained their view in respect of their study results in the following statement:

"The significant interaction between female entrepreneurs and a push environment is presumably rooted in traditional gender roles. Women not only experience more severe work/family conflicts, they are also impeded by unfavourable financial resources when starting their businesses. When these gender disadvantages coincide with a push environment (for example, the unexpected termination of an employment contract), the unfavourable conditions are exacerbated."

### **T1-1-8 Clear work roles factor**

The importance of clear work roles for SDO has been found in two out of thirty eight reviewed obtained relevant studies related to the HR theme.

In a South African context, Van der Merwe (2009) highlighted the importance of establishing clear work roles and clear responsibilities in small and medium-sized family businesses (where 51% of the business is owned by a single family) in South Africa. Van der Merwe's (2009: 59) study showed that 'clear work roles and responsibilities form the basis for family employee work performance management and compensation in family businesses.'

Kanji (2005) discussed Kanji's Business Excellence Measurement System (KBEMS) through which he provided a multi-dimensional focus that combines a variety of measurements for internal and external stakeholders for the organization. He argued that there is an evidence that the combination of the benefits of different assessment methodologies would help the organizations to find their path to Organizational Excellence and sustainable growth. In particular, (Kanji, 2005: 1070) also found that 'The best companies will provide roles along with the jobs where employees feel they have some control over what they do.'

## **Section T1-2: Conclusions of the analysis and discussion of factors related to the Human Resources (HR) theme**

Based on the discussion and analysis in the previous section, the conclusions have been clustered according to the factors identified in section T1-1.

### **T1-2-1 Personal factors**

#### **1- Schools:**

- The schools of eight out of fourteen systematically reviewed studies are not available.
- Three out of fourteen studies are from a strategic management and resource-based perspective.
- One out of fourteen studies is from an environmental management perspective.
- One out of fourteen studies is from a Business Excellence perspective.
- One out of fourteen studies is from an innovation oriented perspective.

Thus, it can be concluded that there is no dominant school of thought in HR personal factors.

#### **2- Context:**

- a- Cultural: Three out of fourteen systematically reviewed studies had been conducted in multinational cultural context, two are not available (could be multinational), two studies had been conducted in American cultural context, two in Austrian cultural context, one in a UK context, one in an European context, one in a South Pacific, one in a Hong Kong and one in an Australian cultural context.

It could be noted that Western culture is dominant in the reviewed studies related to HR personal factors.

- b- Business: The businesses of four out of fourteen systematically reviewed studies are about not available (could be various) businesses, four out of fourteen studies are about various

businesses, three out of fourteen studies are about manufacturing businesses (one of these three is about both manufacturing and service business), two out of fourteen studies are about IT businesses, one is about the wholefood business.

So, no dominant business related to HR personal factors appeared in the reviewed studies.

### **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these fourteen systematically reviewed studies, based on the discussion and analysis in subsection T1-1-1, the following clustered conclusions and identified factors can be drawn:

- a- Five out of fourteen systematically reviewed studies emphasised the important role of the skills 'factor' of the people working in the organization, such as managerial, decision-making and technical skills, in its long-term success and SDO.
- b- Four out of fourteen studies emphasized the importance of the competent qualified manager 'factor' for the success and development of organizations. Two of these four studies also indicated that incompetent or unqualified managers could lead to the failure of an organization.
- c- Four out of fourteen studies discussed the personality (or character) 'factor'. Two of these four studies indicated the critical role of personality of the business founder or senior managers in the success or failure of an organization, while the other two contradicted them and indicated no influence of personality on the success or survival of an organization.
- d- Three out of fourteen systematically reviewed studies indicated the influence of the staff or involved people's experience 'factor' on sustainable success of an organization.
- e- One out of fourteen studies emphasised the importance of the knowledge 'factor' of the involved people for the long-term success of an organization.
- f- One out of fourteen studies indicated the importance of existence of staff with credibility, integrity and honesty 'factor' for the success of an organization.
- g- One out of fourteen studies showed the role of the self-confidence 'factor' in an organization's success.

## **T1-2-2 Employees motivation factor**

### **1- Schools:**

-The schools of five out of twelve systematically reviewed studies are not available.

-Four out of twelve studies are from a TQM and Business Excellence perspective.

-Two out of twelve studies are from a human relations perspective.

-One out of twelve studies is from a transformational leadership and innovation perspective.

Thus, TQM and Business Excellence is noticeable schools of thought in the employees' motivation factor.

## **2- Context:**

a- Cultural: The cultures of three out of twelve systematically reviewed studies are not available, three out of twelve studies has been conducted in American cultural contexts, one in a multinational cultural context, one in a Portuguese context, one in a New Zealand context, one in a Slovenian context, one in a Malaysian context and one in a South African cultural context.

American and Western cultures in general are noted in studies that produced the influence of employees motivation factor.

b- Business: Six out of twelve systematically reviewed studies are about various businesses, four are not available, one out of twelve studies was about municipalities, one is about the health insurance business.

It is concluded that the majority of reviewed studies have covered different businesses which support the generalizability of the conclusions below, subject to considering the above mentioned cultural contexts.

## **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these twelve systematically reviewed studies, based on the discussion and analysis in subsection T1-1-2, the following clustered conclusions and identified factors can be drawn:

a- Five out of twelve systematically reviewed studies emphasised the important role of the motivation and reward of employees' performance 'factor' in excellence, development and success of an organization. One of these five studies showed that an organization would struggle to succeed if it did not create motivated employee.

b- Five out of twelve studies indicated that 'factor' of recognition of (and paying attention to and sincere concern about) the employees' needs to be rewarded, satisfied and appreciated is a common practice in top and successful organizations.

- c- One out of twelve studies showed the employee's ownership 'factor' to be one of the practices that characterized organization of competitive success.
- d- One out of twelve studies indicated that compensation of family employee work performance ensures harmonious family relationships and, at the end, the sustainability of family business.

### **T1-2-3 Communication factor**

#### **1- Schools:**

- The schools of six out of ten systematically reviewed studies are not available.
  - One out of ten studies is from a transformational leadership perspective.
  - One out of ten studies is from a strategic management perspective.
  - One out of ten studies is from a Business Excellence perspective.
  - One out of ten studies is from human relation perspective.
- Thus, no dominant school has been shown in respect of the communication factor.

#### **2- Context:**

- a- Cultural: The cultures of four out of ten systematically reviewed studies are not available, three out of ten studies had been conducted in American cultural contexts, one in a Finnish cultural context, one in a Taiwanese context and one in a Slovenian context.  
American culture is noted in studies shown the influence of the communication factor.
- b- Business: The businesses of four out of ten systematically reviewed studies are not available, four out of ten studies are about various businesses, one out of ten studies was about the pulp and paper industry, one is about a family business.  
Despite there being no dominant culture or business, American culture has to be considered when utilizing the conclusions, because one third of the studies had been conducted in an American cultural context, in addition to the probability of some not available ones. Various businesses represent almost half of the studies, which means generalizability in respect of business can be considered.

#### **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these ten systematically reviewed studies, based on the discussion and analysis in subsection T1-1-3, the following clustered conclusions and identified factors can be drawn:

- a- Five out of ten systematically reviewed studies showed the importance of the communication 'factor' within the organization among managers and staff and with other stakeholders for the sustainable success-excellence of organization. One of these five studies attributed organization failure to poor communication.
- b- Two out of ten studies indicated the role of leaders interaction with their staff and sharing them different information in the continuous success of the organization.
- c- Two out of ten studies emphasised the importance of the coordination and 'factor' and of working together (cooperation and teamwork) between employees and units for solving problems of the organization and for the sustainable survival and success of an organization.
- d- One out of ten studies emphasised the importance of managing the overlap between family and business for the success of a family business.

#### **T1-2-4 HR development factor**

##### **1- Schools:**

- The schools of six out of nine systematically reviewed studies are not available.
  - Two out of nine studies are from a TQM and Business Excellence perspective.
  - One out of nine studies is from an innovation perspective.
- Thus, no dominant school has been shown in respect of the HR development factor.

##### **2- Context:**

- a- Cultural: Four out of nine systematically reviewed studies have been conducted in American (USA) cultural contexts, two are not available, one in multinational cultural context, one in a Canadian context and one in a Kosovan cultural context.  
American culture is noted in the studies that showed the influence of the HR development factor.  
In this regard, it is noted that the majority of studies that produced the HR development factor had been conducted in a Western cultural context, American being the dominant one in this respect. Conclusions would be understood and utilized taking into consideration such context.
- b- Business: Three out of nine systematically reviewed studies are about various businesses, three out of nine studies are about manufacturing organizations, two out of nine studies are not available, one is about service organization.

There is no dominant business.

### **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these nine systematically reviewed studies, based on the discussion and analysis in subsection T1-2-4, the following clustered conclusions and identified factors can be drawn:

- a- Six out of nine systematically reviewed studies emphasised the role of HR development (i.e. HRD 'factor'); particularly education and training of employees in excellence and SDO. One of these six studies attributed declining performance of organization to lack of training.
- b- Three out of nine studies indicated the importance of the HRD programs or activities 'factor' for on-going (continuous) success and survival of organizations.

### **T1-2-5 Involvement/participation and empowerment factors**

#### **1- Schools:**

- Four out of nine systematically reviewed studies are from a TQM and Business Excellence perspective.
  - Two out of nine studies are not available.
  - One out of nine studies is from a human oriented perspective.
  - One out of nine studies is from a transformational leadership and innovation perspective.
  - One out of nine studies is from a sustainability (i.e. environmental management) perspective.
- Nevertheless, TQM and Business Excellence is considered to be the dominant school appeared in the reviewed studies in respect of involvement/participation and empowerment factors.

#### **2- Context:**

- a- Cultural: The cultures of three out of nine systematically reviewed studies are not available, two out of nine had been conducted in multinational cultural context, two in an American (USA), one in an European and one in a Portuguese cultural context.

Thus, no dominant culture has appeared in respect of involvement/participation and empowerment factors. However, Western culture should be considered because half of the studies had been conducted in Western cultural contexts.



- b- Business: Four out of nine systematically reviewed studies are about various businesses, three out of nine studies are not available, one is about municipalities and one is about the hotel business.

Despite there being no dominant business, various businesses represent almost half of the studies, which means generalizability in respect of business can be considered, particularly in Western cultures.

### **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these nine systematically reviewed studies, based on the discussion and analysis in subsection T1-2-5, the following clustered conclusions and identified factors can be drawn:

- a- Seven out of nine systematically reviewed studies stressed the importance of the employee involvement/participation 'factor' for the sustainable success of an organization.
- b- Four out of nine studies emphasised the role of delegation, trustful environment or empowerment (i.e. putting more responsibilities and decision making power in the hand of managers and front line employees) in the continuous success of an organization.

## **T1-2-6 Careful recruitment factor**

### **1- Schools:**

- The schools of two out of four systematically reviewed studies are not available.
- One out of four studies is from a human oriented perspective.
- One out of four studies is from a strategic management perspective.

No dominant school has appeared in respect to the careful/planned recruitment/hiring factor.

### **2- Context:**

- a- Cultural: Three out of four systematically reviewed studies have been conducted in American (USA) cultural contexts, one out of four studies have been conducted in an Australian cultural context.

Therefore, American context should be considered when utilizing the conclusions because it was the dominant culture that has appeared in respect of the careful (planned) recruitment factor.

- b- Business: Three out of four systematically reviewed studies are about various businesses, one was about manufacturing business.

There is no dominant business, however, various businesses represent three quarters of the studies, which means generalizability in respect of business can be considered, particularly in Western, mainly American culture.

### **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these four systematically reviewed studies, based on the discussion and analysis in subsection T1-2-6, the following clustered conclusion and identified factor can be drawn:

All four systematically reviewed studies emphasised the vital role of the careful and planned recruitment 'factor' of the right (well) qualified employees in sustainable top performance and the success of organizations. One of these four studies showed the decline of organization performance as a result of poor selection of competent managers.

## **T1-2-7 Gender factor**

### **1- Schools:**

The schools of the two systematically reviewed studies are not available.

### **2- Context:**

a- Cultural: One of the two systematically reviewed studies had been conducted in an American (USA) cultural context, the other one had been conducted in an Austrian cultural context.

Since both studies in respect of the gender 'factor' had been conducted in a Western cultural context, the conclusions have to be considered according to this context.

b- Business: The two systematically reviewed studies are about various businesses.

### **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these two systematically reviewed studies, based on the discussion and analysis in subsection T1-2-7, the following conclusions can be drawn:

- There are no differences in the success level between businesses headed by women or men in these two studies.

- Owner-manager gender 'factor' generally has no significant effect on long-term business survival. However, female owner-managers acting in a push environment might have less chances of long-term business survival.

### **T1-2-8 Clear work roles factor**

#### **1- Schools:**

- One of the systematically reviewed studies is from a TQM and Business Excellence perspective. The other one is not available.

#### **2- Context:**

- a- Cultural: One out of two systematically reviewed studies had been conducted in a South African cultural context. The other one is not available.
- b- Business: The two systematically reviewed studies are about various businesses.

#### **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these two systematically reviewed studies, based on the discussion and analysis in subsection T1-2-8, the following conclusions and identified factor can be drawn:

- Clear work roles and clear responsibilities 'factor' is important for management and compensation of family employee work performance, which in turn ensures harmonious family relationships, and at the end, the sustainability of the family business.
- The best organizations provide roles for employees to have some control over what they do.

The implications of all the above identified factors and the relationships between them and other identified factors in different themes are discussed in chapter six (i.e. overall conclusions, pages 217-253).

## **Theme two (T2): Leadership Theme**

The crucial role of leadership in achieving SDO has been found by many of the reviewed studies.

Many researchers (such as Bass, 1990; Yukl, 1999; Drucker, 2000; Cohen, 1990; AlMuneef, 1999; Kanji, 2005) with different perspectives have generally provided evidence on the role of leadership in the development and survival of an organization and all its functions.

Through a systematic review of obtained relevant literature, leadership as a theme comprising some factors influencing SDO has been found in much of this literature. This theme focuses on systematic review (comprising analysis and discussion) of such factors and their possible contribution to SDO.

Based on one of the systematic review phases discussed in section 3-2 (pages 76-82) of the methodology chapter, the basic information related to each theme was summarized in a systematic table as the systematic review of the obtained relevant studies was in progress. The systematic table comprising the basic information related to the leadership theme is shown in Appendix 2 page 277. Such information is discussed and analysed in the discussion and analysis section (i.e. section T2-1 following).

Out of seventy-one systematically reviewed studies (listed in Table 4, page 103), thirteen studies have found that the leadership factor has an important role in SDO. Moreover, the reviewed studies have provided evidence on the influence of leadership in the sustainable development and success of organizations. In particular, twelve out of these thirteen studies emphasized leadership as an important factor for SDO.

### **Section T2-1: Discussion and analysis**

#### **T2-1-1 Leadership factor**

Using comparative methodology, Kanji (2005) discussed Kanji's Business Excellence Measurement System (KBEMS) where he provided a multi-dimensional focus that combines a variety of measurements for internal and external stakeholders of the organization. Kanji has demonstrated the role of leaders in continuous quality improvement and business excellence. He stated:

“Leaders are the most important driving force for quality improvement and Business Excellence. Their attitude must promote four principles: Delight the Customer, Management by Fact, People Based Management and Continuous Improvement”. (Kanji, 2005: 1071).

Springing from a TQM and Business Excellence school perspective, Kanji (2005) has considered Leadership as the prime consideration for Business Excellence. In this respect and in his study titled ‘Sustainable growth and business excellence’, Kanji (2005) also developed “Kanji’s Business Excellence Measurement System” (KBEMS). An essential part of such system is Leadership. He strongly argued that Leadership is the prime consideration for quality improvement and Business Excellence.

In another study springing from a different perspective (i.e. the innovation oriented school - benchmarking), Havaleschka (1999) showed evidence for the role of leadership, determined by the personality of the top manager and the composition of the personalities of the group of managers, in making difference between success and failure of organizations. He concluded that:

“It is in the leadership, which is determined by the personality of the top manager and the composition of the personalities of the group of managers, that we find the difference between success and failure.” (Havaleschka, 1999: 128).

Havaleschka's (1999) findings overlap with the previously mentioned findings of Kanji (2005) in respect of leader attitude (which is a part of his personality) effect on the success and excellence of organization. Havaleschka (1999: 114) also concluded that 'the success and failure of a company depends on the personality of the leader and of the composition of the personalities in the group of top leaders.'

Springing from a similar school (i.e. TQM and Business Excellence) of Kanji (2005), Sa and Kanji (2003) found strong influence of the relationship between the leadership type and organization mission on organization success, regardless of cultural diversity and country-specific characteristics. Although the specific context of their study (i.e. Portuguese municipalities), Sa and Kanji (2003) claimed that there is evidence for the role of the relationship between leadership style and organization mission in organization success. They state:

“In spite of the particularities of the public sector in general and of the local government in particular, and regardless of cultural diversity and country-specific characteristics, many commonalties exist in the type of leadership associated with top-performing organizations. Among

these commonalities are the importance of demonstrating long-term commitment to the consistency between the leadership style and the organization's mission" (Sa and Kanji, 2003: 132).

Sa and Kanji's (2003) study has to be discussed in its cultural (i.e. Portuguese) and business (i.e. municipalities) contexts, so, it is a specific study.

In their research springing from what seemed to be a strategic management perspective, Simon et al. (2011) discussed the strategic capabilities that were related to organizational success in five disparate Australian industries included a sample of the management consulting, advertising, information technology, legal profession companies and top 500 listed companies.

One of the common capabilities, for an organization to succeed, found by Simon et al. (2011: 1322) is 'good leadership and vision which encourages innovation and creativity'. They did not provide an explanation of what they meant exactly by 'good' leadership and vision.

Seeming to be sprung from a different school (could be a leadership with human oriented school), Weymes (2003) has supported the findings of the previous studies where he emphasized the influence of leadership on the success of an organization; as the purpose of leadership is to influence the feelings and emotions of those associated with the organization. Weymes emphasized the role of some leadership characteristics such as openness, honesty and integrity, and an environment of trust and fairness in creating a harmonious family-like organization. Weymes emphasized that such characteristics are the essence of a sustainable and successful organization.

Weymes (2003) introduced the story of Atlanta Braves Baseball Club and its leader. Weymes (2003: 319) argued that

"The success of an organisation is vested in the formation of sustainable relationships with the primary purpose of leadership being to influence the feelings and emotions of those associated with the organisation."

He added

"Through openness, honesty and integrity an environment of trust, comfort and fairness will emerge, thus creating a harmonious family-like organisation. This is chemistry that generates the essence of a sustainable and successful organisation." (Weymes, 2003: 331).

Similarly, Darling (1999) has also indicated that honesty and integrity contribute to the excellent performance of an organization.

In his multinational study, and from a TQM and Business Excellence school and situational leadership perspective, Darling (1999) focused on the organizational excellence and leadership strategies that have been implemented and followed by top executives of multinational companies. He identified each year during the 1990s through analysis of collected data by the global editorial staff of Business Week, including the financial results. Darling found detailed qualities of the leaders of multinational companies of excellent performance. He stated:

“Integrity in the leadership position, reflected in honesty and frankness properly clothed in tact, leads to trust within those individuals counted on to facilitate achievement in the operations of the multinational organization.” (Darling, 1999: 317).

Gebert and Steinkamp (1991) investigated the leadership styles related to economic success in a random sample of small and medium-sized (20-200 workforces) manufacturing companies in Nigeria and Taiwan. Their finding seemed to contradict of prevailing notion about human nature, and to be closely related to Nigerian and Taiwanese culture. Gebert and Steinkamp (1991: 161) argued that 'there is evidence that Nigeria and Taiwan production-oriented leadership styles related positively to economic success, while employee-oriented (humanistic) leadership styles related negatively.' To clarify the meaning, Gebert and Steinkamp (1991: 169-170) argued that if small and medium-sized manufacturing companies in Nigeria and Taiwan wish to attain economic success, they should, in the circumstances of their employees' low productivity or task-related maturity, 'criticize immediately and in front of others the employees who fail to achieve what is expected of them and should thus emphasize production orientation'.

Through a combination of longitudinal field research and executive experience at Intel Corporation, Burgelman and Grove (2007) discussed the role of strategic leadership in the organization longevity. From what seemed a strategic management perspective, and despite not providing a clear definition to what they meant by strategic leadership, they argued that

"Corporate longevity depends on the coincidence, at different key moments in a company's evolution, of such alert strategic leadership and the complex, ongoing cycles of induced and autonomous processes that renew the organization and keep it viable." (Burgelman and Grove, 2007: 978).

## **T2-1-2 Transformational leadership factor**

From both a transformational leadership and innovation oriented perspectives, the results of Idris and Ali's (2008) study showed that transformational leadership has an influence on the company's

performance only if the company best practice management does takes place (i.e. company should constantly compare its own achievements and processes with the superior standards over all the world).

Idris and Ali (2008) studied the impacts of transformational leadership and best practice on company performance in a sample of Malaysian firms.

The results of their study showed that

“The transformational leadership by itself has a weak direct influence on the company performance. However, the transformational type of leaders will give more impact to the company performance if best practices management takes place.” (Idris and Ali, 2008: 168-169).

It is noticeable that Idris and Ali (2008) supported Kanji (2005) and Havaleschka (1999), previously discussed, by emphasizing the important role of top managers (leaders) in effective quality management and business excellence in organizations. They stated that:

“TQM gurus such as Deming, Crosby and Juran clearly recognised the role of top managers as a key factor in effective quality management in a company. Consistent with the calls by all the quality gurus, almost all excellence models include leadership as an enabling driver or tier-one contributory element” (Idris and Ali, 2008: 164).

From a TQM and resource-based perspective, Idris (2011) tried to investigate the effect of TQM dimensions (leadership, strategy and objectives, best practice, focus on customers, employee, community and productivity) on company performance. Based on SIRIM directory containing ISO 9000 certified companies, he used a large-sample cross sectional mail survey method to collect the data by sending 400 questionnaires to the CEOs of these companies.

The results of Idris (2011) indicated that transformational leadership style has a significant positive relationship with company performance.

### **T2-1-3 Situational (adaptive) leadership factor**

With regard to leadership style, findings of Silverthorne and Wang (2001) showed the relationship between adaptive leadership and the success of organizations in a specific context either to the sample (all were Taiwanese) or to the business (all were high-technology companies in Taiwan).

Overall findings of Silverthorne and Wang's (2001: 410) research on a group of high-technology Taiwanese companies have indicated that ‘adaptive leadership is related to successful organizations’.



Silverthorne and Wang (2001: 411) showed that ‘there is a positive relationship between the adaptive level of leaders in an organization and the success of that organization’. (2001: 410).

Silverthorne and Wang (2001: 406) have classified companies (organizations) as either successful or unsuccessful.

"Those classified as successful had shown consistent increases in profits and staff and consistent reductions in employee turnover during the past 5 years. Unsuccessful companies were characterized as those that had consistently falling profits (or consistently increasing losses), consistent reductions in staff, and consistent increases in employee turnover."

Silverthorne and Wang's (2001) study has to be discussed in its cultural and business context as well as from a school perspective in which it focused on a specific leadership style (i.e. adaptive or situational leadership), so, it is a specific study.

From another angle of leadership practice, Prabhakar (2005: 53) addressed the questions ‘which leadership approach leads to a higher level of project success?’ and ‘how do leaders switch between different leadership approaches to be more successful?’, aiming to investigate the relationship between project leadership approaches and the success of the project, irrespective of the industry, budget, culture, or the geographic location. Prabhakar (2005: 58) defined switch leadership, as “the conscious ability to maneuver from one leadership approach to another to enhance performance on a project.”

In contrast with Silverthorne and Wang's (2001) study, Prabhakar (2005) found no clear indications of the impact of ‘switch leadership’ on project success.

## **T2-1-4 Ethical leadership factor**

Hui and Chuan (2002) also indicated multinational agreement on the role of ethical leadership in the long-term reputation of organizations. But they did not show what they meant exactly by Ethical leadership?

Based on a multinational context and from a TQM and Business Excellence perspective, Hui and Chuan (2002) examined in their article the main characteristics of nine national quality awards around the globe in attempting to describe various approaches used to promote organizational excellence and long-term business success. These nine national quality awards include: Malcolm

Baldrige National Quality Award (U.S), Canadian Award for Excellence, European Quality Award, Australian Business Excellence Award, Singapore Quality Award, Japan Quality Award, Costa Rica Excellence Award, South African Excellence Award and Jordan's King Abdullah II Award for Excellence. They supported the results of Havaleschka's (1999) research and found that:

“The role of leaders in guiding organizations to look beyond the creation of wealth and to prevent negative publicity has become important for maintaining good long-term reputations. Ethical leadership is essential for establishing and maintaining a leader's credibility and the loyalty of those being led.” (Hui and Chuan, 2002: 57).

Hui and Chuan's (2002) study is rooted in the TQM and business Excellence School.

## **Section T2-2: Conclusions of the analysis and discussion of factors related to the leadership theme**

Based on the discussion and analysis in the previous section, the following conclusions are drawn:

### **1- Schools:**

- Three out of thirteen systematically reviewed studies are from the TQM and Business Excellence school perspectives. One out of three studies is combined TQM and resource-based perspectives.
- Two out of thirteen systematically reviewed studies are combined Transformational leadership, TQM and maybe innovation oriented schools.
- Three out of thirteen systematically reviewed studies are from a situational leadership perspective. One of them is combined situational leadership and Business Excellence perspectives.
- Two out of thirteen systematically reviewed studies is from a strategic management perspective.
- Two out of thirteen systematically reviewed studies are not available but may be from a leadership with human oriented school perspective.
- One out of thirteen systematically reviewed studies is from both an innovation oriented and Benchmarking perspectives.

Thus, it can be concluded that the dominant schools of thought in the leadership theme are the TQM and Business Excellence schools, which captured about six out of thirteen systematically reviewed studies. So, further research might examine the relationship between TQM & Business Excellence schools and leadership schools in respect of their dual influence on the sustainable development of organizations.

## **2- Context:**

- a- Cultural: The culture of three out of thirteen systematically reviewed studies had been conducted in not available cultural contexts, three out of thirteen studies had been conducted in different countries or multinational cultural contexts, two in a Taiwanese context but one of these two is in both Taiwanese and Nigerian cultural contexts, two in Malaysian context, one in Portuguese context, one in Australian and one in an American cultural context.
- b- Business: The businesses of five out of thirteen systematically reviewed studies are about not available (could be various) businesses, four out of twelve studies are about various businesses, two out of twelve studies are about high-technology business and one is about municipalities.

So, no dominant culture or business related to the leadership theme has appeared in the reviewed studies.

## **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these twelve systematically reviewed studies, based on the discussion and analysis in section T2-1, the following clustered conclusions and identified factors can be drawn:

- a- Twelve out of thirteen systematically reviewed studies emphasized leadership as an important 'factor' influencing excellence, performance and SDO. The thirteenth one (Prabhakar, 2005) indicated unclear influence of switch leadership on organization success.
- b- Each of these thirteen systematically reviewed studies focused on specific and sometimes different angles of the leadership style, practice or meaning. However, they could be clustered, in summary, as follows:
  - Four out of thirteen systematically reviewed studies found that the 'factor' related to the role of senior managers (leaders) contributed to success or failure, excellence or SDO.

- Four out of thirteen systematically reviewed studies found that the 'factors' related to the leadership style (mainly transformational leadership) contributed to the long-term reputation, development, good performance or success of organizations.
- Three out of thirteen systematically reviewed studies found that the 'factor' related to leadership characteristics 'personality' (mainly honesty and integrity) contributed to excellent performance and sustainable success-development of organizations.
- One out of thirteen systematically reviewed studies found that the 'factor' related to strategic leadership contributed to the longevity of organizations.

The implications of the above identified factors and the relationships between them and other identified factors in different themes are discussed in chapter six (i.e. overall conclusions, pages 217-253).

### **Theme three (T3): Mission, Values, Vision and Strategies Theme**

It has been found in the reviewed studies that clear and carefully established mission, values, vision and strategic objectives are important for SDO.

It is widely believed by many scholars that existing clear organizational mission, vision and values are an essential for organizations to be successful and to have sustainable development (Kanji, 2005; Sa and Kanji, 2003; Weymes, 2003; Bonn, 2000; Hui and Chuan, 2002; Pajunen, 2006).

‘Mission’ here refers to *‘the purpose or the most important aim of an organization’* (Longman, 2007: 1053).

‘Vision’ is the future direction an organization is seeking to take, reach and accomplish, and for which the organization is originally founded.

‘Values’ are the organizational values (sometimes called core values or code of ethics) to which the organization resorts and towards which all the organization's personnel gather.

Through a systematic review of obtained relevant literature, mission, values, vision and strategies as leadership/management factors (categorized under one broad theme) influencing the sustainable development of organizations have been found by scholars of some of this literature. This theme focuses on systematic review (comprising analysis and discussion) of such factors and their possible contribution to SDO.

Based on one of the systematic review phases discussed in section 3-2 (pages 76-82) of the methodology chapter, the basic information related to each theme was summarized in a systematic table as the systematic review of the obtained relevant studies was in progress. The systematic table comprising the basic information related to the mission, values, vision and strategies theme is shown in Appendix 3 page 282. Such information is discussed and analysed in the discussion and analysis section (i.e. section T3-1 following).

From the reviewed obtained relevant studies (listed in Table 4, page 103), thirteen out of seventy-one systematically reviewed studies have found an influence of mission, values, vision and strategies on SDO. In particular, seven out of these thirteen studies emphasised the necessity of clear mission and

vision for high performance, survival and success of an organization. Five studies emphasized the role of consistent strategic objectives in an organization's long-term (sustainable) success.

## **Section T3-1: Discussion and analysis**

### **T3-1-1 Mission, values and vision factors**

From a quality and Business Excellence perspective, Kanji (2005) indicated that existing organizational values lead to a high Performance Excellence. Kanji developed what he calls “Kanji’s Business Excellence Measurement System” (KBEMS). An essential part of this system is its organizational values. Kanji (2005: 1071) strongly argues that “Organizational Values are the prime consideration for Process Excellence, Organizational Learning and Stakeholders’ Delight. Effective management of these critical success factors will lead to a high Performance Excellence.”

Despite the specific context of their study (i.e. Portuguese municipalities) and springing from a TQM and Business Excellence perspective, Sa and Kanji (2003) identified ‘the existence of strong and shared organizational values’ as one of the critical success factors for Leadership Excellence. In addition, they emphasized the role of mission and vision in leading to better performance.

A literature review on leadership in the context of organizations, particularly those organizations committed to organizational excellence has strongly supported Kanji's (2005) argument. Such a review has been presented by Sa and Kanji (2003) who indicated that it had led to the identification of what they believe are the critical success factors for leadership excellence. These factors are as follows:

- “-The existence of strong and shared organizational values (which provide the foundation for the identity of the organization and are reflected in its mission, vision, strategy, and management practices);
- The development and communication of an inspiring vision;
- The definition of a mission that states what the organization stands for;
- The development of a strategy aligned to the mission and the vision, and able to create a sustainable competitive advantage over competitors;
- The establishment of an organizational structure and operational mechanisms that facilitate the implementation of the mission, vision and strategy.” (Sa and Kanji, 2003: 133).

Furthermore, they emphasized the role of mission and vision in giving direction to an organization and to 'function as a compass and a road map, leading to better performance' (Sa and Kanji, 2003: 134).

Similarly, Weymes (2003) found that a successful organization has a clear future vision. Sa and Kanji's argument is strongly supported by Weymes' argument who introduced the story of Atlanta Braves Baseball Club (in American context) and its leader. He argued that a successful organization has a clear future vision as well as a core ideology (i.e. core values) or inspirational dream that provides a continuous sense of belonging to, and identity of the organization.

In his research, springing from an innovation oriented perspective and an Australian cultural context, Bonn (2000) also found empirical evidence that the existence of an explicit corporate direction, including the development and implementation of a vision and mission statement for the organization, strongly contributes to the organization survival. Bonn reported the results of empirical study -using logistic regression analysis- examining the key factors/characteristics that affected significantly the long-term success and survival of large manufacturing organizations between 1982 and 1993 in Australia.

Bonn's (2000) research has empirical evidence and 'empirically demonstrated that company survival is the result of a number of different variables operating simultaneously.' Bonn (2000: 38). Two of these variables/factors contributed significantly to the survival of these organizations were a formalized strategic planning system and the existence of an explicit corporate direction including the development and implementation of a vision and mission statement for the organization as a whole. Furthermore, he argued that 'an important benefit from the strategic planning process was its provision of a long-term corporate direction.' (Bonn, 2000: 39).

In their article, Hui and Chuan (2002) supported previously mentioned studies of Sa and Kanji (2003), Weymes (2003) and Bonn (2000). They also found that successful business organizations have strong visions of what they want to do and where they want to go.

Based on a multinational context and a TQM and Business Excellence perspective, Hui and Chuan (2002) examined the main characteristics of nine national quality awards around the globe in attempting to describe various approaches used to promote organizational excellence and long-term business success. They strongly supported the previously mentioned findings of those studies and found that:

“Business organizations that are successful have strong visions of what they want to do and where they want to go. All nine national quality awards emphasize this in their frameworks.” (Hui and Chuan, 2002: 54).

Similarly, Longenecker et al. (1999: 7) explored organizational failure in struggling organizations from the front-line management personnel perspective in over 20 different large US manufacturing and service organizations. They described failure as "an inability to achieve satisfactory levels of performance based on current performance goals". They found that the second most important reason (the first is poor communication) for failure is lack of focus, vision or direction. They added:

“Operating managers who are uncertain about where the company is going can at best preserve the status quo. A lack of direction hampers planning, goal-setting, delegation and team-building. Without clear direction, front-line managers are left to their own devices to explain policies, systems, and procedures to workers. Supervisors/ managers who find themselves in this type of situation have the choice of becoming placeholders without initiative, or they might find themselves making unwise business decisions without the benefit of clear direction.” Longenecker et al. (1999: 9).

On his part, Recker et al. (2002) examined organizations within declining industries by examining (in a specific context) a USA single-sex boarding school that was facing such decline. Considering such specific context, they concluded that organizations in decline often have the possibility of revival by developing a clear understanding of their core values and purpose (i.e. mission), developing new strategic direction (i.e. vision) and to have enough confidence in this direction, encouraging creative thinking and setting up a process for innovation, and learning from the experience.

In their research springing from what seemed to be a strategic management perspective, Simon et al. (2011) discussed the strategic capabilities that were related to organizational success in five disparate Australian industries included a sample of the management consulting, advertising, information technology, legal profession companies and top 500 listed companies.

They conducted their research using qualitative methods such as interviews of a small sample from the target population, content analysis of relevant documents (e.g. brochures) or web sites and a literature review, then developed a questionnaire which was distributed to a broader sample of the target population (e.g. CEOs of Australia’s top 500 companies).



One of the common capabilities, for an organization to succeed, found by Simon et al. (2011: 1322) is 'good leadership and vision which encourages innovation and creativity'. They did not provide an explanation of what they meant exactly by 'good' leadership and vision.

### **T3-1-2 Strategic objectives/planning factor**

In a specific culture (Finnish pulp and paper industry), Pajunen (2006) emphasized in his paper the importance of consensus on long-term goals (i.e. strategic objectives) among governing stakeholders to increase the probability of organizational survival. Pajunen conducted his case study on Finnish pulp and paper industry firm (Kymi) and provided a historical case study showing how the most influential stakeholders can be identified and managed during organizational survival. He supported Hui and Chuan's (2002) findings and showed that 'In an existence-threatening crisis, consensus on long-term goals among governing stakeholders will tend to increase the probability of organizational survival.' (Pajunen, 2006: 1282).

With regard to strategies, Lamberg et al. (2009) identified 'strategic consistency' (which could be equivalent to consistent vision) as a necessary condition for firm survival. In their study, Lamberg et al. have conducted historical analysis of retail industry development focusing on strategic consistency in the competitive actions of firms in a dynamic environment. They state: 'Research in evolutionary strategy sees consistency (instead of aggression or mere speed) as a necessary condition for firm survival' (Lamberg, et al., 2009: 45).

Furthermore, Lamberg et al.'s (2009: 55) analysis showed a 'fairly robust relationship between a low level of strategic consistency and deprived organizational performance'.

Moreover, they found that 'successful retail firms in the Finnish grocery market exhibited higher strategic consistency in their competitive behavior in comparison to the less successful firms'. (Lamberg, et al., 2009: 57).

From a strategic management perspective, the conclusion of Lamberg et al. (2009: 58) is stated as follows:

"Our framework provides a causal argument to link a level of strategic consistency to organizational survival or, alternatively, death. The framework centrally proposes that a level of strategic consistency reflects the causal pathway that relates competitive actions to long-term organizational survival."

Havaleschka (1999) found that a company working at the strategic level is more successful than a company working at the operational level. Havaleschka found that

“The group of managers in the company A primarily works at the strategic level, while group B primarily works at the operational level. According to the theories and models that the profile - and development- analyses are based upon, it is logical that company A is more successful than company B.” (Havaleschka, 1999: 128).

Similarly, although they did not explicitly show what are these strategies and plans, Hui and Chuan (2002) supported previously mentioned findings when they highlighted the importance of strategies and plans (might be equivalent to strategic objectives/plans) for organizations' long-term success. Hui and Chuan stated that “Apart from stating strong visions and missions, all nine awards also highlight the importance of strategies and plans.” (Hui and Chuan, 2002: 55).

On the other hand, Longenecker et al. (1999) found that the third most important reason (the second is lack of focus and vision) for organization failure is failure to plan effectively. They added:

“Planning dramatically affects all parts of the organization from issues that are strategic to those that are operational. Failure to plan effectively leads to failure to effectively organize and control operations. For supervisors/managers on the front line, failure to plan means that every issue becomes a crisis that demands an immediate solution, which is usually not very well thought out and can create a "crisis mentality". As the old adage goes, "those who fail to plan, plan to fail".” (Longenecker et al., 1999: 9).

In their study, Abu Bakar et al. (2011) investigated the practice of strategic management implementation by construction companies in Malaysia and its relationship with their company's performance. They had conducted their study through analysis of data collected from questionnaires distributed to 300 large construction companies listed under G7 groups classified by the Construction Industry Development Board (CIDB).

In a Malaysian construction business context and from a strategic management perspective, Abu Bakar et al. (2011) found that most of the large construction companies practicing strategic management are found to have a clear objective, a winning strategy to achieve the objective and a sound mission statement to guide the organization towards success. They also found that these companies gained higher performance, which emphasized that strategic management is crucial in order to succeed.

## **Section T3-2: Conclusions of the analysis and discussion of factors related to the Mission, Values, Vision and Strategies theme**

### **4- Schools:**

- The schools of five out of thirteen systematically reviewed studies are not available.
- Four out of thirteen studies are from a TQM and Business Excellence perspective.
- Four out of thirteen studies are from a strategic management perspective.
- One out of thirteen studies is from an innovation oriented perspective.

Thus, there is no dominant school of thought in the mission, values, vision and strategies theme.

### **5- Context:**

- a- Cultural: Five out of thirteen systematically reviewed studies have been conducted in American (USA) cultural contexts, two studies had been conducted in an Australian cultural context, two in Finnish context, two are not available, one in multinational, one in a Portuguese and one in a Malaysian cultural context.

Since ten out of thirteen studies relating to mission, values and vision had been conducted in Western cultures, utilizing the drawn conclusions has to consider this context.

- b- Business: Five out of thirteen systematically reviewed studies are about various businesses, two out of thirteen studies are about manufacturing businesses, two are not available, one is about municipalities, one is about sport clubs, one is about single-sex boarding schools, one is about grocery and one is about construction business.

Generally, in respect of mission, values and vision, various businesses appeared to be dominant in the systematically reviewed studies. So, the generalizability of drawn conclusions in Western organizations can be considered as well.

### **6- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these fourteen systematically reviewed studies, based on the discussion and analysis in section T3-1, the following clustered conclusions and identified factors can be drawn:

- a- Seven out of thirteen systematically reviewed studies emphasised the necessity of the clear mission and vision 'factor' for high performance, survival and/or success of an

organization. One of these seven studies also showed the importance of mission and vision for the revival of organization in decline.

- b- Five out of thirteen studies emphasized the role of consistent strategic objectives 'factor' and working on these objectives in an organization's survival and long-term (sustainable) success.
- c- Four out of thirteen studies indicated the role of the clear core values 'factor' in the high performance and success of an organization. One of these four studies also showed the importance of clear core values for the revival of an organization in decline.
- d- One out of thirteen systematically reviewed studies attributed the organization failure to the failure to plan effectively 'factor'.

The implications of the above identified factors and the relationships between them and other identified factors in different themes are discussed in chapter six (i.e. overall conclusions, pages 217-253).

## **Theme four (T4): Customers (Clients) Satisfaction Theme**

Customers are the actual payers of all organization expenses. Therefore, paying them the deserved attention is a crucial for SDO according to the reviewed studies.

Many researchers have increasingly provided evidence for the importance of customer satisfactions - including providing good services for them- for SDO and the success of organizations. Among those are Escrig Tena et al. (2001), Hackney et al. (2006), Darling (1999), Hui and Chuan (2002), Longenecker et al. (1999), Distel and Myers (2002) and Idris (2011).

Eklöf and Westlund (2002: 1099) expressed this fact through the following statement:

"Any organization has to listen to its external customers and clients. In a number of studies it has been shown that the long-term success of a corporation is closely related to its possibility to adapting to customer needs and changing preferences. Satisfying customers should thus be a goal in its own right for all future-oriented organizations."

Through a systematic review of obtained relevant literature, satisfaction of customers as a leadership/management theme (i.e. factor) influencing SDO has been found by some of this literature. This theme focuses on systematic review (comprising analysis and discussion) of such factors and their possible contribution to SDO.

Based on one of the systematic review phases discussed in section 3-2 (pages 76-82) of the methodology chapter, the basic information related to each theme was summarized in a systematic table as the systematic review of the obtained relevant studies was in progress. The systematic table comprising the basic information related to the customers' satisfaction theme is shown in Appendix 4 page 287. Such information is discussed and analysed in the discussion and analysis section (i.e. section T4-1 following).

Out of seventy-one systematically reviewed studies (listed in Table 4, page 103), thirteen studies have shown the importance of customers' satisfaction for the sustainable development-success of organizations. In particular, nine out of these thirteen studies emphasised the important role of satisfying (and excellent services for) customers in the organization's long-term (sustainable) success and best performance.

## **Section T4-1: Discussion and analysis**

Customers' satisfaction has become an increasingly important Indicator for continuous success and development of organizations. In addition, there is general agreement among scholars about the important role of customer satisfaction for the sustainable development-success of organizations.

From a TQM and resource-based perspective Escrig Tena et al. (2001) emphasized the importance of maintaining continuously good relationships with clients and suppliers for the company's continued reputation. Escrig Tena et al. argue that the TQM has contribution to 'the improvement of the company's reputation, through the good relationships maintained with clients and suppliers'.

Similarly, Hackney et al. (2006) study found that building a good relationship and interacting with consumers (i.e. customers) and an online presence is key to a sustainable advantage and growth model. In their evaluation of Tesco -one of the UK's four big grocery businesses- experience with internet technologies, Hackney et al. have suggested a certain view of grocery firms online and web site operations, as the key to sustainable advantage and growth model. Taking into consideration the British context, such a view focuses on 'the interactions at a local level of consumers and the online presence' (Hackney et al. 2006: 362), in addition to 'redevelop web sites, the communicational channels and the way of thinking about agent/objects, as the active process' (Hackney et al. 2006: 365).

From a Business Excellence and Situational Leadership perspective, Darling (1999) also found that the organizations fail when they do not have some key factors. One of these factors is giving the customers what they want (i.e. paying attention to their needs) and to care deeply for their best interests (i.e. satisfying customers). Darling's study was conducted in multinational context and focused on the organizational excellence and leadership strategies that have been implemented and followed by top executives of multinational companies. He identified each year during the 1990s through analysis of collected data by the global editorial staff of Business Week, including the financial results. Darling stated:

“The first key to success for the top executive leaders of multinational business firms in the 1990s lay in the age-old dictum: give the customers what they want and care deeply for their best interests. The second key to success for multinational executives in the 1990s has focused on

product innovation. Both are developed on the existence of committed people (third key to success)” (Darling, 1999: 311-313).

Darling's (1999) findings relating to caring deeply for the customer's best interest is also supported by Hui and Chuan (2002) who indicated that good service quality plays a central role in customer satisfaction and retention, which in turn as per Darling, is a key for organization to succeed. Based on a multinational context and from a TQM and Business Excellence perspective, Hui and Chuan examined the main characteristics of nine national quality awards around the globe in attempting to describe various approaches used to promote organizational excellence and long-term business success. They found that 'Many organizations have accepted the fact that good service quality plays a central role in understanding customer satisfaction and retention.' (Hui and Chuan, 2002: 60).

In line with Darling's (1999) findings, Longenecker et al. (1999) found that organizations fail when people in all positions do not pay high attention to and place high priority on customer (whether internal or external) services and relationships. This finding has been concluded by Longenecker et al. (1999) as a result of exploration organizational failure in struggling organizations from the front-line management personnel perspective in over 20 different large US manufacturing and service organizations. In this American context, Longenecker et al. (1999: 7) described failure as "an inability to achieve satisfactory levels of performance based on current performance goals". They added:

“Without customer satisfaction the organization's long-term success is in jeopardy as the customer is the ultimate judge of organizational failure performance.” (Longenecker et al., 1999: 11).

From a leadership and innovation perspective, Distel and Myers (2002) argued that Hamilton County Educational Service Centre (HCEC) had effectively responded to the complexity of the changing environment of the American public education system. In this respect, they also argued that one of the keys to the success of HCEC, that enabled it to become a high performing organization, was exceeding customer expectations. Their case study was in a specific context (i.e. USA, Ohio, Cincinnati, Hamilton County Educational Service Center, which is one of sixty-one educational service centers (ESCs) in Ohio).

Luk (1996) tried to explore common factors accounting for the success of small businesses in Hong Kong. Luk (1996: 69) provided unclear criteria for small firms that might affect the findings of his

study. Such criteria included: 'Capital for the firm was supplied by an individual or a small group; size is relatively small within its industry; the firm was operated by an owner-manager; and the area of operation was mainly local.' Luk provided a description of a successful small business 'the firms have been in business for at least three years'. Luk's (1996: 69) work was based on debatable criteria for success and defined the success of small business as 'a level of performance equal to or exceeding the expectation of the firm's owner'. Luk has also indicated that criteria success in Hong Kong small businesses is unique to the Hong Kong business environment.

However, Luk's (1996) study attributed small business success to some important management factors. On top of those important management factors are 'good marketing and good selling techniques'. He found also that unique product features, focus on customer needs and superb customer services are factors strongly linked to small business success.

Similarly, Mata et al. (1995) examined the ability of IT to generate sustained competitive advantages based on the IT literature review. From a strategic management and resource-based analysis perspective, they discussed four attributes of IT which might be sources of sustained competitive advantage, including capital requirements, proprietary technology, technical IT skills, and managerial IT skills.

Mata et al.'s (1995) analysis found that IT managerial skills are the only likely source of these attributes that can provide sustainability for firms. Furthermore, Mata et al.'s (1995: 501) analysis suggested that 'firms cannot gain sustained competitive advantages by "playing games" with customers. Prescriptively, by raising prices, reducing quality, reducing service, etc.'

Choi and Wang (2009) used data from KLD Research and Analytics to examine the effect of a firm's relations with its nonfinancial stakeholders (e.g. its employees, customers, and community) on the financial performance. They did not explain KLD, for example, was it Kullback-Leibler divergence (KLD) or Kullback-Leibler distance (KLD)? They conducted an analysis based on resource-based perspective.

Choi and Wang (2009: 895) argued that

"good stakeholder relations not only enable a firm with superior financial performance to sustain its competitive advantage for a longer period of time but, more importantly, also help poorly performing firms to recover from disadvantageous positions more quickly."

In his study, Laitinen (2000) analysed the relationship between the medium and long-term success of a company and the adaptation strategies applied by Finnish companies during the recession in 1989–



93. From what seemed to be a strategic management perspective, he defined the adaptation strategy as a strategy used by a company in response to the changes and uncertainty in the environment and in an attempt to turn threats into opportunities. He argued that an effective adaptation strategy is crucial for the long-term success of the company. To extract the adaptation strategies used by Finnish companies, Laitinen (2000) analysed the data in the questionnaire answered by 750 Finnish companies. He also analysed the available financial statements data of 644 companies of the sample in 1994 and 1997 to evaluate the long-term effects of the adopted adaptation strategies.

Similarly, Laitinen (2000) found that during a difficult economic period, such as 1989–93 in Finland, investment in the acquisition of new and old customers (i.e. satisfying them), new product development and marketing in general seemed to be the most effective and successful adaptation strategies in the medium and long-term. He also concluded that such strategies seemed to have led the company to the best sustained performance and provided a greater probability of sustained success in the medium and long-term. However, he did not explain by which means the company acquired the new and old customers.

Laitinen (2000) found that, at the same difficult economic period, strategies largely based on financial actions such as negotiating about facilitation of finance contracts, restructuring debt structure and searching for new sources of debt, seemed to be the most unsuccessful strategies and were associated with a high probability of failure in the long-term. His study showed that debt restructuring strategy was especially very dangerous, with a high risk of bankruptcy and that the rate of failed companies was very high among those companies following the debt restructuring strategy. Finally, the results of Laitinen's (2000) study suggested moving weight from financial activities to customer-orientated activities.

In their research springing from what also seemed to be a strategic management perspective, Simon et al. (2011) discussed the strategic capabilities that were related to organizational success in five disparate Australian industries included a sample of the management consulting, advertising, information technology, legal profession companies and top 500 listed companies.

They conducted their research using qualitative methods such as interviews of a small sample from the target population, content analysis of relevant documents (e.g. brochures) or web sites and a literature review, then developed a questionnaire which was distributed to a broader sample of the target population (e.g. CEOs of Australia's top 500 companies).

One of the common capabilities, for an organization to succeed, found by Simon et al. (2011: 1322) is 'quality of service including customer/client service and the need to listen to and understand the customer'.

Similarly, but from an innovation perspective, Chamberlin et al. (2010) analysed the relationship between innovation and a number of business success factors based on Statistics Canada's 2003 Survey of Innovation including 3701 firms in 34 service sectors, which covered the period from 2001 to 2003. Chamberlin et al. (2010: 239) found that 'satisfying existing clients was rated as the most important business success factor by all firms included in the study, followed by quality control of products and encouraging experienced workers to transfer their knowledge to new or less experienced workers.'

From a TQM and resource-based perspective, Idris (2011) tried to investigate the effect of TQM dimensions (leadership, strategy and objectives, best practice, focus on customers, employee, community and productivity) on company performance. Based on the SIRIM directory containing ISO 9000 certified companies, he used a large-sample cross sectional mail survey method to collect the data by sending 400 questionnaires to the CEOs of these companies.

The results of Idris (2011) indicated that the capability to focus on customer satisfaction has a significant positive relationship with company performance.

## **Section T4-2: Conclusions of the analysis and discussion of factors related to the customer satisfaction theme**

### **1- Schools:**

- Four out of thirteen systematically reviewed studies are from a TQM and Business Excellence perspective.
- Three out of thirteen are not available.
- Two out of thirteen studies are from an innovation perspective. One of these two is combined leadership and innovation perspectives.
- Two out of thirteen studies are from a strategic management perspective.
- Two out of thirteen studies are from a resource-based perspective.

There is no dominant school of thought in the customer satisfaction theme (i.e. factor).

## **2- Context:**

- a- Cultural: Two out of thirteen systematically reviewed studies are not available, two out of thirteen studies have been conducted in multinational cultural context, two in American (USA) cultural context, two in British cultural context, one in a Hong Kong cultural context, one in a Finnish context, one in an Australian, one in a Canadian and one in Malaysian cultural context.

In view of the fact that seven out of thirteen studies relating to the customer satisfaction factor had been conducted in Western cultures, drawn conclusions have to consider this context.

- b- Business: Nine out of thirteen systematically reviewed studies are about various businesses, one is about big retail (grocery) supermarkets business, one is about information technology (IT), one is about educational services and one is not available.

Regarding customer satisfaction, various businesses appeared to be the dominant in the systematically reviewed studies. So, the generalizability of drawn conclusions in various Western organizations can be considered.

## **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these thirteen systematically reviewed studies, based on the discussion and analysis in section T4-1, the following clustered conclusions and identified factors can be drawn:

- a- Seven out of thirteen systematically reviewed studies emphasised the importance of satisfying customers and paying attention to their needs (i.e. the customers' satisfaction 'factor') for the organization's long-term (sustainable) success and best performance. Two of these seven studies additionally indicated the high risk facing success and sustainability of an organization if it and its people do not satisfy their customers and care about their needs.
- b- Five out of thirteen studies found excellent and high quality customers services 'factor' to be important for customer satisfaction and the success of the organization. One of these five studies also indicated the failure of an organization as a result of not paying high attention and priority to customers services.
- c- Four out of thirteen studies showed the important role of building and maintaining good relationships with customers 'factor' in the sustainable advantages and reputation of the organization. One of these four studies stressed that the organization fails if it does not pay attention to customer relationships. Another one of these four studies indicated the role of

building such good relationships with customers in helping poorly performing organizations to recover from disadvantageous positions more quickly.

- d- One out of thirteen studies indicated that the organization cannot gain sustainable competitive advantages by playing games with customers 'factor', by for example, raising prices, reducing quality or services.

The implications of the above identified factors and the relationships between them and other identified factors in different themes are discussed in chapter six (i.e. overall conclusions, pages 217-253).

## **Theme five (T5): Innovation and Research and Development Theme**

The influence of innovation and research & development (R&D) on the SDO has been raised by some researchers (Heunks, 1998; Dervitsiotis, 2002; Darling, 1999; Kalleberg and Leicht, 1991; Fabling and Grimes, 2007; Bonn, 2000).

Through systematic review of obtained relevant literature, Innovation and Research and Development as leadership/management theme comprising some factors influencing SDO have been found by scholars of some of this literature. This theme focuses on systematic review (comprising analysis and discussion) of such factors and their possible contribution to SDO.

Based on one of the systematic review phases discussed in section 3-2 (pages 76-82) of the methodology chapter, the basic information related to each theme was summarized in a systematic table as the systematic review of the obtained relevant studies was in progress. The systematic table comprising the basic information related to the innovation and R&D theme is shown in Appendix 5 page 290. Such information is discussed and analysed in the discussion and analysis section (i.e. section T5-1 following).

Out of seventy-one systematically reviewed studies (listed in Table 4, page 103), thirteen studies found an important role for innovation and R&D in the SDO. In particular, eight out of these thirteen studies emphasised the role of the innovation in the long-term (sustainable) success of organizations.

### **Section T5-1: Discussion and analysis**

Thirteen out of seventy-one systematically reviewed studies have shown the effect of innovation and R&D on SDO.

In his article, Heunks (1998) found that innovation of any kind enhances the growth of small firms but was not very important for success in medium-size firms. From an innovation oriented perspective and in an European context, Heunks explored the role of innovation in small and medium-size firms, in relation to the firms' success. For this purpose, he developed a number of hypotheses and then empirically checked them with data from a survey among 200 entrepreneurs in seven countries.

Heunks' (1998: 270) findings emphasized that “innovation of any kind fosters growth of small firms”. He added: “only in small firms success depends on innovation”. However, he showed that “innovation is not very important for success in a medium sized firm”.

Dervitsiotis (2002: 1098) tried to develop viable strategies for sustainable high performance and also strongly argued that human communications development within and between organizations contributes to innovation development which consequently have ensured 'an organization's long-term viability and success in a complex uncertain environment'.

This conclusion is supported by Darling (1999) who focused on the organizational excellence and leadership strategies that have been implemented and followed by top executives of multinational companies. He identified each year during the 1990s through analysis of collected data by the global editorial staff of Business Week, including the financial results. From a Business Excellence and Situational Leadership perspectives and in a multinational context, Darling found that organizations fail when they do not have certain key factors, He stated:

“The first key to success for the top executive leaders of multinational business firms in the 1990s lay in the age-old dictum: give the customers what they want and care deeply for their best interests. The second key to success for multinational executives in the 1990s has focused on product innovation. Both are developed on the existence of committed people (third key to the success)” (Darling, 1999: 311-313).

He also found that leaders of such multinational corporations are those ‘who are creating new ideas, new policies, new procedures.’ (Darling, 1999: 314).

In their study, Kalleberg and Leicht (1991) argued, in contrast with previous studies, that staying close to familiar products might be better than introducing a wide variety of products and services. They also found no correlation between innovation and survival among women's businesses, while they found that ‘Innovations were positively related to failure only among men's businesses’ (1991: 154).

Kalleberg and Leicht (1991) examined several hypotheses on how the survival and success of small businesses headed by men and women were related to industry differences, organizational structures, and attributes of owner-operators. Their analyses were based on data collected annually over a three

year period from an initial group of 411 companies operating in computer sales and software, food and drink, and health industries in South Central Indiana. They stated

“Success can be measured in a variety of ways: by accounting-based indicators of financial performance, such as returns on investment; by market-based indicators of financial performance, like market share; and by stakeholders' evaluations of performance, such as the degree of satisfaction they express.” (Kalleberg and Leicht, 1991: 145).

Their measure of innovation was based on respondents' reports about the type of innovations they had engaged in during the two prior years (i.e. new products, new services, new advertising techniques, new management or organizational structures and physical changes).

They found that

“The businesses headed by men that frequently engaged in innovative behaviors were less likely to survive than other businesses headed by men; innovation was unrelated to survival among women's businesses. This result also confirms the idea that staying close to familiar products is better than introducing a wide variety of products and services”. Kalleberg and Leicht (1991: 152-153).

In a specific context (i.e. technology represented by Intel Corporation) and through a combination of longitudinal field research and executive experience at Intel Corporation, Burgelman and Grove (2007) support previous studies (Heunks, 1998, Dervitsiotis, 2002 and Darling, 1999) when they found that sustainable growth requires continuous development of new business opportunities (i.e. innovation) including updated products to replace the old and declining ones. From strategic management perspective, they have added

"Sustained profitable growth depends on being able to continue to develop new business opportunities to replace declining ones over time, which requires an active portfolio of autonomous initiatives and a commensurate degree of accessible uncommitted resources and looseness of managerial control." (Burgelman and Grove, 2007: 976).

Consequently, they advised top management to 'watch evolving growth opportunities and marginally rebalance resource allocation to the induced and autonomous processes.'

By examining (in a specific context) a USA single-sex boarding school that was facing decline, Recker et al. (2002) concluded that organizations in decline often have the possibility of revival by developing a clear understanding of their core values and purpose, developing new strategic direction and to have enough confidence in this direction, encouraging creative thinking and setting up a process for innovation, and learning from the experience.

From a leadership and innovation perspective, Distel and Myers (2002) argued that Hamilton County Educational Service Center (HCESC) effectively responded to the complexity of the changing environment of the American public education system. In this respect, they also found that one of the keys to the success of HCESC, that enabled it to become a high performing organization, was demonstrating the power of innovation through a breakthrough approach to systems redesign. Their case study is in a specific context (i.e. USA, Ohio, Cincinnati, Hamilton County Educational Service Center, which is one of sixty-one educational service centers (ESCs) in Ohio).

Similarly, using a case study approach in a specific context, Vanhaverbeke and Peeters (2005) argued that the innovation is a driver in DSM's (a large Dutch chemical company) strategic vision. In this respect, they found that innovation as a strategy of DSM was the key to the long-term profitability and sustainability of the organization. They added: 'Innovation is no longer merely a tool for the implementation of the strategy but it actually is strategy.' (Vanhaverbeke and Peeters, 2005: 255).

Based on a qualitative method using a designed questionnaire, Chiu and Lee (2007) examined the most important factors that affect the sustainable competitive advantage of firms in Taiwan LED industry. 'A Light-Emitting Diode (LED) is a semiconductor device that emits light when an electric current is passed through it.' (Chiu and Lee, 2007: 71).

Considering a specific context (Taiwanese and LED industry) of their study, Chiu and Lee, (2007) found that the most important factors to strengthen the internal sustainable competitive advantages of the firms are superior coordinating capability among different units, innovative organization culture and trustworthy relationship with main partners.

By defining Exploration as the 'development of new products aimed at entering new product market domains', Piao (2010: 1530) made it almost synonymous to Innovation. For example, Chamberlin et al. (2010) observed that manufacturing organizations tend to focus more on product and/or process innovations. Hailey (2001: 1127) 'identified four kinds of innovation cited within the literature: product innovation; innovations in product technology; production processes; and work organization and HRM practices'. For Becheikh et al. (2006: 645), innovation is 'implemented technologically new products and processes and significant technological improvements in products and processes.'



Piao (2010: 1531) himself stated 'Exploration, in forms of search, variation, risk taking, experimentation, and innovation, is essential to improve a firm's adaptability to the environment.'

Piao (2010: 1539) also defined exploitation as 'repetition or refinement of a firm's existing form factors' and exploration as 'development of new form factors.'

His study aimed to examine the impacts of exploration on organizational longevity –'how long a firm can survive because of exploration', Piao (2010: 1529) stated- through data analysis of 64 firms with more than three years of operational data. Primary data of Piao's (2010: 1537) study was derived from 1980-1999 data of 'the DISK/TREND Report, an annual journal that details all technical and performance information on each design of disk drives assembled or introduced by firms in Asia, Europe, and America.'

Piao (2010: 1546) concluded that

"the nature of the relationship between exploration and longevity is not predetermined but varies significantly depending on how long an exploration process overlaps with an exploitation process: Too short or too long overlap will undermine organizational longevity; for endured longevity, a firm needs to maintain a moderate level of temporal overlap between an exploration process and an exploitation process."

Küster and Vila (2011) attempted to analyse the relation between market orientation, innovation and business success considering the decision to innovate in an internationalized market. To conduct their study, they utilized the ARDAN database to obtain a sample consisting of leading textile companies operating in Spain. They then analysed the data gathered by an e-mail questionnaire directed at company managers of the selected sample.

The results of Küster and Vila (2011: 38) have provided the following understanding of the market orientation: 'presence in foreign markets can depend on a firm proactive strategy into new markets (i.e. market orientation).'

Küster and Vila (2011: 48) found that market orientation is positively and significantly related to innovation, and innovation to success. In this respect, they found that

"innovation decisions (product innovation, strategy innovation, process innovation, and market innovation) affect business success (internal competition indicators, external competition indicators, and business performance)." (Küster and Vila, 2011:48).

With regard to Research and Development (R&D), Fabling and Grimes (2007: 383) addressed the following question using such dataset: 'Which business practices set successful firms apart from others?'. Fabling and Grimes (2007) found that investment in R&D and market research positively

affects firm's success. Their findings were resulted from analysis of data from an official survey of almost 3000 New Zealand firms representative of the entire economy, compiled by New Zealand's official statistical agency.

In his research, Bonn (2000) also found empirical evidence that R&D contributes strongly to company survival. Bonn reported the results of empirical study -using logistic regression analysis- examining the key factors/characteristics that significantly affected the long-term success and survival of large manufacturing organizations between 1982 and 1993 in Australia. From an innovation perspective and in an Australian cultural context, Bonn's research has empirical evidence and 'empirically demonstrated that company survival is the result of a number of different variables operating simultaneously.' Bonn (2000: 38). One of these variables/factors contributed significantly to the survival of these organizations is R&D.

## **Section T5-2: Conclusions of the analysis and discussion of factors related to the innovation and R&D theme**

### **1- Schools:**

- Five out of thirteen systematically reviewed studies are not available.
- Four out of thirteen systematically reviewed studies are from an innovation perspective.
- Two out of thirteen studies are from a strategic management perspective, one is combined leadership and innovation perspectives and one is from a TQM and Business Excellence perspective.

There is no dominant school of thought in the innovation and R&D theme. However, innovation school was noticeable.

### **2- Context:**

- a- Cultural: Four out of thirteen systematically reviewed studies have been conducted in American (USA) cultural contexts, two in multinational cultural contexts, one in an European cultural context, one in a Dutch (Holland), one in a New Zealand, one in an Australian, one in a Taiwanese, one in a Spanish context and one is not available.

In view of the fact that eleven out of thirteen (multinational studies are inclusive) studies relating to innovation and R&D factors had been conducted in Western cultures, drawn conclusions have to consider this fact.

- b- Business: Five out of thirteen systematically reviewed studies are about various businesses, two are about manufacturing businesses, one is about information technology (IT), one is about single-sex boarding schools, one is about educational services, one is about the chemical industry, one is about the textile industry and one is not available.

So, various businesses are noticeable in the systematically reviewed studies.

### **3- Drawing the factors' conclusions:**

Although differentiation in the schools and businesses of these thirteen systematically reviewed studies, based on the discussion and analysis in section T5-1, most of them have a shared similar culture (i.e. Western culture), and the following clustered conclusions and identified factors can be drawn:

- a- Eight out of thirteen systematically reviewed studies emphasised the role of the innovation 'factor' in the long-term (sustainable) success of organizations. One of these eight studies has additionally indicated the role of innovation in the revival of an organization in decline.
- b- Two out of thirteen studies indicated the importance of innovation, particularly the products innovation 'factor', for the success and sustainable growth of organizations.
- c- Two out of thirteen studies contradicted the previous conclusions regarding the influence of innovation, where they indicated that the innovation 'factor' is not important for the success of organizations, particularly medium-sized organizations. One of these two studies showed that staying with familiar products might be better than introducing a wide variety of products and services.
- d- One out of thirteen studies found no correlation between innovation 'factor' and survival among women's businesses, while it found innovation is positively related to failure only among men's businesses.
- e- One out of thirteen studies found that leaders of multinational corporations create new ideas, policies and procedures.
- f- Two out of thirteen studies showed the importance of the R&D 'factor' for success and survival of the organizations.

The implications of the above identified factors and the relationships between them and other identified factors in different themes are discussed in chapter six (i.e. overall conclusions, pages 217-253).

## **Theme six (T6): Organization Size/Structure Theme**

Some researchers believe in the influence of organization size on SDO. The organization size/structure influence on SDO has been raised in some research, for instance, Sa and Kanji (2003), Hitt et al. (1994), Bonn (2000), Kalleberg and Leicht, 1991; Fabling and Grimes (2007).

Through a systematic review of obtained relevant literature, organization size/structure as a leadership/management theme (i.e. factor) influencing SDO has been found by scholars of some of this literature. This theme focuses on systematic review (comprising analysis and discussion) of such factors and their possible contribution to SDO.

Based on one of the systematic review phases discussed in section 3-2 (pages 76-82) of the methodology chapter, the basic information related to each theme was summarized in a systematic table as the systematic review of the obtained relevant studies was in progress. The systematic table comprising the basic information related to the organization size/structure theme is shown in Appendix 6 page 294. Such information is discussed and analysed in the discussion and analysis section (i.e. section T6-1 following).

Six out of seventy-one systematically reviewed studies (listed in Table 4, page 103) have shown a general effect of organization size/structure on sustainable development-success of organizations. In particular, three out of these six studies found that large organizations have higher long-term survival rates and are more successful than the small ones.

### **Section T6-1: Discussion and analysis**

Although organization size/structure as a field of study, is in a relatively mature stage of scientific development, academic studies providing evidence of the economic, financial and business effects of organizational structure/size on sustainable development-success of organizations are still little.

Sa and Kanji (2003) have identified ‘the establishment of an organizational structure and operational mechanisms that facilitate the implementation of the mission, vision and strategy’ as one of the critical success factors because mission and vision generate better performance. Sa and Kanji presented literature review on leadership in the context of organizations, particularly those

organizations committed to organizational excellence. From a TQM and Business Excellence perspective, their review had led to the identification of what they believed are the critical success factors for leadership excellence of organizations. One of these factors is ‘The establishment of an organizational structure and operational mechanisms that facilitate the implementation of the mission, vision and strategy’ (Sa and Kanji, 2003: 133).

Number of employees is widely used as indicator of organization size (i.e. small, medium or large). For instance, Rowden (1995) used the criterion ‘fewer than two hundred workers’ to define small to mid-sized, Capelleras and Hoxha (2010) defined small and medium-size as those organizations with less than 250 employees, while Gebert and Steinkamp (1991) classified small and medium-sized as those business with 20-200 workforces.

On the other hand, Hitt et al. (1994) found that the common intended goals of organization downsizing such as reducing costs, increasing efficiency and productivity and enhancing organization competitiveness are not always achieved. This is because such goals might cause some serious threats to the long-term systemic health of the organization. Therefore, they emphasized the need for developing a careful strategy of downsizing before attempting to implement such downsizing. Furthermore, they recommended ‘Rightsizing’ based on a shared vision of the future of organization.

In their research, which involved a large number of organizations in an American cultural context, Hitt et al. had conducted in-depth interviews with executives in 65 major US corporations that had recently performed downsizing. From what seemed to be a strategic management perspective, they found that such intended goals are not always achieved. They state:

“Short-term “relief” may be achieved and the organization may realize some of its intended outcomes. But the statistics reported earlier suggest that organizations frequently not only fail to meet their intended goals and outcomes, but also experience a host of unintended outcomes, many of which pose serious threats to the long-term systemic health of the organization. As a result, future actions to attain the desired organizational identity become more difficult.” (Hitt et al., 1994: 23).

Therefore, they suggested the need for developing a careful strategy of downsizing before attempting to implement downsizing. Furthermore, Hitt et al. have recommended what they called ‘Rightsizing’ of the organization based on a shared vision of the future of the organization by people of the organization. They defined ‘Rightsizing’ as follows:

“Rightsizing is an integrated, internally consistent and externally legitimated configuration of organizational processes, products, and people based on (1) a shared vision of the future of the organization and (2) a clearly articulated mission and strategy supported by management, well understood by members of the organization, and in which members have a sense of "ownership".” (Hitt et al., 1994: 19).

In his research springing from an innovation oriented perspective and in an Australian cultural context, Bonn (2000) provided an empirical evidence that size contributes significantly to the survival of organizations. He supports Hitt et al.'s (1994) findings by emphasizing that companies have to take full advantage of size effects and at the same time minimize disadvantages associated with large size. Bonn has reported the results of empirical study, using logistic regression analysis, examining the key factors/characteristics that significantly affected the long-term success and survival of large manufacturing organizations between 1982 and 1993 in Australia.

Bonn's (2000) ‘empirically demonstrated that company survival is the result of a number of different variables operating simultaneously.’ (Bonn, 2000: 38). One of these variables/factors which contributed significantly to the survival of these organizations is the size. He argued that

“companies need to cross a certain threshold to take full advantage of size effects such as economies of scale and at the same time to minimise disadvantages associated with large size such as bureaucracy and inflexibility.” (Bonn, 2000: 42-43).

In their study, Kalleberg and Leicht (1991) found that large organizations are more successful than small ones in respect of growth in earnings. Kalleberg and Leicht examined several hypotheses on how the survival and success of small businesses, headed by men and women, were related to industry differences, organizational structures, and attributes of owner-operators. Their analyses were based on data collected annually over a three year period from an initial group of 411 companies operating in the computer sales and software, food and drink, and health industries in South Central Indiana. They stated

“Success can be measured in a variety of ways: by accounting-based indicators of financial performance, such as returns on investment; by marketbased indicators of financial performance, like market share; and by stakeholders' evaluations of performance, such as the degree of satisfaction they express.” (Kalleberg and Leicht, 1991: 145).

They found that ‘size was unrelated to survival for both men's and women's businesses’ (Kalleberg and Leicht, 1991: 154). However, they also found that ‘large organizations, whether headed by men or women, were more successful than small ones in the sense of having growth in earnings’ Kalleberg and Leicht (1991: 156).

Contrary to the previous studies are the findings of Fabling and Grimes (2007) resulted from analysis of data from an official survey of almost 3000 New Zealand firms representative of the entire economy, compiled by New Zealand's official statistical agency. In a New Zealand context, Fabling and Grimes (2007: 383) addressed the following question using such dataset: 'Which business practices set successful firms apart from others?'. They state that "the association between specific business practices and firm success is mostly independent of firm size" Fabling and Grimes (2007: 383).

Korunka et al. (2010) analysed the predictors of business survival at a very early stage. They basically analysed personal characteristics (such age and gender) of the business founder/owner-managers, and the resources and environment (specifically human, social and financial capital) of his/her new business including founder responsibility for gaining adequate support and resources from the environment.

Their study was based on the Vienna Entrepreneurship Studies (VES) data set. They observed 373 Austrian small business owner-managers over a time-span of nearly 8 years. They collected data in three stages, for the years 1998, 2001, and 2005.

Korunka et al. (2010) found that start-up size has a positive effect on long-term survival of a business since larger businesses were found to show better survival rates. In this respect, they also found that the most important predictor of long-term business survival is 'financial capital at the start of business activities (i.e. business size). Larger businesses have substantially higher long-term survival.' (Korunka et al., 2010: 1045).

Korunka et al. (2010: 1046) also found that resources and environment at the beginning of the business have a significant positive effect on long-term business survival.

## **Section T6-2: Conclusions of the analysis and discussion of factors related to the organization size theme**

### **1- Schools:**

- Three out of six systematically reviewed studies are not available.
- One out of six studies is from a TQM and Business Excellence perspective, one is from an innovation perspective and one is from a strategic management perspective.

There is no dominant school of thought in organization size theme (i.e. factor).



## **2- Context:**

- a- Cultural: Two out of six systematically reviewed studies had been conducted in American (USA) cultural contexts, one in a Portuguese cultural context, one in an Australian, one in a New Zealand and one in an Austrian cultural context.

In view of the fact that all these six studies raised organization size factor were conducted in Western cultures, drawn conclusions should consider this context. So, generalizing such drawn conclusions to other cultures is questionable.

- b- Business: Four out of six systematically reviewed studies are about various businesses, one is about manufacturing business and one is not available.

Various businesses appeared to be dominant in the systematically reviewed studies in respect of organization size factor. So, the generalizability of drawn conclusions in various Western organizations can be considered.

## **3- Drawing the factors' conclusions:**

Although differentiation in the schools and businesses of these six systematically reviewed studies, based on the discussion and analysis in section T6-1, all have shared the similar a broad culture (i.e. Western), and the following clustered conclusions and identified factors can be drawn:

- a- Three out of six systematically reviewed studies found the large organizations 'factor' (including large size of starting-up) have higher long-term survival rates and are more successful than the small ones. One of these three studies also indicated the importance of taking full advantages of size effects and minimizing disadvantages associated with large size such as bureaucracy.
- b- One out of six studies emphasized the need for a careful downsizing 'factor'; otherwise downsizing might cause serious threats to the long-term systemic health of the organization.
- c- One out of six studies found no correlation between organization size and the organization success resulting from specific practices.
- d- One out of six studies indicated organizational structure (in general) importance for the excellence of an organization.

The implications of the above identified factors and the relationships between them and other identified factors in different themes are discussed in chapter six (i.e. overall conclusions, pages 217-253).

## **Theme seven (T7): Financial Issues Theme**

Some financial issues which influence the sustainable success-development of organizations have been found and argued by Burgelman and Grove (2007), Hitt et al. (1994), Laitinen (2000), Liow (2010), Korunka et al. (2010), Poon and Waring (2010).

Through a systematic review of obtained relevant literature, financial issues as a leadership/management theme comprising some financial factors influencing SDO have been found by scholars of some of this literature. This theme focuses on systematic review (comprising analysis and discussion) of such factors and their possible contribution to SDO.

Based on one of the systematic review phases discussed in section 3-2 (pages 76-82) of the methodology chapter, the basic information related to each theme was summarized in a systematic table as the systematic review of the obtained relevant studies was in progress. The systematic table comprising the basic information related to the financial issues theme is shown in Appendix 7 page 296. Such information is discussed and analysed in the discussion and analysis section (i.e. section T7-1 following).

Six out of seventy-one systematically reviewed studies (listed in Table 4, page 103) have shown different effects of some financial issues on sustainable development-success of organizations. However, each of these six studies has raised an issue that is different from the issues raised by the other five studies. Moreover, no one financial issue has been raised by more than one study.

### **Section T7-1: Discussion and analysis**

Through a combination of longitudinal field research and executive experience at Intel Corporation, Burgelman and Grove (2007) found that sufficient financial reserves play an important role in the precedence of development opportunities of organizations particularly in capital and technological investments. They have added

"Maintaining sufficient financial reserves gave the company enough resources to fully pursue the existing opportunities in the induced strategy process through continued heavy capital and

technology investments, and a time buffer to decide which new strategic direction to take." Burgelman and Grove (2007: 973).

On the other hand, Hitt et al. (1994) warned about the risk of emphasis on short-term financial returns on long-term positive outcomes of organizations. From what seemed to be a strategic management perspective, Hitt et al. conducted in-depth interviews with executives in 65 major US corporations that had recently performed downsizing and found that

“strategic actions may sometimes produce short-term negative results in moving toward long-term positive outcomes. Therefore, an overemphasis on short-term financial returns may produce risk-averse strategic decisions” (Hitt et al., 1994: 31).

In his study, Laitinen (2000) analysed the relationship between the medium and long-term success of a company and the adaptation strategies applied by Finnish companies during the recession in 1989–93. From what seemed to be a strategic management perspective, he defined the adaptation strategy as a strategy used by a company in response to the changes and uncertainty in the environment and in an attempt to turn threats into opportunities. He argued that an effective adaptation strategy is crucial for the long-term success of the company. To extract the adaptation strategies used by Finnish companies, Laitinen (2000) analysed the data in the questionnaire answered by 750 Finnish companies. He also analysed the available financial statements data of 644 companies of the sample in 1994 and 1997 to evaluate the long-term effects of the adopted adaptation strategies.

Laitinen (2000) found that during a difficult economic period such as 1989–93 in Finland, investment in the acquisition of new and old customers, new product development and marketing in general seemed to be the most effective and successful adaptation strategies in the medium and long-term. He also concluded that such strategies seemed to have led the companies to the best sustained performance and provided a greater probability of sustained success in the medium and long-term. He also found that, at the same difficult economic period, strategies largely based on financial actions such as negotiating about facilitation of finance contracts, restructuring debt structure and searching for new sources of debt, seemed to be the most unsuccessful strategies and were associated with a high probability of failure in the long-term.

His study showed that debt restructuring strategy was especially very dangerous, with a high risk of bankruptcy and that the rate of failed companies was very high among those companies following the debt restructuring strategy.

Finally, the results of Laitinen's (2000) study suggested moving weight from financial activities to customer-orientated activities.

In his paper, Liow (2010) investigated the key financial performance characteristics (including operational, asset investment and financing) of a dataset including 336 successful listed real estate companies in 24 countries and three continents over the period 2000 through 2006.

'Based on market capitalisation (in US dollar term) as of 31 December 2006, all real estate companies available from Bureau van Dijk's Amadeus database were ranked in the descending order' (Liow, 2010: 121).

Of the six financial variables that were hypothesized to affect the sustainable growth rates (SGRs) of the company, Liow found that the most influential (significantly positive) variables are firm valuation, profitability and earnings retention ratio.

Liow (2010: 143) summarized his findings as follows:

"our system modelling and analyses here have reasonably established the main financial characteristics of successful real estate companies. In particular, successful (measured by higher firm value) real estate companies are usually larger and are associated with higher sustainable growth and positive spread as well as higher fixed tangibility (in percentage term). In addition, these companies are usually profitable and nevertheless maintain a higher plough back (earnings retention) ratio as well as able to borrow more (in percentage term of total assets) to support their continued growth."

Regarding the impact of the current financial/liquidity crisis on corporate financial performance, Liow (2010: 143-144) commented as follows:

"As the global financial landscape has changed considerably since 2006, one question is how well these successful real estate companies are doing now. Some guesses are that a number of these firms are probably in great financial difficulties associated with their unfavourable market valuations. Some are probably even on the verge of collapse – particularly in regard to the negative financial leverage effect due to excessive gearing."

Korunka et al. (2010) analysed the predictors of business survival at a very early stage. They basically analysed personal characteristics (such as age and gender) of the business founder/owner-managers, and the resources and environment (specifically human, social and financial capital) of his/her new business including founder responsibility for gaining adequate support and resources from the environment.

Their study was based on the Vienna Entrepreneurship Studies (VES) data set. They observed 373 Austrian small business owner-managers over a time-span of nearly 8 years. They collected data in three stages, for the years 1998, 2001, and 2005.

Korunka et al. (2010) found that start-up size has a positive effect on long-term survival of a business since larger businesses were found to show better survival rates. In this respect, they also found that the most important predictor of long-term business survival is 'financial capital at the start of business activities (i.e., business size). Larger businesses have substantially higher long-term survival.' (Korunka et al., 2010: 1045).

Korunka et al. (2010: 1046) found also that resources and environment at the beginning of the business have a significant positive effect on long-term business survival.

Poon and Waring (2010) studied the application of the Low-Cost Carrier (LCC) model in the case of AirAsia, a Malaysian airline. Poon and Waring (2010: 211) summarized their conclusion as well as concern in the following statement:

"Thus Air Asia has successfully exploited the favourable conditions in Malaysia and South East Asia more generally for an LCC to succeed and to grow rapidly within the region. However, it is questioned whether its profitability and growth trajectory would be sustainable over the longer term without the company changing significantly."

## **Section T7-2: Conclusions of the analysis and discussion of factors related to the financial issues theme**

### **1- Schools:**

- Three out of six systematically reviewed studies are from a strategic management perspective.
- Three out of six studies are not available.

Strategic management is the dominant school of thought in the financial issues (i.e. factors) theme.

### **2- Context:**

- a- Cultural: Two out of six systematically reviewed studies were conducted in American (USA) cultural contexts, one in a multinational context, one in a Finnish, one in an Austrian and one in a Malaysian cultural context.

Five of these six studies (including the multinational one) had been conducted in Western cultures, which may be related to the financial difficulties in the Western countries. So, drawn conclusions should consider this context.

- b- Business: three out of six systematically reviewed studies are about various businesses, one is about IT, one is about the real estate business, and one is about an airline.

Various businesses appeared to be dominant in the systematically reviewed studies in respect of financial factors. So, the generalizability of drawn conclusions in various Western organizations can be considered.

### **3- Drawing the factors' conclusions:**

Although differentiation in the schools and businesses of these six systematically reviewed studies, based on the discussion and analysis in section T7-1, most of them have shared the similar a broad culture (i.e. Western), and the following conclusions and identified factors can be drawn:

- a- One out of six systematically reviewed studies warned of an overemphasizing on short-term financial returns, because they may affect the long-term positive outcomes of organizations.
- b- One out of six studies emphasized the importance of sufficient financial reserve for the precedence of development opportunities of organizations.
- c- One out of six studies found that, during a difficult economic period, strategies based on financial actions (such as negotiating about facilitation of finance contracts and restructuring debt structure and searching for new sources of debt) were considered the most unsuccessful strategies and associated with a high probability of organization failure in the long-term.
- d- One out of six studies indicated the influence of profitability and earnings on sustainable growth rates of organizations.
- e- One out of six studies found that financial capital at the start of business including business size is an important predictor of long-term business survival.
- f- One out of six studies indicated the success of the low-cost carrier model, but its profitability and growth over the longer term is questionable.

The implications of the above identified factors and the relationships between them and other identified factors in different themes are discussed in chapter six (i.e. overall conclusions, pages 217-253).

## **Theme eight (T8): Best Practice and Assessment Theme**

Best practice (including benchmarking) has been highlighted in chapter two (i.e. schools of management thought) of chapter one.

Some studies focused on the relation of best practice (including benchmarking) and performance assessment of organization to the sustainable development of organizations (Escrig Tena et al., 2001; Idris and Ali, 2008; Kanji, 2005).

Through a systematic review of obtained relevant literature, best practice (including benchmarking) and performance assessment as a leadership/management theme comprising some factors influencing the sustainable development of organizations have been found by scholars of some of this literature. This theme focuses on systematic review (comprising analysis and discussion) of such factors and their possible contribution to SDO.

Based on one of the systematic review phases discussed in section 3-2 (pages 76-82) of the methodology chapter, the basic information related to each theme was summarized in a systematic table as the systematic review of the obtained relevant studies was in progress. The systematic table comprising the basic information related to the Best Practice and Assessment theme is shown in Appendix 8 page 298. Such information is discussed and analysed in the discussion and analysis section (i.e. section T8-1 following).

Five out of seventy-one systematically reviewed studies (listed in Table 4, page 103) found a role for best practice (including benchmarking) and assessment in SDO. In particular, three out of these five studies found that best practice and benchmarking positively influence continuous improvement (i.e. development) of organizations. Three of these five studies emphasized the important role of self-assessment in the continuous improvement of organizations.

### **Section T8-1: Discussion and analysis**

The above detailed five systematically reviewed studies indicated that best practice (including benchmarking) and performance assessment contribute to continuous-sustainable development-success of organizations.



In their study springing from a TQM and resource-based perspective, Escrig Tena et al. (2001) claimed that continuous improvement (CI) of the organization required various tools including gathering information through benchmarking and self-assessment. They have tried to evaluate the effects of TQM on performance claiming that TQM has four dimensions. One of these dimensions is the CI of the organization, and that CI required various tools including gathering information through benchmarking and self-assessment.

Some management literature, for instance, MacKerron et al. (2003), argued that self-assessment (SA) is a methodology developed in the USA at the end of 1980s as a response to the Malcolm Baldrige Award. MacKerron et al. (2003: 83) stated that 'SA has gained international recognition as a methodology for identifying strengths and weaknesses broadly across an organization's activities and performance as part of their total quality management (TQM) activity.'

Idris and Ali's (2008) study also showed that transformational leadership has an influence on the company performance only if best practice management takes place. Their paper studied the impacts of leadership style and best practice on company performance in a sample of Malaysian firms. They explained best practice management as follows:

“To become a world-class organisation, companies must not only know what others are doing in the market but should constantly evaluate and compare their own achievements and processes with the more superior standards the world over. Therefore, it is critical for the organisation to search for best practices and methods and subsequently internalise them into its own core processes. There are many ways, relative to the selected benchmark, that one can define business practices. In the search for a performance-driven definition, ‘Best practices’ are considered as business methods that provide competitive advantage through improved customer service, better asset utilisation, or reduced costs.” (Idris and Ali, 2008: 165-166).

The results of their study showed that

“The transformational leadership by itself has a weak direct influence on the company performance. However, the transformational type of leaders will give more impact to the company performance if best practices management takes place.” Idris and Ali (2008: 168-169).

On the other hand, Kanji's (2005) study has shown the benefits of the combination of different assessment methodologies for Organizational Excellence and sustainable growth. He discussed Kanji's Business Excellence Measurement System (KBEMS) through which he provided a multi-dimensional focus that combines a variety of measurements for internal and external stakeholders for

the organization. Kanji found enough evidence that the combination of the benefits of different assessment methodologies would help organizations to find their path to Organizational Excellence and sustainable growth. But, he did not explain adequately what these methodologies are, what were the benefits of each and how they would be combined.

Sheffield and White (2004) used a case study methodology to study Scottish Housing Association experiences in implementing control self-assessment (CSA) as an aid to improving organizational excellence. Their case study discussed CSA as an audit technique, in addition to the development of CSA skills within the organization. From a Business Excellence perspective, Sheffield and White (2004: 491) concluded that CSA 'appeared to be acting as a management control focusing on performance, communication and feedback, which in turn promotes organisational excellence.' Their study is of a specific context (Scottish and Housing association context).

From a TQM and resource-based perspective, Idris (2011) tried to investigate the effect of TQM dimensions ( leadership, strategy and objectives, best practice, focus on customers, employee, community and productivity) on company performance. Based on the SIRIM directory containing ISO 9000 certified companies, he used a large-sample cross sectional mail survey method to collect the data by sending 400 questionnaires to the CEO of these companies.

The results of Idris (2011) indicated that best practice has a significant positive relationship with company performance.

## **Section T8-2: Conclusions of the analysis and discussion of factors related to the best practice and assessment theme**

### **1- Schools:**

- Four out of five systematically reviewed studies are from a TQM and Business Excellence perspective, one of these four studies is combined with a resource-based perspective.
- One out of five studies is from both the transformational leadership and Business Excellence perspectives.

So, TQM and Business Excellence appeared the dominant school of thought in the best practice and assessment theme (i.e. best practice and assessment factors) in the reviewed studies.

### **2- Context:**

- a- Cultural: Two out of five systematically reviewed studies had been conducted in Malaysian cultural contexts, two are not available and one in a Scottish cultural context.  
So, the Malaysian context is noticeable.
- b- Business: Two out of five systematically reviewed studies are about various businesses, two are not available and one is about housing.

### **3- Drawing the factors' conclusions:**

Although differentiation in the schools, cultures and businesses of these five systematically reviewed studies, based on the discussion and analysis in section T8-1, the following clustered conclusions and identified factors can be drawn:

- a- Three out of five systematically reviewed studies found that the best practice and benchmarking 'factor' positively influence continuous improvement (i.e. development) and performance of organizations.
- b- Three out of five studies emphasized the important role of the self-assessment 'factor' in continuous improvement and excellence of organizations.

The implications of the above identified factors and the relationships between them and other identified factors in different themes are discussed in chapter six (i.e. overall conclusions, pages 217-253).

## **Theme nine (T9): Sustainability Theme**

Some researchers provided evidence for the influence of sustainability on SDO. Among these are Goodman (2000), Ferdig (2007) and Signitzer and Prexl (2008).

The environmental, social and economic dimension of the sustainability topic has been explicitly expressed in Signitzer and Prexl's (2008: 2&3) article. They state:

“At the company level, the idea of sustainable development finds its equivalent in the term corporate sustainability. It is defined as a relative concept that describes the planned and strategic management processes of working towards a balance of economic, social, and environmental goals and values.”

In this theme, sustainability as a theme (i.e. factor) refers to the sustainability relating to environment, agriculture, energy, livelihoods and other related areas shown in chapter four, while factors relating to SDO are represented by the entire body of this research, particularly the themes of chapter five.

Although sustainability (as a field of study) is at a relatively mature stage of scholarly development, and on-going, there are, currently, few academic studies providing evidence on the economic, financial and business impacts of sustainability applications and policies on organizations.

However, studies trying to provide tangible evidence of the economic, financial and business impacts of sustainability applications and policies on SDO seem to be in progress.

Through a systematic review of obtained relevant literature, sustainability as a leadership/management theme (i.e. factor) influencing SDO has been found by scholars of some of this literature. This theme focuses on systematic review (comprising analysis and discussion) of such factors and their possible contribution to SDO.

Based on one of the systematic review phases discussed in section 3-2 (pages 76-82) of the methodology chapter, the basic information related to each theme was summarized in a systematic table as the systematic review of the obtained relevant studies was in progress. The systematic table comprising the basic information related to the sustainability theme is shown in Appendix 9 page 300. Such information is discussed and analysed in the discussion and analysis section (i.e. section T9-1 following).

Out of seventy-one systematically reviewed studies (listed in Table 4, page 103), three studies have shown the positive influence of sustainability strategies or practices on sustainable development-success of organizations. This is particularly shown regarding long-term (sustainable) profitability and development of organizations, emphasising that sustainable strategies are often profitable, and effective in creating customer loyalty and satisfaction.

### **Section T9-1: Discussion and analysis**

In her article describing who counts as a leader, the roles of a leader and where the leader stands in relation to those he or she leads, Ferdig (2007) argues that

“Business leaders are discovering that sustainable business strategies are often the most profitable strategies. For example, reducing energy use and materials costs through more efficient product design can lead to more competitive pricing and thus increase the number of sales and satisfied customers.” (Ferdig, 2007: 29).

Ferdig's (2007) argument regarding the influence of sustainability on organization's profits is supported by evidence presented by Signitzer and Prexl's (2008) article which aimed to frame the role of communication in corporate sustainability processes. They defined corporate sustainability communications (CSC) as an evolving concept that refers to corporate communications about sustainability issues. They concluded that ‘corporate sustainability is able to contribute to long-term profit maximization and consequently has a positive impact on shareholder value’. (Signitzer and Prexl, 2008: 3,4).

In a specific context, Goodman (2000) highlighted the experience of Scandic Hotels with sustainability expressed by introducing more environmentally responsible practices into the company's operations. He briefly referred to decentralized management in Scandic's experience, especially putting responsibility and decision-making power into the hands of sales and frontline employees, which contributed to the company's success and implementation of sustainability successfully.

Goodman argued that the new CEO of Scandic Hotels turned the company around by turning the focus on to the customer through implementing two strategic principles: decentralized management and environmental responsibility. To achieve the turn-around, the CEO integrated sustainability into

the company's strategic thinking and operational practices. Goodman (2000: 212) concluded that 'Scandic had returned to profitability and leadership status in the industry in the mid-1990s with a new strategic focus on decentralized management and sustainability.' Furthermore, he argued that sustainable practices can create customer loyalty and employee satisfaction.

Goodman (2000) noted that Scandic Hotels' successful implementation of sustainability and in turn creating customer loyalty might be attributed to the deeply rooted environmental values in the culture of Northern Europeans, and especially Scandinavians.

## **Section T9-2: Conclusions of the analysis and discussion of factors related to the sustainability theme**

Based on the discussion and analysis in the previous two sections, the following are concluded:

### **1- Schools:**

All these three systematically reviewed studies are from environmental management perspectives. Environmental management is the dominant school and all of these studies are from the same school of interest.

### **2- Context:**

- a- Cultural: The culture of two out of three systematically reviewed studies were conducted in not available (could be multinational) cultural contexts, one out of three studies has been conducted in an European, mainly Scandinavian cultural context.
- b- Business: The businesses of two out of three systematically reviewed studies are about not available (could be various) businesses, one out of three studies is about the hotel business.

So, no dominant culture nor business related to sustainability theme appeared in the reviewed studies.

### **3- Drawing the factors' conclusions:**

Although differentiation in the cultures and businesses of these three systematically reviewed studies, based on the discussion and analysis in section T9-1, all were shared the similar school, and they indicated positive influence of sustainability 'factor' on organizations (i.e. long-term profit and success), may be due to they all are from the similar school perspective.

Furthermore, these three studies emphasised the positive influence of sustainability strategies or practices 'factor' on long-term (sustainable) profitability and development of organizations.

The implications of the above identified factors and the relationships between them and other identified factors in different themes are discussed in chapter six (i.e. overall conclusions, pages 217-253).

## **Theme ten (T10): Various issues Theme**

Through a systematic review of obtained relevant literature, various leadership/management factors influencing SDO have been found by scholars of some of this literature. They were found not to suitably fit to be categorized under one of the previous identified themes because they considered separate factors focusing on different issues of organization. This theme focuses on systematic review (comprising analysis and discussion) of such factors and their possible contribution to SDO.

Based on one of the systematic review phases discussed in section 3-2 (pages 76-82) of the methodology chapter, the basic information related to each theme was summarized in a systematic table as the systematic review of the obtained relevant studies was in progress. The systematic table comprising the basic information related to the various issues theme is shown in Appendix 10 page 301. Such information is discussed and analysed in the discussion and analysis section (i.e. section T10-1 following).

The implications of the identified factors in this theme and the relationships between them and other identified factors in different themes are discussed in chapter six (i.e. overall conclusions, pages 217-253).

### **Section T10-1: Discussion and analysis**

The conclusions of analysis and discussion of factors related to each factor have been stated at the end of discussion in each factor.

#### **T10-1-1 Change Management factor**

Four out of seventy-one systematically reviewed obtained relevant studies listed in Table 4 raised the effect of change on SDO.

Separating and balancing management of change from the management of current business (on-going operational business) has been raised by Rogers (2004: 22) who reviewed and critiqued Prof Turner's ideas on organizational capabilities and organizational change. He argued:



“In much of the management literature written for practitioners, the importance accorded to change management can obscure the significance of ongoing operational management. This can have the unintended consequence that skilled operational managers forsake their strengths in pursuit of the accolades accorded the change manager, with a real risk that both change and current business suffer. This is a particular danger in organisations with high reliance on technological competence”.

Wischnevsky's (2004) study examined the consequences of key/major organizational changes such as strategy, structure and systems which he referred to as organizational transformations, on organizational survival. The setting for the study was the US commercial banking industry during the period 1975-1995. Study sample consisted of the 50 largest Bank Holding Companies (BHCs). He found that ‘firms in a context of drastic environmental change experience an increased hazard of failure.’ Wischnevsky (2004: 370). He also found a positive effect of strategic changes on survival in the context of external and environmental change. He added: ‘The key finding of this study is that, in the context of major external regulatory change, organizational transformation is likely to enhance a firm’s survival chances.’ (Wischnevsky, 2004: 374).

Wischnevsky’s findings are supported by Gilley et al.'s (2008) study which explored leadership effectiveness in driving change and innovation in what seemed to be an American context. From both transformational and innovation perspectives, Gilley et al. (2008: 154) state: ‘Successful execution of transformational change has been identified as leading to innovation, and subsequently increased competitiveness’.

On the other hand, Longenecker et al. (1999: 9) explored organizational failure in struggling organizations from the front-line management personnel perspective in over 20 different large US manufacturing and service organizations. They found that people hesitating and reluctance to change could produce stagnant organization that fails to pursue new opportunities and implement new practices. They added:

“With the level of technological and marketplace change that exists in the current world, failure to create an organization that embraces change means setting up an organization for failure. Many organizations talk about change but fail to create meaningful change at the workgroup and individual level.” (Longenecker et al., 1999: 9-10).

### Conclusions:

-Schools: Two of the above discussed four studies are from transformational leadership and innovation perspectives, two are not available.

-Culture: Three out of these four studies have been conducted in American cultural contexts, one is not available.

-Business: Two are about various businesses, one is about banking and one is not available. American context should be considered before utilizing the drawn conclusions.

-Drawn conclusions: Two out of four systematically reviewed studies indicated that the transformational change 'factor' is likely to enhance the survival chances and increase competitiveness of organization. One out of four studies emphasized the importance of not affecting business operation at the time of managing change in order to maintain organization from the risks. One out of four studies found that an organization could fail to pursue new opportunities and implement new practices if its people are reluctant to change.

### **T10-1-2 Excellent and high quality product(s) or service(s) factor**

The excellent and high quality product(s) or service(s) factor appeared in four out of seventy-one systematically reviewed obtained relevant studies listed in Table 4, to influence SDO.

In their research seeming to be springing from a strategic management perspective, Simon et al. (2011) discussed the strategic capabilities related to organizational success in five disparate Australian industries included a sample of management consulting, advertising, information technology, legal profession companies and top 500 listed companies.

They conducted their research using qualitative methods such as interviews of a small sample from the target population, content analysis of relevant documents (e.g. brochures) or web sites and a literature review, then developed a questionnaire which was distributed to a broader sample of the target population (e.g. CEOs of Australia's top 500 companies).

One of the common capabilities, for an organization to succeed, found by Simon et al. (2011: 1322) is 'excellent differentiated product(s) or service(s) and adaptability.' They did not provide adequately explanation to what do they exactly mean by 'excellent differentiated' product(s) or service(s) or 'adaptability.'

Laitinen (2000) found that during a difficult economic period, such as 1989–93 in Finland, investment in the acquisition of new and old customers, new product development and marketing in

general seemed to be the most effective and successful adaptation strategies in the medium and long-term. From a strategic management perspective, he also concluded that such strategies seemed to have led companies to the best sustained performance and provided a greater probability of sustained success in the medium and long-term.

With regard to quality control of products, Chamberlin et al. (2010) analysed the relationship between innovation and a number of business success factors based on Statistics Canada's 2003 Survey of Innovation including 3701 firms in 34 services sectors, which covered the period from 2001 to 2003. From an innovation perspective, Chamberlin et al. (2010: 239) found that 'satisfying existing clients was rated as the most important business success factor by all firms included in the study, followed by quality control of products and encouraging experienced workers to transfer their knowledge to new or less experienced workers.'

For Luk (1996), unique product features, focus on customer needs and superb customer services are factors strongly linked to small business success.

#### Conclusions:

-Schools: Two of the above discussed four studies are from strategic management perspective, one is from an innovation perspective and one is not available. Strategic management is the dominant school in relation to the excellent and high quality product(s) or service(s) factor.

-Culture: One out of these four studies had been conducted in an Australian cultural context, one in a Finnish, one in a Canadian and one in a Hong Kong cultural context.

So, Western culture is the dominant culture relating to the excellent and high quality product(s) or service(s) factor.

-Business: Three are about various businesses, one is about services businesses.

-Drawn conclusions: Three out of these four systematically reviewed studies emphasized the role of the excellent unique product or service (of high quality) 'factor' in organization long-term success. One of these four studies indicated the role of investment in the new product development 'factor' in long-term and sustainable success of organizations.

### **T10-1-3 Perceiving the external forces factor**

The perceiving the external forces 'factor' appeared in three out of seventy-one systematically reviewed obtained relevant literature studies listed in Table 4.

Not perceiving that external driving forces (such as economic and technological forces) could adversely affect sustainable success of organizations is the main conclusion of Smith et al.'s (2006) study. Using data collected through mail surveys completed by private art gallery managers in 132 art galleries in Colorado (USA), Smith et al. (2006) found that art gallery owners and managers may not perceive the external driving forces (such as economic and technological forces) influencing their organizations. Smith et al. (2006: 29) also found that such an attitude 'could adversely affect efforts to build sustainable success and value through adaptive strategies.' They indicated their study were drawn from strategic management regarding strategic change perspective, where organizations develop and implement new strategies as a response to performance changes influenced by external forces.

From a resource-based perspective, Dixon and Day (2010) explored success and subsequent failure in the case of the Russian oil company Yukos. Dixon and Day (2010: 290) found that Yukos' failure was due to variety of reasons including:

"lack of the dynamic capabilities to sense and shape opportunities and threats in the environment, shortsighted political competence, limited co-evolution resulting in a poor organization–environment fit, a failure to pursue non-market strategies, and non-congruence of organizational values with the institutional environment resulting in a lack of legitimacy."

Capelleras and Hoxha (2010) investigated entrepreneurial and institutional factors influencing start-up size and subsequent firm growth in the case of firms in Kosova. To do so, they statistically analysed the data collected by structured face-to-face interviews with a sample of 555 small and medium-size (less than 250 employees) firms' founders. This sample represented almost 1.5% of the number of registered businesses in Kosova.

In a different culture and business from the previous two studies, Capelleras and Hoxha's (2010) findings appeared to be out of line with the previous two studies; they found that perceptions of institutional barriers are not a major influence on a firm's start-up size and growth.

### **Conclusions:**

- Schools: One of the above discussed studies is from a strategic management perspective, one is from a resource-based perspective and the third one is not available.
- Culture: One study have been conducted in an American cultural context, one in a Russian context and the third in a Kosovan context.
- Business: One is about art galleries, one is about the oil business and the third is about various businesses.
- Drawn conclusions: Two of these three studies emphasized the adverse impact of not perceiving the external forces and threats 'factor' on the sustainable success of organizations and their survival. One, however, found that the perceptions of institutional barriers 'factor' was not a major influence on the growth of organization.

#### **T10-1-4 Growth and Organizational integrity factor**

This factor has been raised by three out of seventy-one systematically reviewed obtained relevant studies listed in Table 4.

Based on a longitudinal investigation of American manufacturing business, Fleck's (2009: 78) paper presented 'inductive theoretical work inspired by the empirical study of the high-tech rivals General Electric and Westinghouse.' He argues that there are two necessary conditions for organizational long-term success (i.e. for decades): continued renewal through organizational growth and organizational integrity preservation. He also argues that 'Organizational success is a central issue in organizational studies, and growth is often believed to be an adequate indicator of organizational success.' Fleck (2009: 79). He also stated that:

"Since from a long-term perspective no environment is stable, setting in motion continuing growth processes becomes an organizational requirement for long-term success."

Furthermore, Fleck (2009: 79) argued that as the growth process develops, multiple pressures (e.g. strategy formulation and implementation based on incomplete assessments of the situation, poor cooperation, weak coordination and poor recruiting) may threaten organizational integrity.

"Left unattended, these pressures may threaten the firm's integrity and lead to its break up and self-destruction. Therefore, preserving organizational integrity is another requirement for long-term success." (Fleck, 2009: 91).

Davidsson et al. (2009) claimed that there has been a tendency in academic research to equate firm growth with business success. In this respect, Davidsson et al. tried to examine this tendency to

present firm growth as more or less favourable. To conduct their study, Davidsson et al. (2009) used two longitudinal data sets originally collected by government statistical agencies in Australia and Sweden containing random sample of small- and medium-sized enterprises (SMEs) from these two countries across many industries.

The results of Davidsson et al.'s (2009: 399) study showed that profitable firms with low growth are more likely to reach a desirable state of high growth and high profitability compared with growing firms with low profitability that start from a position of high growth and low profitability.

Capelleras and Hoxha (2010) investigated entrepreneurial and institutional factors influencing start-up size and subsequent firm growth in the case of Kosova firms. Their results showed that intention to grow is found to be a strong determinant in both start-up size and firm growth.

Capelleras and Hoxha's (2010) results also indicated that informal obstacles (e.g. corruption, fiscal evasion, informal economy and unfair competition) are significantly and negatively related to firm growth.

#### Conclusions:

-Schools: The schools of the three above discussed studies are not available.

-Culture: One study had been conducted in an American cultural context, one in an Australia and Swedish context and the third in Kosovan context.

-Business: Two are about various businesses and one is about manufacturing.

-Drawn conclusions: One of these three studies has indicated that the pressures related to the growth might –if not attended to- threaten organizational integrity and its long-term success, while it considered organizational growth is important for organizational long-term success. One of these three studies showed that a situation of low growth and high profitability is better for an organization than high growth and low profitability to reach the desirable state of high growth and high profitability.

#### **T10-1-5 Marketing factor**

Three out of seventy-one systematically reviewed obtained relevant studies listed in Table 4 found an influence for marketing on SDO.

Luk (1996) tried to explore common factors accounting for the success of small businesses in Hong Kong. Luk (1996: 69) provided unclear criteria for small firms that might affect the findings of his study, such criteria included: "Capital for the firm was supplied by an individual or a small group; size is relatively small within its industry; the firm was operated by an owner-manager; and the area of operation was mainly local." Luk provided a description of successful small business: 'the firms have been in business for at least three years'. Moreover, Luk's (1996: 69) work was based on debatable criteria for success and defined the success of small business as 'a level of performance equal to or exceeding the expectation of the firm's owner'. Luk also indicated that success in Hong Kong small businesses is unique to the Hong Kong business environment.

However, Luk's (1996) study attributed small business success to some important management factors. On top of those important management factors are 'good marketing and good selling techniques'.

For Laitinen (2000), during a difficult economic period, such as 1989–93 in Finland, investment in the acquisition of new and old customers (for this, see customers satisfaction theme), new product development and marketing in general seemed to be the most effective and successful adaptation strategies in the medium and long-term. He also concluded that such strategies seemed to have led companies to the best sustained performance and provided a greater probability of sustained success in the medium and long-term.

With regards to reputation building, Goldberg et al. (2003) conducted a qualitative study in a specific context on three companies of the Israeli software industry between 1997-1998. Using qualitative research included interviews and organized questions, they investigated the reputation strategies emphasized by these companies and their influence on the future success of the company. They concluded that the company with the broadest approach in reputation building strategies proved to be highly successful. However, they did not explain the exact meaning of 'broadest approach'.

#### Conclusions:

- Schools: the schools of two of the above discussed studies are not available and one is from a strategic management perspective.
- Culture: One study have been conducted in a Hong Kong cultural context, one in a Finnish context and the third in an Israeli context.
- Business: Two are about various businesses, one is about IT.

-Drawn conclusion: These three studies emphasized the role of the marketing activities 'factor' in the long-term success of organizations.

#### **T10-1-6 Technology and Capital Equipment Acquisition factor**

Technology acquisition and capital equipment 'factor' appeared in three out of seventy-one systematically reviewed obtained relevant studies listed in Table 4.

In a UK large supermarkets context, Hackney et al. (2006: 355) argued that 'Many see technology as the key to gaining and sustaining competitive advantage'. They added: 'constant technological innovation is required to sustain a competitive advantage'.

Fabling and Grimes (2007) analysed data from an official survey of almost 3000 New Zealand firms representative of the entire economy, compiled by New Zealand's official statistical agency. Fabling and Grimes (2007: 383) addressed the following question using such dataset: 'Which business practices set successful firms apart from others?'

They found that investment in up-to-date capital equipment is strongly associated with firm success.

In contrast with the findings of the above mentioned studies, Mata et al. (1995) examined the ability of IT to generate sustained competitive advantages based on the IT literature review. From a strategic management and resource-based analysis perspectives, they discussed four attributes of IT which might be sources of sustained competitive advantage, including capital requirements, proprietary technology, technical IT skills, and managerial IT skills.

Mata et al.'s (1995) analysis found that IT managerial skills are the only likely source of these attributes that can provide sustainability for firms. Furthermore, Mata et al. (1995: 501) suggested that 'using IT to gain sustained competitive advantage is not likely to be easy. Indeed, if it was relatively simple for firms to use IT in this way, then IT would not be imperfectly mobile and therefore not a source of sustained competitive advantage.'

#### **Conclusions:**

-Schools: the schools of two of the above discussed studies are not available and one is from strategic management and resource-based perspectives.

-Culture: One study had been conducted in a UK cultural context, one in a New Zealand context and the third one was not available. Western culture is dominant in this factor.



- Business: Two are about various businesses, one is about large supermarkets.
- Drawn conclusions: One of these three studies indicated technology as a requirement for an organization to sustain its competitive advantage. In contrast, one of these three studies indicated that IT would not be a source of sustained competitive advantage. One of these three studies emphasized the importance of investment in up-to-date capital equipment for organization success.

### **T10-1-7 Standards and Institutionalization factors**

These factors appeared in two out of seventy-one systematically reviewed obtained relevant literature (studies) listed in Table 4.

From a TQM and resource-based perspective, Escrig Tena et al. (2001) evaluated the effects of TQM on performance and identified four TQM dimensions. One of these dimensions is the organization's continuous improvement (CI) 'following a systematic process of planning, implementation and evaluation'. They argued that 'in order to carry this out, standardized process operations are essential' (Escrig Tena et al., 2001: 933).

Through a historical longitudinal analysis of twelve decades in the history of the American electrical industry, Fleck (2007) investigated the institutionalization processes of two long-lived American companies: General Electric and Westinghouse, which was broken up after eleven decades of existence. In Fleck's (2007: 67, 68) study, 'institutionalization is the process whereby an organization becomes an institution, institutionalization can also be viewed as a process of organizational character formation.' Fleck (2007: 78) arguably concluded that:

"Organizational institutionalization is, therefore, neither good nor bad in itself. It may, however, create good as well as bad habits. Good habits such as the systematic problem solving of administrative issues and superior ability to handle environmental pressures are likely to foster a proactive institutionalization process, which neutralizes rigidity and change resistance. On the other hand, bad habits like unsystematic problem solving, and the inability to handle external pressures are likely to give rise to a reactive institutionalization process, which promotes rigidity and change resistance, and reduces long-term success chances."

### **Conclusions:**

- Schools: One of the above discussed studies is from a TQM and resource-based perspective, and one is not available.

- Culture: One study have been conducted in a multinational cultural context, one in an American context and the third one is not available.
- Business: One is about the manufacturing business and one is not available,.
- Drawn conclusions: One out of these two studies emphasized the importance of the standardized process operations 'factor' for organization's continuous improvement. One out of these two studies found that institutionalization in itself does not influence long-term success of organization.

### **T10-1-8 Problem solving factor**

Two out of seventy-one systematically reviewed obtained relevant literature studies listed in Table 4, have raised the problem solving factor influence on SDO.

Based on a longitudinal investigation of American manufacturing business, Fleck (2009: 78) argues that

“The larger the organization, the more complex it is likely to be. The more complex, the more vital systematic problem solving will be to prevent the organization from committing the whole company on the basis of partial assessment of the situation, and thereby threatening organizational integrity. On the other hand, the firm that institutionalizes the fire fighting mode to solve problems puts the continuity of its existence in danger.”

In his paper, Rosanas (2008: 460) argues that “a necessary condition for the organization’s long-run survival is employees’ willingness to cooperate with each other to solve the firm’s problems.”

### **Conclusions:**

- Schools: The school of the above two studies are not available.
- Culture: One study have been conducted in an American cultural context and the second one is not available.
- Business: One is about the manufacturing business and one is not available.
- Drawn conclusions: One of these two studies emphasized the importance of the systematic problem solving 'factor' to maintain organizational integrity, and warned against a fire fighting mode to solving problems which threats the continuity of organization existence. The other study indicated the importance of employees’ willingness to cooperate with each other to solve an organization’s problems for the long-run survival of organization.

### **T10-1-9 Accountability and Transparency factor**

The accountability and transparency 'factor' appeared in one out of seventy-one systematically reviewed obtained relevant studies listed in Table 4.

Although, he did not define corporate sustainability, Mardjono (2005) tried to review what had happened with Enron and HIH Insurance based on existing theories and prior academic findings on corporate governance and corporate sustainability published between 1998 and 2004.

Enron Corporation was an American energy, commodities, and services company based in Houston, Texas and was one of the world's leading electricity, natural gas, communications, and pulp and paper companies. HIH Insurance was Australia's second largest insurance company (as per Wikipedia, the free encyclopedia). Within an American and Australian context, he found that accountability and transparency are critical factors for firms to sustain and contribute to company's sustainability. In respect of accountability, Mardjono (2005: 278, 280) argued that 'the board of directors was malfunctioning with Enron', while in HIH case, 'Board of directors did not function properly'. Regarding Transparency, Mardjono (2005: 279, 281) argued that 'transparency did not exist at Enron and HIH'.

#### **Conclusions:**

-School: Not available.

-Culture: The study was conducted in an American and Australian cultural context.

-Business: Energy and insurance businesses.

-Drawn conclusion: The study stressed the importance of accountability and transparency for the organization to sustain.

### **T10-1-10 Religious values factor**

One out of seventy-one systematically reviewed obtained relevant studies listed in Table 4, has examined the effect of religious values on SDO.

Ibrahim and Angelidis (2005) conducted a study on "Christian" companies in the U.S, and sought to determine whether there were differences in long-term performance between self-proclaimed "Christian-based" businesses and their secular counterparts. They argued that "These firms declare

their belief in, and active pursuit of, the successful merging of biblical principles with business activities (Ibrahim and Angelidis, 2005: 187).

The results of their study showed that secular companies report lower rates of growth in sales, and lower profits and reputation. However, they stated

"Certainly, the findings presented here must be viewed in the context of study limitations. First, although the results show that, compared to secular companies, the "Christian-based" ones have higher growth rates in sales and lower growth rates in their workforce, it cannot be said that the results empirically resolve the causal relationship between the variables. (Ibrahim and Angelidis, 2005: 191)

#### Conclusions:

-School: Not available.

-Culture: This study was conducted in an American cultural context.

-Business: Self-proclaimed 'Christian-based' businesses and their secular counterparts.

-Drawn conclusion: This study suggested that religious values positively influence growth, profits and reputation of organization.

#### **T10-1-11 ISO certification factor**

One out of seventy-one systematically reviewed obtained relevant studies listed in Table 4, examined ISO effect on SDO.

The effects of ISO 9000 certification on the performance of a sample comprising 30 Spanish companies was analysed by Martinez-Costa and Martinez-Lorente (2003) from a market point of view. They conducted their study using 'event study' methodology. Martinez-Costa and Martinez-Lorente (2003: 1181) stated that this is 'a methodology usually applied in financial research to analyse the impact that an event that provides added information to investors causes upon the company's value in the stock market' by which 'the analysed event is isolated from the rest of events that could take place in that period of time.'

Martinez-Costa and Martinez-Lorente (2003) did not find clear evidence affirming that the acquisition of the ISO 9000 certification by a company rises the value of the firm in the market or lead to sustainable competitive advantages. They argued that the market seems not to pay any special attention to the certification.

### Conclusions:

- School: Business Excellence.
- Culture: This study was conducted in a Spanish cultural context.
- Business: It is about various businesses.
- Drawn conclusion: The study found no evidence of the effect of ISO certification 'factor' on the value of a firm or sustainable competitive advantages.

### **T10-1-12 Continuous Improvement factor**

Continuous improvement appeared in one out of seventy-one systematically reviewed obtained relevant studies listed in Table 4.

From a TQM and business Excellence perspective, Sa and Kanji (2003: 131) argued that 'future success strongly depends on the leaders' ability to build a culture of continuous improvement'.

Furthermore, they claimed that there is an evidence to conclude that

“In spite of the particularities of the public sector in general and of the local government in particular, and regardless of cultural diversity and country-specific characteristics, many commonalities exist in the type of leadership associated with top-performing organizations. Among these commonalities are the importance of demonstrating long-term commitment to the process of continuous improvement” (Sa and Kanji, 2003: 132).

### Conclusions:

- School: TQM and Business Excellence.
- Culture: The study was conducted in a Portuguese cultural context.
- Business: It is about municipalities.
- Drawn conclusion: The study stressed the importance of long-term commitment to build a of continuous improvement culture for future success of organization.

### **T10-1-13 Franchising factor**

The franchising factor appeared in one out of seventy-one systematically reviewed obtained relevant studies listed in Table 4.

Shane (1996) examined the impact of contractual organizational forms on firm's growth rate. His research sample consisted of 138 firms that first began to franchise in the United States in 1983 using the data published in Franchise Annual and Entrepreneur Magazine. The results of his research showed that

“Firms can overcome managerial limits to firm growth and therefore grow faster. Specifically, the study shows empirically that the degree to which a firm emphasizes franchising as its expansion strategy has a significant, positive effect on its growth and survival.” (Shane, 1996: 216).

The results of his research also indicated that the use franchising enhances firm survival and growth.

#### Conclusions:

- School: Not available.
- Culture: The study was conducted in an American cultural context.
- Business: It is about various businesses.
- Drawn conclusion: The study showed that franchising as a strategy for growth positively affect the growth and survival of the organization.

## **Summary of chapter five**

At the end of this chapter, it can be concluded that the seventy-one systematically reviewed studies have provided evidence with different views for the influence of many different factors on sustainable development-success of organizations in general. However, no specific pattern or form is found for such influence due to the different backgrounds (i.e. schools) as well as perspectives on how and in what way such influence could occur beside different cultures and businesses presented by each study.

Therefore, it can be concluded that there are no agreed upon or generalizable 'factors' found or could be produced to be utilized by all organizations in all cultures, because there is no one 'factor' found to have the same influence on SDO in different cultures and businesses. It is also notable that there were no two reviewed studies of the studies reviewed in each theme found to share all similar contexts (i.e. similar school, culture and business).

However, each organization can utilize the drawn conclusions and the identified factors in each theme subject to taking into consideration the differences in culture, business or even the philosophical contexts (e.g. schools and perspective) upon which such conclusions and factors were generated and produced.

Furthermore, the theoretical and practical discussion and conclusions of this research have been presented in this chapter. As stated in the preface of this chapter, by the end of this chapter and by categorization and identification of ten main themes comprised sets of factors, analysing and discussing as well as drawing the conclusions at the end of each of them, the research question (RQ) has been answered and its objectives have been achieved in detail. RQ: "What are the factors found by scholars of academic leadership and management literature to influence the sustainable development of organizations (SDO)?"

Research objectives: "'1- To systematically search for and review accessibly available relevant literature to extract the factors found by scholars of this literature to influence SDO.' 2- To develop categorization and understanding of the factors that influence SDO".

However, the process of answering the research question and achieving its objectives is completed in the following chapter comprising the overall conclusions of chapter five and of the whole research.

In addition, chapter six comprises discussion of the implications of the identified factors in different themes and the relationships between them.



## **Chapter six:**

# **Overall Conclusions**

This is the final chapter and the end of the journey of this research. This chapter aims to present the summary and discussion of overall conclusions of this research as well as identifying the contribution to knowledge and further possible directions of future research, and finally indicating the research limitations. This chapter also includes the eventual answer to the research question and achievement of the research objectives based on the conclusions of chapter five.

This chapter consists of six sections as follows:

6-1: Overall summary.

6-2: Overall factors that influence SDO (answering the research question).

6-3: Discussion of the achievement of the research objectives.

6-3-1 Prioritization, categorization and its implications on the identified factors

6-3-2 The implications of the contextual relationships between the identified factors

6-3-3 The implications of the influence relationship between the identified factors

6-4: Identifying the contribution to knowledge.

6-4-1 Theoretical contribution

6-4-2 Methodological contribution

6-4-3 Practical contribution and managerial implications

6-5: Further directions for future research.

6-6: Limitations.

## **Section 6-1: Overall summary**

The review of academic literature written in English has suggested that there are many studies discussing the different aspects of sustainable development (SD) focused on environmentally related issues and concerns. At the same time there is a scarcity of academic studies relating to sustainable (continuous and long-term) development of organizations (SDO). No previous academic research has been found on this subject, and so the researcher's interest has arisen to fill this gap of knowledge, which has been discussed and identified. This research aims therefore, to study the factors that have been found by scholars of relevant academic literature on leadership and management to influence SDO which have not been studied before.

The research question and research objectives have been determined based on the above mentioned review and the identified gap of knowledge.

The available definitions of schools of management thought that have appeared in the reviewed studies during the systematic review processes have been highlighted in a separate chapter.

Then, appropriate methodology and methodological details that were guided by the above mentioned discussion including the research question and objectives have been discussed and developed. The systematic review (SR) methodology is chosen as the appropriate methodology for answering the research question and achieving the research objectives. A developed SR methodology model has been applied in this research. Such a model comprises, for the first time in management research, developed phases, criteria, terms and procedures that ensure greater efficiency and transparency in all review processes as well as unpacking the different contexts related to the factors found by scholars of each reviewed study.

The systematic search process and review has been conducted using 53 search words and pre-determined inclusion/exclusion terms, which have included any academic literature related to the research subject, written in English, published during the period 1990 to 2011 and not on environmentally related subjects.

From the thousands of studies that appeared in the search and review processes, and based on applying inclusion/exclusion terms, 71 relevant studies were eventually included in the systematic review processes undertaken in the theme's identification and discussion chapter.

The factors found in the reviewed literature were identified and then categorized into themes. Themes and sub-themes were identified and summarized in the developed systematic tables as the systematic review of the obtained literature was in progress. Themes and factors identification and discussion consumed more than two years of the research's four-year period. As a result, ten main themes and 73 factors have been identified, categorized, analysed and discussed. In addition, the conclusions at the end of each of them have been clustered and the factors concluded and identified.

## **6-2: Overall factors that influence SDO (Answering the research question)**

This research set out to answer the question as to what factors have been found by scholars of relevant academic leadership and management literature to influence the sustainable development of organizations (SDO). It has sought to achieve this first of all by an extensive search for all accessibly available academic literature (within the time constraint 1990-2011) and then by systematically extracting and reviewing the factors found by scholars of this literature to influence SDO. Secondly, it has sought to develop a categorization and understanding of these identified factors influencing SDO that have been found by different scholars in different contexts.

Several factors have been found and established in this research. These factors have first of all been categorized and constructed into different themes. Secondly, such themes have comprised the framework for analysis and discussion relating to the factors categorized under each theme. Thirdly, the clustered conclusions of this analysis and discussion have been drawn at the end of each theme comprising the identified factors that influence SDO. Based on this, all factors found by this research to influence SDO are now finally categorized and produced. The overall summary and final production and influence type of all identified factors, which totalled 73 factors, is illustrated in Table 6.

Table 6 contains the overall answer to the research question 'What factors have been found by scholars of academic leadership and management literature to influence the sustainable development of organizations (SDO)?'

**Table 6. overall summary and final production and influence type of all identified factors**

Theme	Factor title	Number of studies supporting the influence of this factor from the overall systematically reviewed studies (i.e. seventy-one studies)	Dominant School of thought	Dominant Culture	Dominant Business	The identified factors influencing SDO based on the conclusions at the end of each theme	Type of influence	Number of studies supporting the influence of this factor from the overall systematically reviewed studies (i.e. seventy-one studies)
Human Resources (HR)	Personal factors	Fourteen studies	No dominant school	Western	No dominant business	1- Skills of the people working in the organization, such as managerial, decision-making and technical skills	It has an important role in long-term success and SDO	Five
						2- Competent qualified manager	It is important for the success and development of organizations. Incompetent or insufficiently qualified managers could lead to the failure of organization	Four
						3- Personality (or character) of the business founder or senior managers	Two of these four studies indicated the critical role of personality in the success or failure of organizations, while the other two have contradicted them and indicated no influence of personality on the success or survival of organizations	Four
						4- Experiences of staff or involved people	It influences the sustainable success of organizations	Three
						5- Knowledge of the involved people	It is important for long-term success of organizations	One
						6- Existence of staff with credibility, integrity and honesty	It is important for the success of organization	One

						7- Self-confidence	It has a role in the organization success	One
	Employees motivation	Twelve studies	TQM and Business Excellence	American and western cultures in general	Various businesses	8- Motivation and reward employees' performance	It has an important role in excellence, development and success of organization	Five
						8- Recognition of (and paying attention to and sincere concern about) the employees' needs to be rewarded, satisfied and appreciated (It is merged with number 8)	It is a common practice in top and successful organizations	Five
						9- Employees' ownership	It is one of the practices characterizing organization of competitive success	One
						10- Compensation of family employee work performance	It ensures harmonious family relationships and, at the end, the sustainability of family business	One
	Communication	Ten studies	No dominant school	American	No dominant business	11- Communication within the organization among managers and staff and with other stakeholders	It is important for sustainable success-excellence of organizations	Five
						12- Leaders' interaction with their staff and sharing different information with them	Plays a role in continuous success of organizations	Two
						13- Coordination and working together (cooperation and teamwork) between employees and units	It is important for solving problems as well as for sustainable survival and success of organizations	Two
						14- Managing the overlap between family and business	It is important for the success of family business	One
	HR development	Nine studies	No dominant school	American	No dominant business	15- HR development, particularly education and training of employees	It plays a role in excellence and SDO	Six
						15- HRD programs or activities (It is merged with number 15)	They are important for on-going (continuous) success and survival of organizations	Three
	Involvement/ participation and empowerment	Nine studies	TQM and Business Excellence	Western	Various businesses	16- Employee involvement/participation	It is very important for the sustainable success of organizations	Seven
						17- Delegation, trustful environment or empowerment	It plays a role in the continuous success of organizations	Four

	Careful recruitment	Four studies	No dominant school	American	Various businesses	18- Careful and planned recruitment of right qualified employees	It plays a role in the sustainable top performance and success of organizations	Four
	Gender	Two	Not available	Western	Various businesses	19- Gender	No differences in the success level between businesses headed by women or men	Two
	Clear work roles	Two	No dominant school	No dominant culture	Various businesses	20- Clear work roles and clear responsibilities	It is important for harmonious relationships and at the end the sustainability of business	Two
Mission, Values, Vision and Strategies	Factors of Mission, Values, Vision and Strategies	Thirteen	No dominant school	Western	Various businesses	21- Clear mission and vision	It is necessary for high performance, survival and success of organizations	Seven
						22- Consistent strategic objectives and working on these objectives	It plays a role in organization's survival and long-term (sustainable) success	Five
						23- Clear core values	It plays a role in the high performance and success of organization	Four
						24- Planning effectively	The organization fails if it does not plan effectively	One
Leadership	Leadership	Thirteen	TQM and Business Excellence	No dominant culture	No dominant business	25- Leadership	It is an important influencing factor for excellence, performance and SDO	Twelve
						26- Role of senior managers	It contributes to long-term reputation, development, good performance or success of organizations	Four
						27- Leadership style (mainly transformational)	It contributes to long-term reputation, development, good performance or success of organizations	Four
						28- Leadership characteristics 'personality' (mainly honesty and integrity)	It contributes to excellent performance and sustainable success-development of organizations	Three
						29- Strategic leadership	It contributes to longevity of	One

							organization	
Customers' (Clients) Satisfaction	Customers' (Clients) Satisfaction	Thirteen	No dominant school	Western	Various businesses	30- Satisfying customers and paying attention to their needs	It is important for organization's long-term (sustainable) success and best performance	Seven
						31- Excellent and high quality customers services (It is merged with number 30)	It is important for customer satisfaction and success of the organization	Five
						32- Building and maintaining good relationships with customers	It has an important role in the sustainable advantages and reputation of the organization	Four
						33- Playing games with customers	It results in organization being unable to gain sustainable competitive advantages	One
Innovation and R&D	Innovation and R&D	Thirteen	No dominant school	Western	Various businesses	34- Innovation	It has a role in the long-term (sustainable) success of organizations	Eight
							It is not important for the success of organizations, particularly medium-sized organizations	Two
							No correlation with survival among women's businesses, while it is positively related to failure only among men's businesses	One
						35- Products innovation	Important for success and sustainable growth of organizations	Two
						36- Creating new ideas, policies and procedures	It is a leaders' attribute of multinational corporations	One
						37- R&D	Important for organization's success and survival	Two
Organization Size/Structure	Organization Size/Structure	Six	No dominant school	Western	Various businesses	38- Large organization (including large size of starting-up)	Large organizations (including large size of starting-up) have higher long-term survival rates and are more successful than small ones	Three
						39- Downsizing	Non-careful downsizing might cause serious threats to the	One



							long-term systemic health of organizations	
						40- Organization size	There is no correlation between organization size and the organization success resulted from specific practices	One
						41- Organizational structure	It is important for excellence of organization	One
Financial issues	Financial issues	Six	Strategic Management	Western	Various businesses	42- Overemphasizing on the short-term financial returns	It may affect the long-term positive outcomes of organizations	One
						43- Sufficient financial reserve	It is important for the precedence of development opportunities of organization	One
						44- Financial actions (such as negotiating about facilitation of finance contracts and restructuring debt structure and searching for new sources of debt)	They are considered the most unsuccessful strategies and associated with high probability of organization failure in the long-term	One
						45- Profitability and earnings	It has an influence on sustainable growth rates of organizations.	One
						46- Financial capital at the start of business	It is an important predictor of long-term business survival	One
						47- Low-cost carrier model	It leads to success of organization, but its profitability and growth over longer term is questioned	One
Best practice and Assessment	Best practice and Assessment	Five	TQM and Business Excellence	Malaysian	Various businesses	48- Best practice and benchmarking	It positively influences continuous improvement (i.e. development) and performance of organizations	Three
						49- Self-assessment	It is important for continuous improvement and excellence of organizations	Three

Sustainability	Sustainability	Three	Environmental management	No dominant culture	No dominant business	50- Sustainability and sustainability strategies or practices	It has a positive influence on long-term (sustainable) profitability and success of organizations	Three
Change Management	Change Management	Four	Transformational leadership and innovation	American	Various businesses	51- Transformational change	It enhances survival chances and increases competitiveness of organizations	Two
						52- Not affecting business operation at the time of managing change	It maintains organization from risks	One
						53- Reluctance of people in organization to change	Organization could fail to pursue new opportunities and implement new practices	One
Excellent and high quality product or service	Excellent and high quality product or service	Four	Strategic management	Western	Various businesses	54- Excellent unique product or service (of high quality)	It plays a role in organization's long-term success	Three
						55- Investment in new product development	It plays a role in long-term and sustainable success of organization	One
Perceiving the external forces	Perceiving the external forces	Three	No dominant school	No dominant culture	No dominant business	56- Not perceiving the external forces and threats	It has an adverse impact on the sustainable success of organizations and their survival	Two
						57- Perceptions of institutional barriers	It is not a major influence on organization growth	One
Growth and Organizational integrity	Growth and Organizational integrity	Three	No dominant school	Western	Various businesses	58- Pressures related to growth	It might –if not attended to– threaten organizational integrity and its long-term success	One
						59- Organizational growth	It is considered important for organizational long-term success	One
						60- Low growth and high profitability	It is better than high growth and low profitability to reach the desirable state of high growth and high profitability	One

Marketing	Marketing	Three	No dominant school	No dominant culture	Various businesses	61- Marketing activities	It plays a role in the long-term success of organizations	Three
Technology and Capital Equipment Acquisition	Technology and Capital Equipment Acquisition	Three	No dominant school	Western	Various businesses	62- Technology	It is required for an organization to sustain its competitive advantage	One
						63- IT	It would not be a source of sustained competitive advantage	One
						64- Investment in up-to-date capital equipment	It is important for success of organization	One
Standards, Institutionalization /Policies and Procedures	Standards, Institutionalization /Policies and Procedures	Three	No dominant school	No dominant culture	No dominant business	65- Standardized process operations	It is important for organization's continuous improvement	One
						66- Institutionalization	It in itself does not influence long-term success of organization	One
Problem solving	Problem solving	Two	No dominant school	No dominant culture	No dominant business	67- Systematic problem solving	It is important for maintaining organizational integrity. Fire fighting mode to solve problems threatens the continuity of organization existence	One
						68- Employees' willingness to cooperate with each other to solve the organization's problems	It is important for the long-run survival of organizations	One
Accountability and Transparency	Accountability and Transparency	One	Not available	American	Energy	69- Accountability and transparency	It is important for the organization to sustain	One
Religious values	Religious values	One	Not available	American	Self-proclaimed 'Christian-based'	70- Religious values	It positively influences growth, profits and reputation of organizations	One

ISO certification	ISO certification	One	Business Excellence	Spanish	Various businesses	71- ISO certification	There is no evidence of its effect on the value of organization or sustainable competitive advantages	One
Continuous Improvement	Continuous Improvement	One	TQM and Business Excellence	Portuguese	Municipalities	72- Long-term commitment to build a continuous improvement culture	It is importance for future success of organization	One
Franchising	Franchising	One	Not available	American	Various businesses	73- Franchising as a strategy for growth	It enhances firm survival and growth	One

### **6-3: Discussion of the achievement of the research objectives.**

As this research has sought to answer the question, it did so with research objectives. This has been done through a search for relevant literature and systematically reviewing and extracting the factors considered by scholars to influence SDO, followed by categorizing, analysing and discussing them to construct greater understanding and to draw conclusions from these factors.

The first research objective '1- To systematically search for and review accessibly available relevant literature to extract the factors found by scholars of this literature to influence SDO.' was achieved through the exhaustive systematic search for the research keywords in titles and abstracts in different accessed international databases and ended by extraction and identification of factors influencing SDO.

The overall outcome of such a search in titles and/or abstracts was about 7800 potential articles or studies. The vast majority of these were found to be focused on non-relevant subjects and areas. The pre-determined inclusion and exclusion terms were applied and resulted in the inclusion of 71 relevant studies in the systematic review processes undertaken in chapter five as stated in section (6-1).

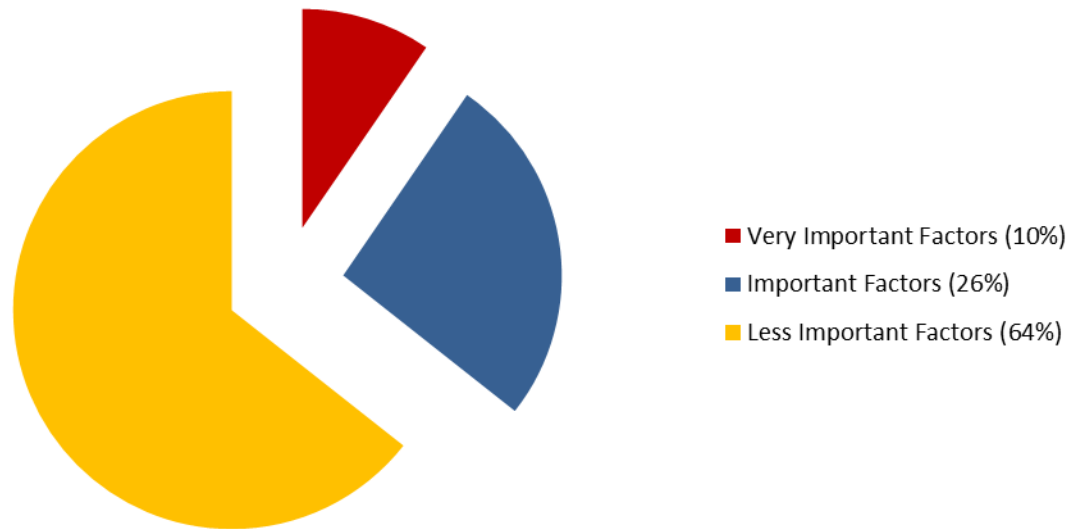
Such systematic review comprised analysis and discussion of the factors found by the scholars of these included studies and resulted in identifying the factors that influence SDO. The final categorization of different contexts and influence type of all identified factors is illustrated in Table 6.

The second research question '2- To develop a categorization and understanding of the factors that have been found by scholars to influence SDO' is answered in the conclusions at the end of each theme as well as in Table 6. However, for further understanding of other different aspects of these identified factors, some important conclusions and implications are outlined in the following subsections.

#### **6-3-1 Prioritization categorization and its implications on the identified factors**

Some factors have appeared in the reviewed studies more frequently than others according to the conclusions identified in Table 6. The factors found by scholars to influence SDO can then be classified in three groups: very important which included 7 factors, important which included 19 factors and less important which included 47 factors. See Figure 6.

**Figure 6. Prioritization categorization and its implications on the identified factors**



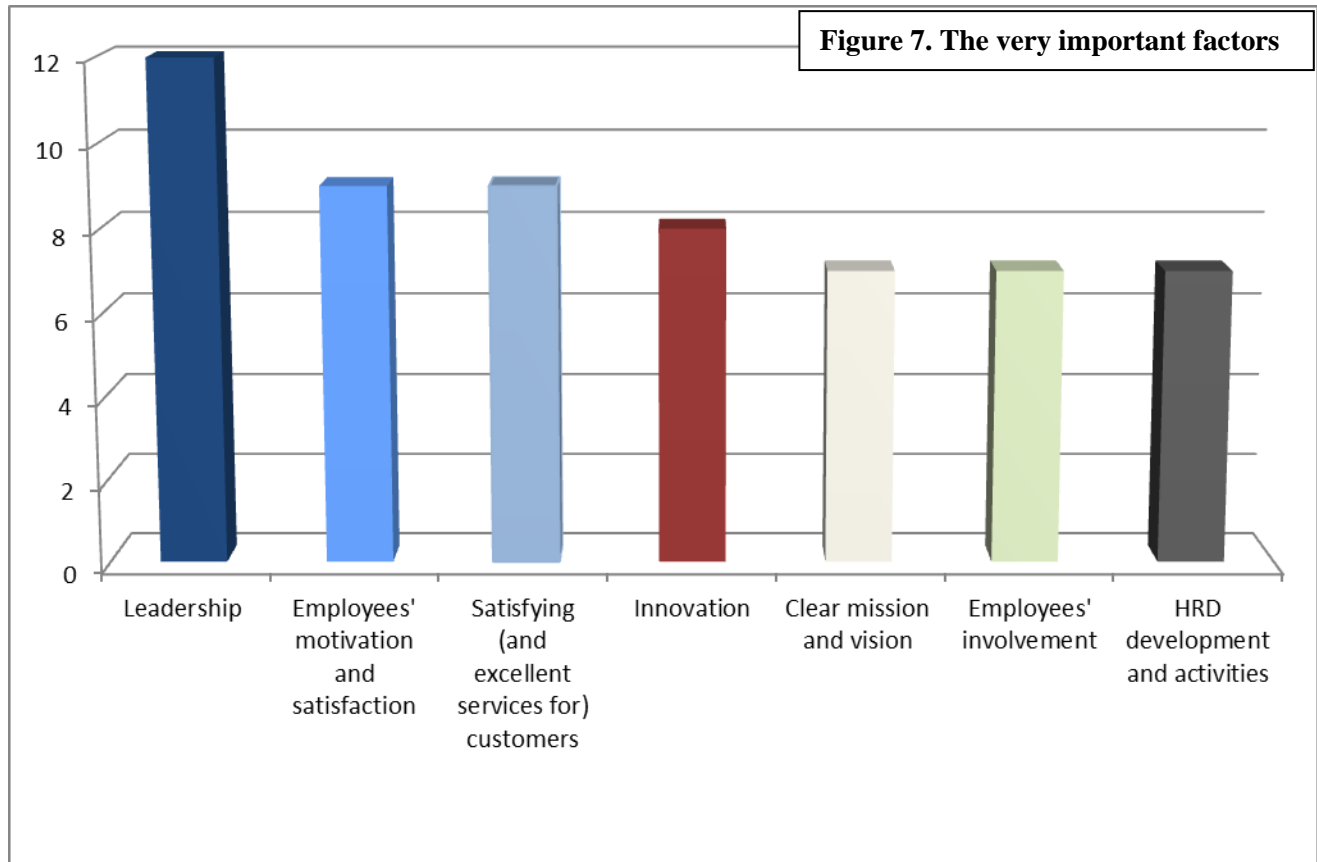
The first group of very important factors included factors that appeared in 7 to 12 studies of the 71 reviewed studies, more than any other factors. In other words, these are the factors supported by the largest number of scholars/studies (7 to 12 scholars/studies) of the 71 reviewed studies. Such factors include:

- 1- Leadership (supported by 12 studies)
- 2- The two factors, - Motivation and reward employees' performance (supported by 5 studies) and - Recognition of (and paying attention to and sincere concern about) employees' needs to be rewarded, satisfied and appreciated (supported by 5 studies) are merged, because they were found to be very similar and both emphasized the importance of employees' motivation, reward and satisfaction (see No. 8 in Table 6). This factor was then supported by 9 studies (because one of these two factors had appeared in one same study), so their total appearance should be 9 not 10. The merged factor is illustrated under one factor "Employees' motivation, reward and satisfaction".
- 3- Satisfying customers and paying attention to their needs (supported by 7 studies) and Excellent and high quality customer services (supported by 5 studies) factors were merged because they are found to have similar meaning and influence (see No. 30 and 31 in Table 6). The merged factor "Satisfying (and excellent services for) customers" became supported by 9 studies (because three of these two factors have appeared in the same studies), so their total appearance should be 9 not 12.
- 4- Innovation (supported by 8 studies)

5- Clear mission and vision (supported by 7 studies)

6- Employee involvement and participation (supported by 7 studies)

7- HR development, particularly education and training of employees (supported by 6 studies) and HRD programs or activities (supported by 3 studies) were also merged because they are very similar and have similar influence (see No. 15 in Table 6). The merged factor "HR development and activities" became supported by 7 studies (because two of these two factors have appeared in the same studies), so their total appearance should be 7 and not 9. See Figure 7.



The second group includes factors that have appeared in (or been supported by) 3 to 6 studies of the 71 reviewed studies. They included:

1- Skills of people working in the organization, such as managerial, decision-making and technical skills (supported by 5 studies)

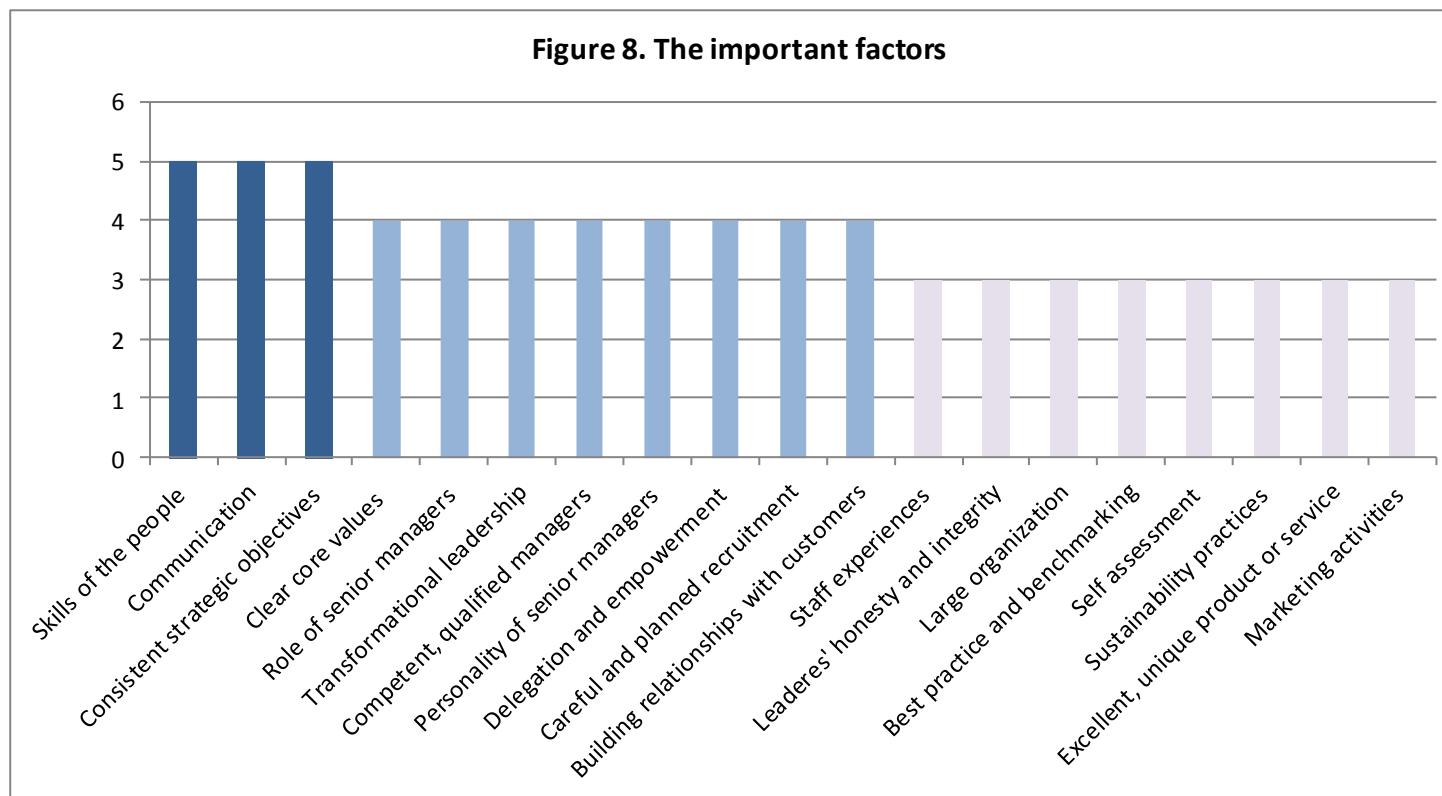
2- Communication within the organization among managers and staff (supported by 5 studies)

3- Consistent strategic objectives and working on these objectives (supported by 5 studies)

4- Clear core values (supported by 4 studies)

5- Role of senior managers (supported by 4 studies)

- 6- Leadership style, mainly transformational (supported by 4 studies)
- 7- Competent, qualified managers (supported by 4 studies)
- 8- Personality or character of the business founder or senior managers (supported by 4 studies)
- 9- Delegation, trustful environment or empowerment (supported by 4 studies)
- 10- Careful and planned recruitment of right qualified employees (supported by 4 studies)
- 11- Building and maintaining good relationships with customers (supported by 4 studies)
- 12- Staff or involved people's experiences (supported by 3 studies)
- 13- Leadership characteristics personality, mainly leaders' honesty and integrity (supported by 3 studies)
- 14- Large organization, including large size of start-up (supported by 3 studies)
- 15- Best practice and benchmarking (supported by 3 studies)
- 16- Self assessment (supported by 3 studies)
- 17- Sustainability and sustainable strategies or practices (supported by 3 studies)



- 18- Excellent, unique product or service of high quality (supported by 3 studies)



19- Marketing activities (supported by 3 studies), which, if considered together with the 'satisfying customers and paying attention to their needs' factor as a marketing activity, would be a very important factor (this is a potential further direction of future research). See Figure 8.

The third group includes factors that have appeared once or twice in the 71 reviewed studies. They have been listed in Table 6.

Thus, organizations are expected to simultaneously and continuously implement and practise these seven very important factors, and plan for implementation and practise the 19 important factors. Although it has been found that none of the factors reviewed in this research are sufficient on their own in striving toward SDO, some (factors relating to the areas discussed above) are more important than others, and followed as a whole in an integrated implementation approach might make SDO reachable. This is discussed hereafter in item D in section (6-3-3)

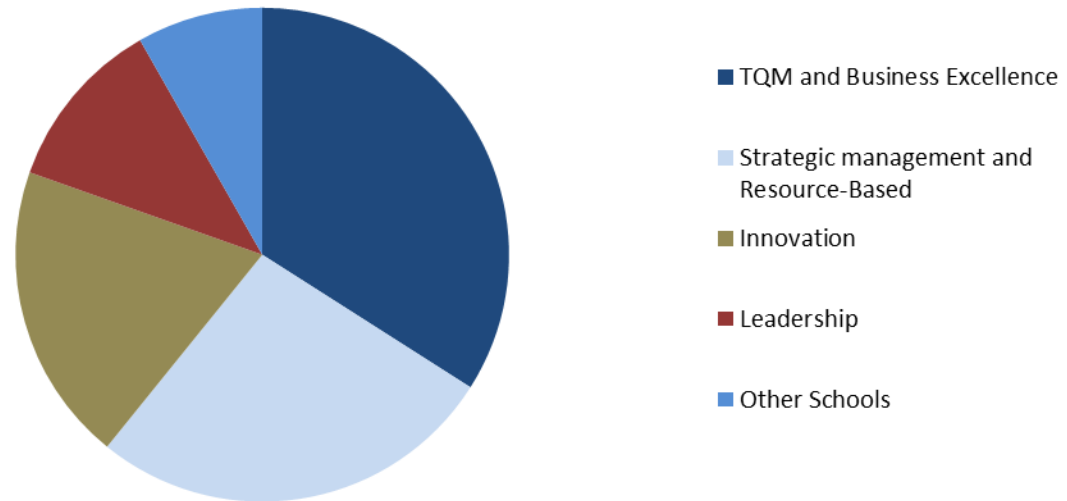
### **6-3-2 The implications of the contextual relationships between the identified factors**

#### **A- School relationship:**

In each of the seventy-one reviewed studies, the school, or schools, of management found in each study (if available) were noted. Sometimes more than one school was found in a study. According to this record, the top four schools found to be the thought context of the identified factors in the most themes and factors are:

- TQM and Business Excellence (including combinations with other schools) appeared in 33 studies.
- Strategic management and Resource-Based schools appeared in 26 studies.
- Innovation (including combinations with other schools) appeared in 19 studies.
- Leadership (including combinations with other schools) appeared in 11 studies. See Figure 9.

**Figure 9. Appearance of schools of management thought**



Thus, the dominant schools of management thought in these reviewed studies are the TQM and Business Excellence, Strategic Management, Innovation schools and Leadership perspective.

So, it could be concluded that the generation of some of these factors are affected by the school context, and the final identified factors and the influence of each of them has a relationship in one way or another to its school. In this regard, leadership is seen as a very important influencing factor for excellence and SDO by the TQM and Business Excellence school (as is employee involvement and participation, which is regarded as very important for the sustainable success of organizations). As TQM and Business Excellence is the school that has appeared most, it is easy to conclude that leadership is important, particularly as it is the first in the group of very important factors. So, further research is encouraged to examine the relationship between TQM & Business Excellence schools and the leadership styles in respect of their dual influence on the sustainable development of organizations. On the other hand, transformational change is seen as enhancing survival chances and increasing competitiveness by the Transformation Leadership perspective. There is also an overlap between the Strategic Management school and strategic leadership in respect of their thinking strategically. In addition, there is a strong relationship between establishing clear vision and clear strategic objectives.

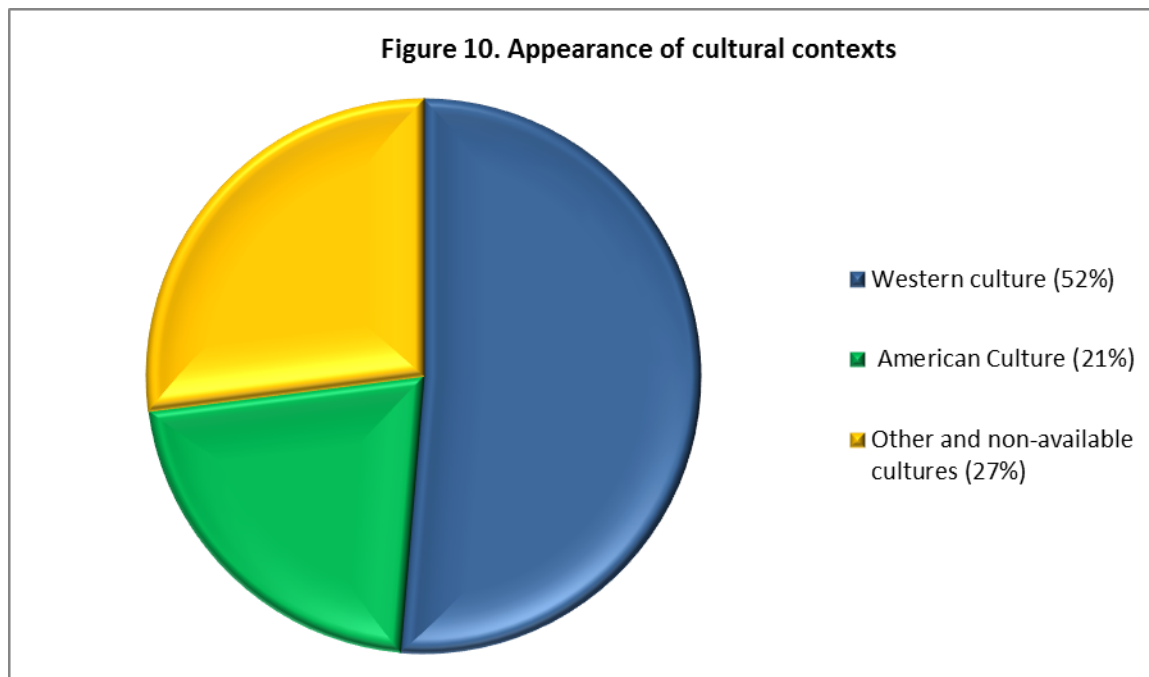
For the factors with no dominant schools, particularly the factors of very important and important groups, they are considered either apparent and generally accepted factors among different schools or their importance was shared between the appeared schools. These factors include, innovation, existing

of clear mission and vision, satisfying customers, HRD development, skills of people working in the organization and motivation and reward employees' performance.

## B- Cultural relationship

The dominant cultural contexts per factor are noted based on the conclusions in Table 6. Context refers both to the culture (often the country/countries in which each study took place) and the type of business. According to this record, the dominant cultures (when available) found within these factors (in which the studies were conducted) are:

- Western (American is included when it is not dominant) culture appeared as dominant in 38 factors (52%).
- American culture appeared as dominant in 15 factors (21%).
- Others (mainly South Asian) and non-available cultures appeared as dominant in 20 factors (27%). See Figure 10.



North American, European and Australian/New Zealand cultures are added together, as representing 'Western' culture.

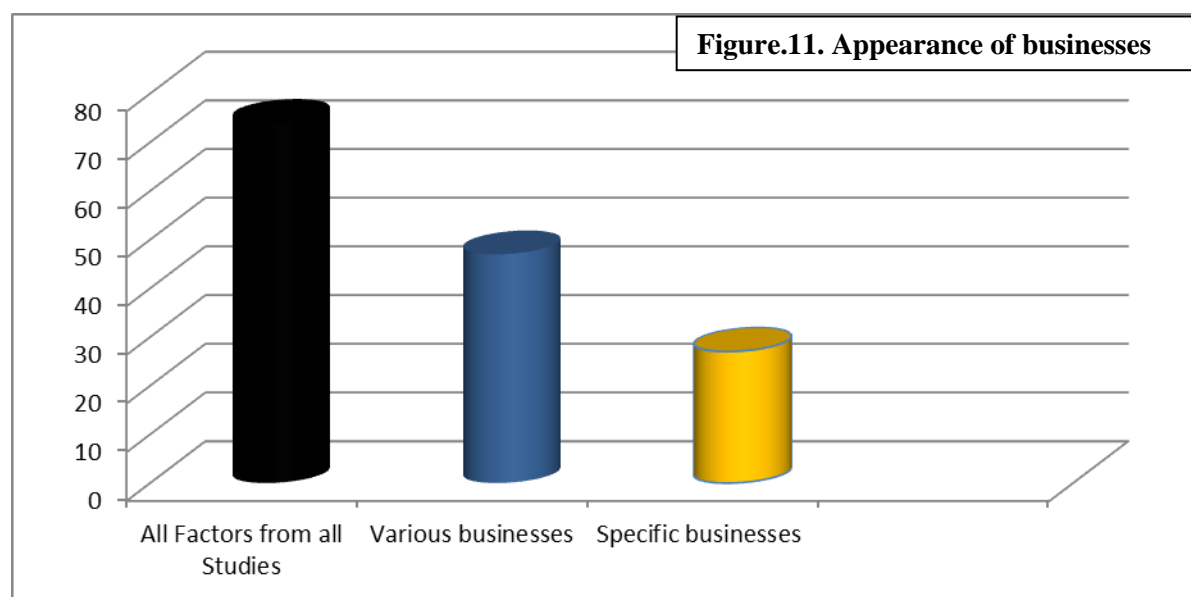
If we add the number of American cultures to the Western cultures, about 73% of the produced factors are from studies that had been conducted in Western countries. In this 73%, American culture represented about 29%. Thus, the dominant culture in these reviewed studies is Western culture (American, European and Australasian), as most of the studies have been carried out in this context.

So, it could be concluded that the generation of these factors is affected by this cultural context and the final identified factors and the influence of each of them has a relationship in one way or another to its culture. Moreover, the generalizability of the overall conclusions for Western organizations must be considered.

Despite this, the very important and important factors, such as leadership, establishing clear mission and vision, employees' motivation and involvement, HRD development, innovation and customer satisfaction can be considered apparent and important in respect of their influence on SDO regardless of the cultural context, as stated by many studies shown in the themes' discussion in this research.

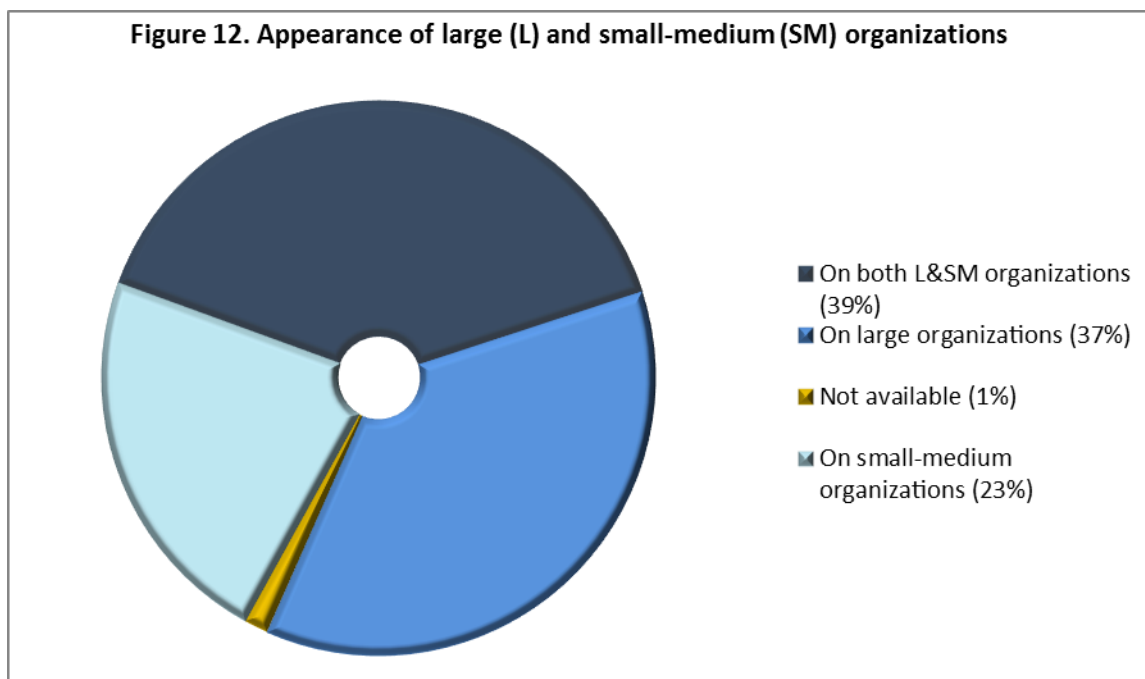
### C-Business relationship

In each of the seventy-one reviewed studies, the type of business found in each study (when available) is noted. According to this record, 46 out of 73 identified factors in Table 6 are generated from studies that had been conducted about various and/or multinational businesses. The remaining 27 factors are from studies that have been conducted about specific businesses (or the business is not available). See Figure 11.



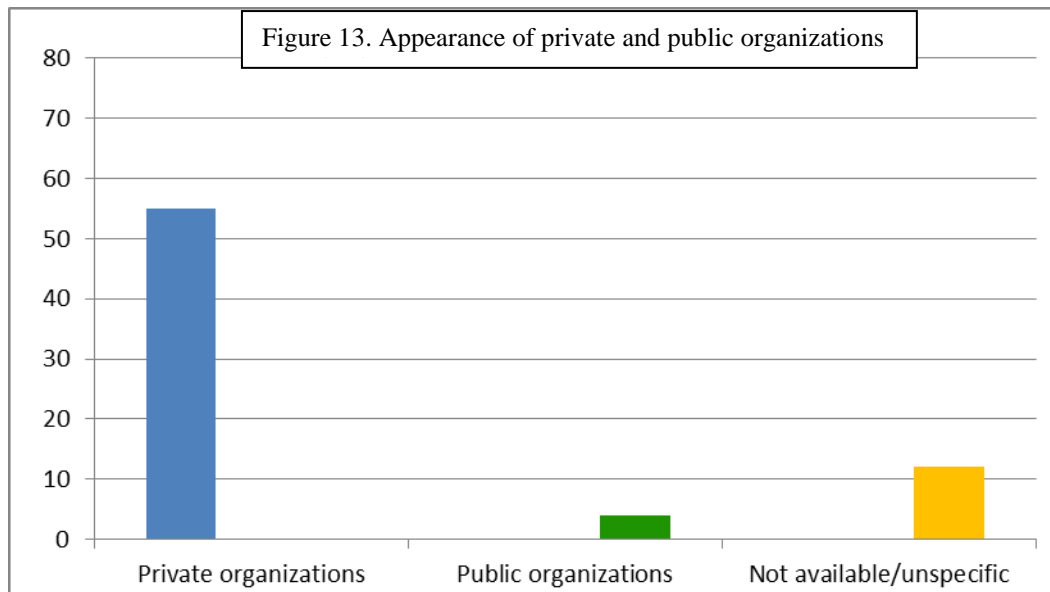
About 65% of the factors were from studies conducted on various businesses. This dominance is significant, as it enhances the possibility of generalizability of the identified factors, especially in the context of Western cultures, particularly the very important and important factors mentioned earlier.

With regard to the context of large (L) and small-medium (SM) organizations, 28 (39%) out of the seventy-one reviewed studies are considered to have included both L&SM organizations, 26 (37%) studies have been conducted on large organizations and 16 (23%) studies have been conducted on small-medium organizations. The information related to the organizations in one study was not available. See Figure 12.



Furthermore, the very important and important factors appearing twice in the 16 studies conducted only on SM organizations included: customer satisfaction, innovation, HRD, communication and skills of people. However, when both large and small-medium organizations (28) are combined with the large (26) or with SM (16) organizations, it is noted that the overall conclusions relate by 76% (54) to large organizations or by 62% (44) to SM organizations respectively. This means that both are represented in the reviewed studies as well as related to the overall conclusions of this research.

Regarding the private and public context of the reviewed studies, it is found that 55 (77%) out of 71 reviewed studies had been conducted on private organizations. Only 4 (6%) had been conducted on public organizations. In 12 (17%) studies this information was not available, and the studies either theoretical or unspecific. So, the impact of the produced factors in this research is much more related to private organizations. See Figure 13.



However, the very important factors may be considered as no less important for public organizations, because they –as indicated earlier- are apparent and also supported by some of the reviewed studies. The most supported factors (by the above four studies) for public organizations to enable them to strive toward SDO as well as the purpose of their existence are leadership, mission and vision, employees' involvement and participation, and customer satisfaction.

### 6-3-3 The implications of the influence relationship between the identified factors

After collecting together the identified factors in Table 6 and the overall conclusions of this research, it is concluded that striving toward SDO can only be possible through the implementation of a combination of factors illustrated in Table 6, particularly the very important factors and all or as many

of the important factors as appropriate. The following implications and relationships can be addressed in this respect.

- a) This research has found that there is little agreement among scholars, as well as among schools of management thought, regarding a single, best way toward SDO in different cultural and business contexts. It has also found that, due to the great variety of national and business contexts and cultures; the vast range and nature of organizations; the constantly evolving nature of international trade and relations; in addition to the challenge of rapidly developing information technology, no single factor has been shown to lead to SDO for all businesses in different cultures. Out of the seventy-one reviewed studies, the maximum number of scholars (studies) found to support a specific factor is twelve studies (17%); supporting leadership. The next largest number is nine studies (13%) supporting the collective factor of employees' motivation, reward and satisfaction. Nine studies (13%) supported the collective factor of satisfying (and high quality services for) customers; eight studies (11.3%) supported innovation. Seven studies (9.85%) supported the clear mission and vision factor (the employee involvement and HR development factors also received this number). No other factor is identified as being supported by more than five studies (7%), and most were identified by even fewer supporting studies.

This means that for any organization to strive toward SDO, its leaders have to simultaneously implement and practise all the very important factors and many (if not all) of the 19 important factors mentioned earlier.

Organizations that fail to recognize this face the threat of failure. For example, an organization that has strong vision and mission, but does not have a committed and sincere leadership or does not involve its staff in the decision making and development activities or solving problems is not likely to achieve such vision, and in turn not be able to reach the desirable SDO (i.e. the desirable continuous and long-term development and success of the organization). An organization that has high customer satisfactions, but does not establish clearly its direction, is likely to fail to strive successfully toward SDO. An organization that motivates its staff but does not train them well will lose its customers. Furthermore, weakness in one area can have a disproportionately large effect on an organization; outweighing undoubted strengths in other areas.

- b) Therefore, according to the conclusions of this research that for an organization to strive successfully toward SDO, an integrated continuous implementation of at least all the very important factors is required. This integrated approach is not easy, but it is possible for those

leaders who are forward-looking in leading their organizations toward SDO. The general implications of such integrated importance of these areas (i.e. the very important factors) and their impact on SDO are addressed.

- Effective, proactive and committed leadership is essential in order to put into practice such an integrated implementation that leads to SDO. This has been demonstrated in contrasting worldwide contexts in many studies in this research.

Leadership is needed to set an inspired vision, involve the organization's staff in such a setting and then selling that vision to others and empowering them to achieve it. Leadership, shared vision and mission as well as involvement of organization's staff, are the required base for a successful motivation and reward system, innovation, satisfying customers and developing HR and, in turn, SDO. They all form the base for achievable strategic objectives and efficient communication. This shows the importance of an integrated continuous implementation approach to strive toward SDO where leadership stands at the heart of this approach. According to the conclusion of this research, no single factor is sufficient of itself!

- While it is important for an organization to remember its original aims (mission), it is also important to progress and grow (vision). Successful innovation cannot be achieved without clear vision. Clear vision and mission have played an important part in the success of many different organizations in different contexts. The ability to think strategically enables organizations to plan for the future rather than 'take each day as it comes', and this ability has been linked with company survival and growth. Clear mission and vision is a very important factor and should play an essential part in striving towards SDO.
- If leadership, innovation and vision are essential to putting into practice the above mentioned integrated approach, the same applies to those whom they lead. Involvement and participation as well as motivation are important at every level of an organization's structure and efforts all the time. Investment in well-studied HR involvement and motivation policies and procedures is one of the most feasible investments an organization can make – even if it might not lead to an immediate financial profit. Several studies found the influence of employee involvement on the general morale and overall long-term success-development of organizations. The motivation and reward of employees (in particular reward and incentive of/for employees' performance) has also been found by many studies to be a very important factor, making the process of leadership, innovation, vision implementation, involvement of employees and the development of employees efficient and easier. Employee involvement and participation and motivation are a major part of



the successful organizations in a wide range of contexts and cultures, and should form an important part of the strategy of integrated implementation of factors leading to SDO.

- Satisfying customers (or customer satisfaction) is also a very important part of such an integrated approach. Any organization that does not satisfy its customers and pay serious attention to their needs is doomed to failure, no matter how successful its internal processes are or how innovative it is. This is supported by many studies and it is also found to be of vital importance for the continuous and long-term success of organizations and, therefore, should be an essential part of the efforts toward achieving SDO.

- HR development (HRD) has also been found to make an important contribution to the success of many different organizations in different contexts. Related to HR development and closely related to the area of leadership discussed above are managerial, decision-making and technical skills of people working in the organization. The area of such skills is extremely broad, and differs based on the business and culture differences. In an age of constant change, innovation and progress it is vital for organizations to keep up-to-date and HR knowledge and skills development should form an important part of the integrated implementation of the factors which support organizations' efforts toward SDO.

- For employee involvement and an organization's vision to be achieved; for customers to be satisfied and the leadership to be able to lead; efficient communication among managers and staff within the organization is needed at all times. Efficient communication is the 'cement' that binds together all leadership and employees' efforts toward SDO. The communication factor is found to have close relationship with employee involvement. Without good communication between employees and managers, it is difficult to delegate and to involve employees and thus strive toward SDO.

- If an organization has high quality products and services and motivated skilful employees but does not have effective marketing activities and strategies, it will be difficult to continuously inform and convince its targeted customers to experience those products and services. In turn, the organization will face challenges in striving toward SDO.

c) As hinted above, many HR factors are found to have close relationships with the leadership factor, particularly personal factors (competency, qualification and personality of senior managers), involvement and motivation of employees factors. It is important for leaders of organizations to recognize this relationship and to consider this implication while trying to implement such factors. Another relationship is found between transformational leadership and innovation factors, where they are found to complement each other. It is also important to consider this, as it implies a direction for

practitioners and future research where one future direction of research could focus on examining the relationship between transformational leadership and innovation and their dual influence on SDO. The leadership factor has also been found to have a relationship with establishing clear vision and mission, and strategic objectives.

d) Based on the previous discussion, it is concluded that there is a pressing need to look into an Integrated Continuous Implementation Approach (ICIA) that links theory and practice as well as management and leadership in striving toward continuous and long-term development and success of organizations (i.e. SDO). This approach considers the previously highlighted implications of the identified very important and important factors that influence such development and success, so can be both a theoretical and practical reference for different organizations and their leaders in their striving toward SDO. Such an approach is called ICIA for SDO.

Moreover, it is found that there is no agreed upon complete and coherent definition or understanding of SDO and the factors influencing it among the reviewed studies, and, therefore, it is also concluded that the sustainable development and success of organizations (SDO) is a continuous rather than a fixed target. This target can only be striven toward through the integrated continuous implementation of many factors all together. See Figure 14 and Figure 15.

Figure 14. The Integrated Continuous Implementation Approach (ICIA) for SDO

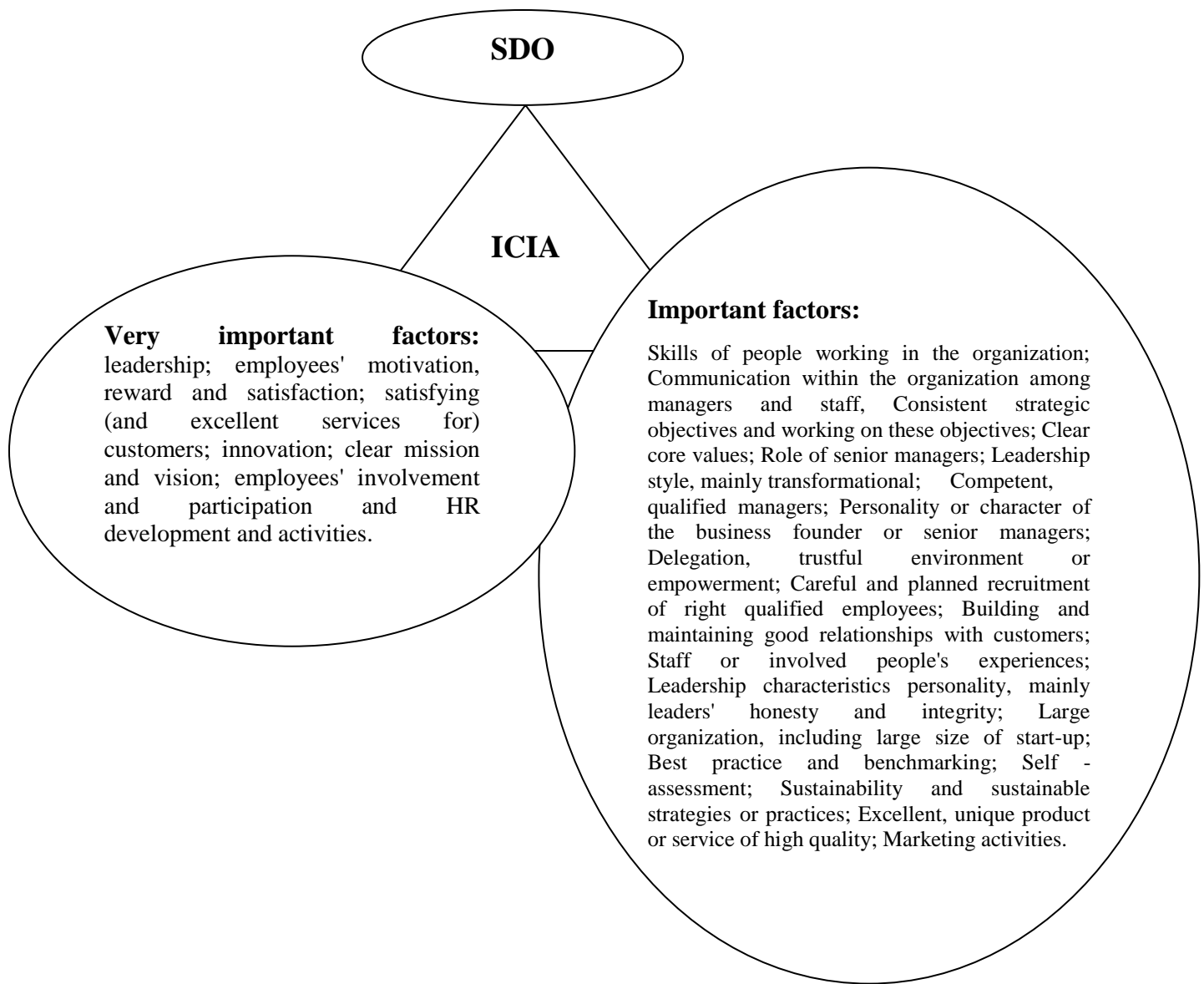
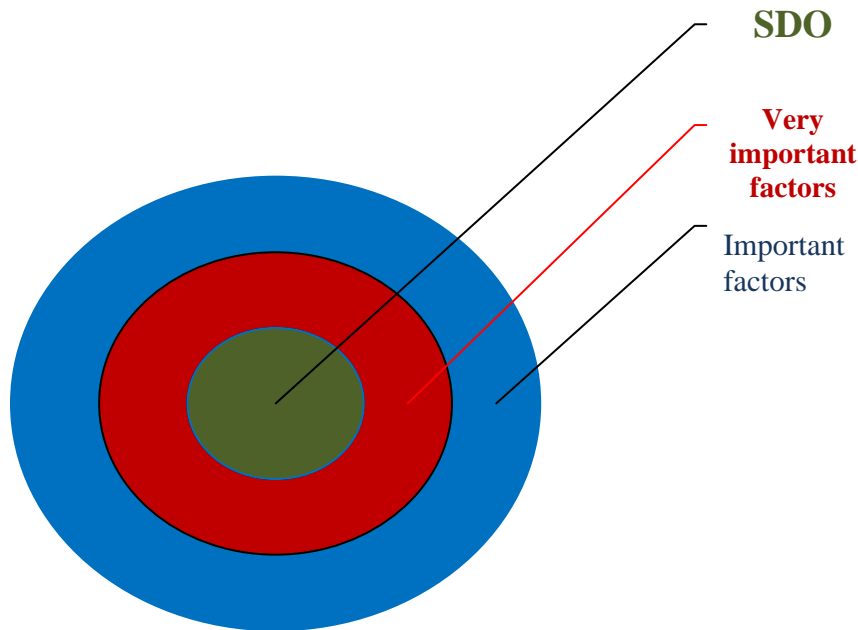


Figure 15. The Continuous practice of ICIA in striving toward SDO.



e) Finally, practising just some of the very important factors might lead to a 'partial' and most likely short term, success and development of organizations. However, such partial practice, according to this research, will never lead to sustainable success-development of organizations (SDO). Striving toward SDO requires continuously practising at least all the very important factors and many of (if not all) the important factors; and maybe some of the less important ones, based on the type of organization.

At the end, it is important to indicate that the factors within the group classified in this research as less important, due to their appearance in scholars' studies, may not be less important per se. The researcher sees the importance of some of these 'less important' factors – in particular, number 6 (existence of staff with credibility, integrity and honesty), number 13 (coordination and cooperation between employees and units), number 20 (clear work roles and clear responsibilities: this factor is supported by two studies), and it might not be possible to achieve many of the factors contributing towards SDO without existing clear roles, duties and responsibilities being laid out and understood. This could be a direction for future further research. In addition, number 43 (sufficient financial

reserve), number 52 (not affecting business operation at the time of managing change) and number 70 (religious values) are also seen to be important factors to be taken into account.

## **6-4: Identifying the contribution to knowledge**

### **6-4-1 Theoretical contribution**

This research has made a novel theoretical contribution to the subject of SDO on account of its scope and depth, as well as of its methods which have been applied for the first time to provide a new and different understanding of the factors that influence and contribute to SDO.

Starting with sustainability in general, this research moved on to the question of the sustainable development of organizations (SDO). It has been noted that while there is a wealth of research on environmental sustainability, there is a scarcity of academic studies relating to the equally important area of SDO. This research has filled that gap, especially with regard to the factors influencing SDO which have been particularly under-researched.

During the course of this research, a wide range of evidence (literature) has been found, read, and subjected to rigorous inclusion and exclusion criteria. The factors found by scholars of this literature have, furthermore, been identified, categorized, analysed and discussed and cultural, business and any management school perspective contexts it may contain were considered. This has been achieved by using the systematic review methodologies which have not been used in such a context before. Finally, all factors and their implications have been collected into one chapter (i.e. the overall conclusions chapter).

In particular, the following theoretical contributions to knowledge are identified:

1. This research has contributed to existing knowledge through a systematic search, review and identification of the factors found by scholars of 71 relevant academic studies to influence SDO, which have not been systematically reviewed and identified before. It is, therefore, the first research to have systematically reviewed a wealth of literature on leadership and management from a viewpoint of factors influencing SDO. It is also the first systematic research on the sustainable development of organizations (SDO) in the academic community.
2. The term SDO is being used and raised for the first time in respect of organizations in general, rather than environmental contexts.

3. This research provides the following definition of SDO: "SDO is the terminology concerning the continuous and long-term development and success of organizations (apart from the environmental contexts) as a continuous rather than a fixed target. This target can only be striven toward through the integrated continuous implementation of many factors all together."
4. This research has provided a systematically reviewed categorization of clustered themes comprising the identified factors that influence SDO (See Table 6).
5. This research has provided a further and new understanding of the identified 73 factors found by scholars of the systematically reviewed studies to influence and contribute to SDO (see Table 6, sections 6-3-1 and 6-3-2), which have not been systematically categorized and identified before.
6. This research has provided further important theoretical understanding of the influence of the identified important factors on SDO, as well as their relationships and contexts (see section 6-3-3). In particular, these factors have been categorized in order of importance (very important/important/less important) according to their influence on and contribution to SDO. This has led to the proposed Integrated Continuous Implementation Approach (ICIA) which emphasises the importance of considering all the very important and important factors in striving towards SDO (see Figures 14 and 15).
7. This research has added to theoretical and practical understanding of these factors and their influence on SDO and made a positive contribution to the discussion and literature dealing with the current challenges facing different organizations.
8. This research has opened many directions for further research, and the potential for such research is almost endless. It, therefore, will become a useful tool for interested scholars and practitioners, and a valuable starting point for further discussion on the subject of SDO. This research will also begin a dialogue in the academic community and encourage other researchers to conduct further studies on the factors that influence SDO.

#### **6-4-2 Methodological Contribution**

The following methodological contributions to knowledge are identified:

1. The systematic review (SR) methodology was first developed in the fields of medical science and educational research. Therefore, it is certain that the SR model developed in this research will positively contribute to the further use of SR in social science research.

2. There have been earlier attempts to carry out studies using methods similar to systematic review. There is also a methodological literature focused on SR. The developed SR in this research has built on both of them. However, SR in this research has been developed into a detailed, highly systematic process that will provide a model for future research of this kind and be an appropriate choice for answering specific and significant research questions.
3. This research has also made a contribution to methodology as it has used, for the first time in the research subject, a systematic review (SR) methodology to search for and review the factors influencing SDO, and to answer the research question and achieve its objectives.
4. The SR methodology model of this research is more developed than any SR used before in leadership and management research. It comprises developed phases, criteria, terms and procedures that ensure greater efficiency and transparency in all review processes. It also unpacks the contexts and different perspectives related to the factors found in each reviewed relevant study. It ensures involvement of any accessibly relevant studies in the research field, and eliminates any unintentional bias in all phases of the search and review process, through developing quantities and qualities of multi search words. This developed model also involves quality assessment criteria, and develops systematic tables comprising the basic information related to the factors found by scholars of different studies in different contexts.
5. This research also provides a broad definition of Systematic Review (SR) or Systematic Literature Review (SLR) methodology as follows: "SLR is the methodology by which a specific research question and explicit research objectives are determined, followed by an exhaustive search for and review of any accessible available relevant literature (using multi-keywords and clear pre-determined inclusion/exclusion terms) and then the included literature is reviewed and its findings extracted, categorized, analysed and discussed considering the different contexts, with the aim of identifying the factors/findings and drawing important/new overall understanding and conclusions from those factors, including different relationships and implications."

#### **6-4-3 Practical contribution and Managerial Implications**

Organizations today face many and various challenges in striving toward sustainable success-development. This research has not come to any simplistic and final conclusions to meet those challenges, although its contribution to practice has appeared in the previous section that established some important outlines and guidelines to be considered in the practice of different organizations in their efforts toward SDO.

Although there is a wealth of popular literature, much of which adheres to a particular school or style or proposes clear-cut, sometimes simplistic, solutions, it is concluded from this systematic research and review that, in order to meet those challenges, and to strive toward long-term success and development of any organization (i.e. SDO) in a rapidly changing world, a more thoughtful integrated continuous implementation approach taking into consideration different factors is required. Such an approach has been outlined in the previous subsections of section (6-3).

The discussion in section (6-3) has established that certain key factors play an important part in sustainable development-success of organizations, and that these are linked and related to each other and, therefore, interdependent. It is unrealistic to pursue a policy based on one factor without ensuring that the others are also pursued and achieved. Practically, all of the identified very important and important factors should form part of an organization's daily practices.

So, to meet the challenges mentioned above, and to strive more successfully towards SDO, this research also contributes to practice by strongly recommending that leaders of organizations practise simultaneously and continuously all the very important and important factors (i.e. applying the Integrated Continuous Implementation Approach 'ICIA'). Furthermore, they are recommended to set up an action plan that ensures a continuous implementation and practising of such factors (i.e. action plan of ICIA towards SDO), as previously discussed (see section 6-3 and Figures 14 & 15).

ICIA will take time to lead to SDO and it should be emphasised that striving towards SDO is a continuous process and never ends, as concluded in the previous sections as well as indicated in the definition of SDO.

Thus, this research has provided a further practical understanding of the factors that would lead, when practised by organizations, to SDO (See sections 6-3-1 and 6-3-2). It has also provided further important practical understanding of the implications of the influence and relationships of the identified important factors which play an essential role in striving toward SDO (i.e. section 6-3-3).

In particular, the following practical contributions and managerial implications are identified:

1. As it is found in the reviewed literature that there is no agreed-upon and coherent definition of SDO and the factors influencing it, it is thus concluded that the sustainable development and success of organizations (SDO) is a continuous rather than a fixed target. This target can only be striven



toward through the integrated continuous implementation of many factors all together. See Figure 14 and Figure 15 pages 246-247.

2. As no single factor has been shown to lead to SDO, this means that for any organization to strive toward SDO, its leaders have to simultaneously and continuously implement and practise all the very important factors and many (if not all) of the 19 important factors mentioned earlier, and sometimes some of the less important factors, based on the type of organization. Organizations that fail to recognize this face the threat of failure. The leader of any organization should establish a team under his direct responsibility and supervision to start implementing and practicing the very important factors; particularly, those of establishing clear mission and vision, employees' motivation and involvement, innovation and customer satisfaction. In parallel, the team is advised to implement the important factors; particularly, enhancing the efficient communication, core values and marketing activities throughout the organization.
3. Leaders of organizations should recognize that striving toward SDO is only possible through the integrated implementation of the factors (illustrated in Table 6 and Figures 14 & 15, pages 246-247) as stated above. They have also to recognize the integrated relationships between different factors discussed in section 6-3 and to consider the implications of such relationships while trying to implement such factors. Furthermore, they have to recognize that weakness in one area can have a disproportionately large effect on an organization; outweighing undoubted strengths in other areas.
4. An organization's leaders have clearly to recognize that practising just some of the very important factors (or a single school of management thought) might lead to a 'partial' and short-term success and development. However, such partial practice, according to this research, will never lead to long-term and sustainable success-development of organizations (SDO). If one area of an organization's practice is weak, the rest will be affected adversely. For example, an organization that has strong vision and mission, but does not have a committed and sincere leadership, or does not involve its staff in the decision making and development activities or solving problems, or does not have effective marketing strategies, is not expected to achieve such vision, and in turn not be able to reach SDO (i.e. the desirable continuous and long-term development and success of the organization). An organization that achieves high customer satisfaction, but does not establish clearly its direction, can also be expected to fail to strive toward SDO. An organization that motivates its staff but does not train them well might lose its customers and not utilize efficiently its motivated staff. Such practical implications have been previously explained in section 6-3-3 with other examples and the integrated approach that is required in striving toward SDO.

5. It should be a priority for any organization to have honest and competent manager in every senior (leadership) position in order to lead it to SDO. In turn, those leaders should continuously develop other subordinates skills.
6. Every organization needs a very clear vision, and this should be at the top of its leadership priorities. The leadership should also be committed to implementing and putting into effect such a vision all the time. Otherwise, the organization will lose its direction and face the threat of failure.
7. It is an essential condition for any organization striving toward SDO to have a continuous rewards system, set down in writing and promoted at every opportunity. Such a system should reward for efficient participation and excellent performance of any employee. An organization that lacks such a system will encounter many human and financial challenges and lose its competitive advantage.
8. An organization should develop and encourage an innovative environment, either for products or services, to strive toward SDO.
9. The customer's satisfaction should not just be paid lip service, but be a written and practiced commitment by all people in the organization, if an organization wishes to strive toward SDO.
10. Leaders of any organization have to recognize that if their organization has a high quality products and services and motivated skilful employees but does not have continuously effective marketing activities and strategies, it will face serious challenges in striving toward SDO.
11. Applying and practising the integrated approach (i.e. ICIA for SDO) is not easy, but it is possible for those leaders who are forward-looking in leading their organizations toward SDO.
12. Leaders of organizations have to recognize that the very important factors are important for both private and public organizations.

### **6-5 Further directions for future research**

It is not believed that this research has offered all the answers or generalizable results on this subject. Indeed, it may have raised far more questions than it has answered. It has, however, opened up avenues for debate on the subject of SDO, in the hope of beginning a dialogue in the academic community, whilst encouraging other researchers to conduct further studies on factors influencing SDO.

Nonetheless, it has shed light on several areas and directions, provided a wide ranging and solid base for further research and identified promising areas of research, which is likely to continue for a long time and may lead to many further thoughtful contributions to both theory and practice.

Future research is encouraged to examine further directions of the factors found by this research to influence sustainable success-development of organizations (SDO). Such future research might ask different questions, explore different areas, include published literature in other languages, include non-academic studies, examine different periods, use different methodologies, focus on specific parts or features of the organization and/or focus on a specific business and/or on a specific culture.

Some other possible directions for future research might include examining relationships between a specific factor in a specific culture and SDO; the influence of a specific factor in a specific culture/business on SDO; the different influences of a specific factor on organizations of a specific business of different cultures; influence of a list of factors on organizations of a specific business in a specific culture; dual influence of specific factors on a specific culture and/or specific business, and any other directions researchers may wish to follow from different angles using different methodologies.

In addition, any of the themes and factors mentioned in Table 6 may be considered a potential Master or PhD research question. This would include studying the influence of communication, values, leaders'/employees' skills of the people, marketing and/or sustainability activities on SDO.

Moreover, further research might examine the relationship between TQM & Business Excellence schools and leadership styles in respect of their dual influence on the sustainable development of organizations. Future research might focus on the examination of the relationship between transformational leadership and innovation and their dual influence on SDO as well as between any factors and schools. Future research might also test the factors found by this research in the context of countries and cultures that have featured only rarely in the reviewed literature, or in a very specific business or sector. Case studies of the experiences of organizations seeking to adopt and apply some of these factors could be also carried out.

Other directions for future further research that can also be considered include conducting studies on some of the 'less important' factors referred to at the end of section (6-3-3) and their influence on SDO.

Further research might also empirically test the factors concluded in this research. Such a test might be conducted through the use of a well-designed questionnaire by which opinions of a sample of

different senior managers would be explored on the influence of each identified factor on sustainable development within their organizations. Different samples could also be considered in different countries in one or more research areas to examine the differences in the influence of each factor in different contexts.

## **6-6: Limitations**

Although the scope of this research is broad, certain boundaries have been set. The conclusions of this research have to be considered according to the research boundaries (i.e. the covered period 1990-2011, academic literature, literature written in English). Such boundaries have also to be considered when utilizing (generalizing) its conclusions: ‘several problems and limitations attend the search for generalization’ (Sayer, 2000: 100). This research and its methodology, as with any doctoral research work and methodology, have certain limitations. In the case of this research, these limitations comprised time, the inclusion of studies written in English only, accessibility of different resources, availability of the relevant literature (Bimrose et al., 2005 and Pai et al., 2004) and the determined period of published literature (1990-2011); besides businesses and national-cultural differences and contexts (Yukl, 1994 and Tranfield et al., 2003); in addition to the exclusion of all non-academic articles or studies (Becheikh et al., 2006). Hence, the identified contribution to knowledge as well as the produced conclusions of this research is affected by the quantity and quality of these limitations. Taking these points into consideration, further directions for future research have been highlighted in the previous section.

With regard to the methodology used in this research, one of the main limitations of Systematic Review (SR) methodology is its restriction to reviewing the contents of written research, whereas it is unable to conduct experiments, or review the views and findings in the field, which are usually examined and reviewed through a wide range of qualitative and quantitative methodologies. This, also, might be an area for future research as stated in the previous section.

Nevertheless, SR remains one of the most suitable methodologies for exploring, unpacking and reviewing the findings and different perspectives of extensive written literature in a specific subject.

Furthermore, the inclusion and exclusion terms determined in the methodology of this research have been developed to ensure involvement of as many potentially relevant articles and studies as possible, and to ensure that any article/study that has been included is of relevance to the research question and objectives. However, this research cannot and does not guarantee to encompass (or argue that it has encompassed) all published studies, written in English, in the field.

If any other relevant article/study is not in this research it should not then have appeared in the outcome of the search processes using the 53 search words determined in this research in Table 3 of chapter four. The reasons for such an article or study being omitted may be one or more of the following: 1- it was not relevant, because it did not relate to the research question and research objectives, or it did not meet other inclusion terms such as being academic in character and other inclusion/exclusion terms (summarized in section 4-1 of chapter 4); or 2- it was not published in an electronic database or published in a database other than the databases used in this research; or 3- its author(s) used different words, which might have indicated the 'sustainable development of organizations', other than these 53 search words, but it was unclear; or 4- it was not reachable through the core electronic databases used in the research; or 5- it was not possible to obtain a hard or soft copy of its full text.

Moreover, in spite of the strong methodology of this research and the efforts to obtain the accessible relevant articles/studies during the search processes using such 53 search words (which have never been used in such number before in any other research using systematic review methodology), it is very important to state that there may be other studies using different words (other than those search words) to express or indicate the meaning of 'sustainable development of organizations', and which, therefore, did not appear in this research. Such potential missed studies could –if they found some factors influencing SDO- change the classification (and maybe the importance) of some identified factors from important to that of very important or from less important to that of important. This has been discussed in section 6-3-3 and in the further directions of future research (6-4); however, it is important to state this issue as part of this research's limitations and of the methodology itself.

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## **Appendices**

## **Appendix 1:**

**The systematic review table comprising analysis of factors related to the HR theme, which resulted from systematic review of obtained relevant studies listed in Table 4**

<b>Title of study</b>	<b>Author(s) name(s)</b>	<b>Publication year and country of study</b>	<b>Objective(s) of study</b>	<b>Sample or population of study</b>	<b>Methodology of study</b>	<b>Philosophy (school) of study</b>	<b>Limitation(s) of study</b>	<b>Finding(s) of (i.e. factors found by) study</b>
Management and organization through 100 years	Holt	1999 (Not available)	"To contribute to a better understanding of the complexity and diversity of organization theory by giving an analytical description of various schools." (p136)	Not available	"An analytical description of various schools."	Not available	Not available	"The most important success factor in an organization is competent employees and managers' (p139)
Leadership strategies for sustainable development: a case study of Suma Wholefoods	Jones	2000 (United Kingdom)	"Exploring possible leadership strategies for a firm wishing to move towards sustainable development" (p378)	Suma Wholefoods company	"Empirical, grounded theory, case study findings from Suma Wholefoods , a socially innovative U.K. worker co-operative, are used to explore the research aim." (p378)	Sustainability leadership or the environmental management school	Case study which requires further findings from other companies and of UK context	"Long term success depends on the attitudes, skills, knowledge and experiences of the involved people" (p381)
Organizational excellence and leadership strategies: principles followed by top multinational executives	Darling	1999 (multinational)	"Revision of organizational excellence and leadership strategies that have been at the heart of the practices implemented and followed by a group of top executives of multinational companies" (p309)	A group of top executives of multinational companies	Not available	Business Excellence and Situational leadership	Not available	-Success for the top executive leaders in customer satisfaction and product innovation required existence of committed people - Understanding the desire of human beings to be appreciated

Archetypes of Organizational Success and Failure	Fleck	2009 (USA)	Addressing the question of "why some positions of industrial dominance are persistently maintained and why early success stories so frequently turn into stories of decline and failure." (79)	General Electric and Westinghouse	Inductive theoretical work inspired by the empirical study of the high-tech rivals General Electric and Westinghouse	Not available	Study was of Western mainly American context	- "Development and renewal are vital for the continuing growth and continued existence of the firm" (p87) - planned recruitment of qualified human resources is vital in preserving organizational integrity and continued existence of organizations
Innovation, creativity and success	Heunks	1998 (Different European countries)	To "explore the role of innovation in small and medium sized firms, in relation to the firm's success." (p263)	"200 entrepreneurs in seven of the twelve countries of the European Community (E.C.). Luxembourg, Greece, Portugal, Ireland and Denmark were excluded." (p271)	An empirical check of the hypotheses	The innovation oriented school	European context	Self-confidence has a significant relationship with innovation as well as with the success of the firm
Employee attitudes, organizational performance, and qualitative factors underlying success	Thompson	1996 (Not available But seems to be USA)	Determining "the nature and strength of the relationships between various measures of organizational performance and employee perceptions of the HR practices within their work group." (p175)	71 districts of a large utility (a list of 1313 organizations were randomly selected)	Qualitative research	Could be TQM and Human oriented school	Not available	-High scoring organizations have emphasized training each member to raise them to the highest level of professional identity -Presence of caring leader is critical for organization success
Sustainable growth and business excellence	Kanji	2005 (Not available)	Discussing Kanji's Business Excellence Measurement System (KBEMS)	Not available	Comparative study	TQM and business Excellence School	Not available	-Business Excellence Models emphasize developing human through education and training - Best companies provide roles along with the jobs for employees

Rightsizing – building and maintaining strategic leadership and long-term competitiveness	Hitt et al.	1994 (USA)	"To provide guidance so that organizations may engage in a more proactively driven process that reflects both identification and protection of current and future 'core competencies'" (p19)	65 major US corporations	"Conducting in-depth interviews with executives at 65 major US corporations that had recently downsized." (p24)	Not available, but could be Strategic Management	American context	Development of human capital through educational and training programs is critical for strategic competitiveness
Nine approaches to organizational excellence	Hui and Chuan	2002 (Different countries)	Describe various approaches used to promote organizational excellence and long-term business success	Nine national quality awards around the globe	Not mentioned, but could be a comparative study	TQM and business Excellence School	Not available	- "People development programs are highlighted in all nine national quality awards" (p57). - Success of organizations depends largely on its human resources participation and involvement
The Role of Human Resource Development in Successful Small to Mid-Sized Manufacturing Businesses: A Comparative Case Study	Rowden	1995 (USA)	"Delineating the role of human resource development in three successful manufacturing firms with fewer than two hundred employees". (p355)	Three small to mid-sized manufacturing companies in the southeastern United States	A Comparative Case Study	Not available	(i.e. Southeastern US, small to mid-sized and manufacturing)	Formal and informal HRD activities have direct effect on the ongoing success of these businesses
Beyond Economic Criteria: A Humanistic Approach to Organizational Survival	Rosanas	2008 (Not available)	"Presenting the basis of a theory of organizations that explicitly includes them, and identifies the link by which they are related." (p447)	Not available	Theoretical study involving traditional (Narrative) literature review	Humanitarian Management or Human Relations Oriented School	Not available	-Employees' willingness to cooperate with each other to solve the organization's problems is necessary for the organization's long-run survival - Motivation of others is necessary for long-run effectiveness of organizations
The importance of conversations -for-action for effective strategic management	Dervitsiotis	2002 (Not available)	An attempt "to develop viable strategies for sustainable high performance" (p1087)	Not available	Not available	Not available But could be a combination of TQM and innovation oriented schools	Not available	- Human communication is important for long-term success - organization's viability and success requires the participation of all employees

Relationships not leadership sustain successful organisations	Weymes	2003 (Not available)	Theoretically argument about the importance of sustainable relationships for organization success	Not available	Not available	Not available, but it could be a leadership with human oriented school	Not available, but seemed to be in American context	-Effective interaction of a leader with his staff is important for the organization's success -Trustful and open environment creates a sustainable organization
Producing sustainable competitive advantage through the effective management of people	Pfeffer	1995 (USA)	Arguing that "successful firms, for their sustained advantage, rely not on technology, patents, or strategic position, but on how they manage their workforce." (56)	"Five top performing firms from 1972 to 1992 (in reverse order): Plenum Publishing, Circuit City, Tyson Foods, Wal-Mart, and Southwest Airlines." (p56)	Not available, but could be an inductive comparison study	Not available, but it could be a human oriented school	Study is of Western mainly American context	Information sharing with the people of organization, employee ownership, and participation empowerment are important for achieving competitive success
Characteristics of leadership effectiveness: Implementing change and driving innovation in organizations	Gilley et al.	2008 (Could be USA)	Examining "the level of leadership effectiveness and skills in implementing change, and, subsequently, driving innovation within organizations." (p154)	Students in MBA and OD master's degree classes	"Descriptive study consisted of collecting - through questionnaire- and analyzing employee perceptions of their management's effectiveness at implementing change." (162)	Transformational leadership and innovation	Study is of Western mainly American context	Communication, motivation and involving others are critical for the leader's success in driving change and innovation of organization
Stakeholder Influences in Organizational Survival	Pajunen	2006 (Finland)	"What kinds of stakeholders are the most influential in the organizational survival? How we should handle these stakeholders? The paper, therefore, aims to contribute to the literature by addressing these two research questions."(p126)	Finnish pulp and paper industry firm, Kymi Corporation.	"The methodological approach of the study was an interpretive historical case analysis." (p1265)	Not available	Study is of Finnish context and on a specific case	Open communication as well as personal relationships between managers and governing stakeholders increases the probability of organizational survival
Leadership for excellence in the Portuguese municipalities: critical success factors, measurements and improvement strategies	Sa and Kanji	2003 (Portugal)	"Developing and testing a model for measuring leadership excellence in the Portuguese municipalities" (p137)	Eighty-five Portuguese municipalities	Not available	TQM and business Excellence School	Has not explicitly defined leadership excellence and has a specific context (Portuguese municipalities)	- Paying attention to employees' needs, satisfaction, involving and delegating affect the organization success



Makes Profit: Business Practices and Firm Success	Fabling and Grimes	2007 (New Zealand)	Answering the question "Which business practices set successful firms apart from others?" (p383)	3000 New Zealand firms	Analysis of dataset	Not available	Study is of New Zealand context	Successful organizations give incentives and reward good performance
Gender and organizational performance – determinants of small business survival and success	Kalleberg and Leicht	1991 (USA)	Examining gender differences effect related to organizational performance and determinants of organizational survival and success	"A group of small businesses in three industries— food and drink, computer sales and software, and health—in South Central Indiana during the period 1985-87." (p137)	Longitudinal (or may be inductive) study	Not available	Study is of American context and for a specific issue and 'did not cover a sufficiently long time period' (p158)	No differences in success level between businesses headed by women and those headed by men
Why organizations fail: the view from the front-line	Longenecker et al.	1999 (USA)	"The purpose of this research study is to explore organizational failure from the unique perspective of front-line managers in struggling organizations." (p7)	"A cross-section of front-line management personnel in over 20 different large US manufacturing and service organizations" (p7)	Qualitative study using structured questionnaire	Not available	Study is of American context	<ul style="list-style-type: none"> <li>-Incompetent managers could lead to declining organizational performance</li> <li>-Poor communication is the most important reason for organization failure</li> <li>- Lack of teamwork leads to difficulties in executing organization plans and goals</li> <li>-Organizations would struggle to achieve success if they fail to create motivated human resources</li> <li>- poor selection, lack of training and development and poor job fitness lead to incompetent managers</li> </ul>

The significance of personality in business start-up intentions, start-up realization and business success	Frank et al.	2007 (Austria)	“Using a comparison of four conceptually similar studies (Vienna Entrepreneurship Studies) as a basis, this paper analyses the varying roles of personality factors in business start-up intentions, in start-up success and in business success.” (227)	Four ‘Vienna Entrepreneurs hip Studies’ conducted by an interdisciplinary group of researchers from the Vienna University of Economics and Business Administration and the University of Vienna.	Comparative empirical analysis constitutes a cross-sectional study	Not available	Study is of a specific cultural context (i.e. Austrian)	Personality traits do not explain business success
Critical success factors for small business: perceptions of South Pacific entrepreneurs	Yusuf	1995 (South Pacific region)	“Study of critical success factors that are perceived by South Pacific entrepreneurs as being necessary for successful operation of small businesses in the region.” (p168)	A random sample of 220 entrepreneurs (180 males and 40 females)	Not available	Not available	South Pacific region context	Possession of certain skills and good character are critical to small business success
Using team - individual reward and recognition strategies to drive organizational success	Cacioppe	1999 (USA)	Developing a general framework and tools that can be used for team-based incentives using the recommendations from the Motorola study and the experiences of Trigon	Trigon Blue Cross Blue Shield and a US Health Insurance Company	Not available	Not available	USA context	Restructuring reward and recognition practices which are aligned with new organizational goals and culture has given companies the energy they needed to succeed
Success in Hong Kong: Factors Self-Reported by Successful Small Business Owners	Luk	1996 (Hong Kong)	To identify common factors accounting for the success of small businesses in Hong Kong	Hong Kong's small businesses	Exploratory study using a structured questionnaire	Not available	Study is of Hong Kong and small businesses context	Good decision-making skills and sufficient relevant experience prior to the establishment of own company are influential factors in the successful performance of a small business
Determinants of family employee work performance and compensation in family businesses	Van der Merwe	2009 (South Africa)	"To explore some of the determinants of family employee work performance and compensation in small and medium-sized family businesses." (p52)	Small and medium-sized family businesses in South Africa	Qualitative using a designed questionnaire	Not available	Study is of South Africa and family small businesses context	Clear work roles and responsibilities contribute to the sustainability of small and medium-sized family business
Information Technology and Sustained Competitive Advantage: A Resource-Based Analysis	Mata et al.	1995	'Examining the ability of IT to generate sustained competitive advantages for firms.' (p495)	Not available	A review of IT literature in view of resource-Based Analysis	Strategic Management and resource-based	Not available	IT managerial skills are the only likely source of these attributes that can provide sustainability for firms

Strategic resources, network competence and sustainable competitive advantages: an empirical study on Taiwan LED firms	Chiu and Lee	2007 (Taiwan)	'To examine what is the most important affecting the sustainable competitive advantage of firms in LED industry.' (p70)	Taiwan LED firms	Qualitative using a designed questionnaire	Not available, but could be Strategic management	Study is of Taiwanese and LED industry context	Superior coordinating capability and trustworthy relationship with main partners are important factors for internal sustainable competitive advantages
Assessing the Relationship between Human Capital and Firm Performance: Evidence from Technology-Based New Ventures	Shrader and Siegel	2007	Assessing the human capital role in the growth and development of new technology based ventures	A sample of 198 publicly traded, technology based new ventures	Empirical analysis of longitudinal collected data	Strategic management	It is of new technology based ventures context	The fit (i.e. to meet the requirements of strategy) between strategy and team experience was a key determinant of the long-term performance
Human resources and organisational Excellence	Zink	2008	Discussing relationship between human resource management and organisational excellence, especially employee involvement	Not available	A literature review of the research results on the subject	Business Excellence	Not available	Human Resources play an important role in sustainable organizational success, especially people involvement as one of the critical success factors
The impact of the family and the business on family business sustainability	Olson et al.	2003	Identifying strategies for families to increase the success of both their business and their family.	Nationally representative sample of family businesses from the 1997 NFBS	Qualitative involved analysis of 1997 NFBS collected data and conducted interviews with each family business	Not available	Not available	The success of the family business depends on how the family manages the overlap between the family and the business
Elements of organizational culture leading to business excellence	Štok et al.	2010 (Slovenia)	'To understand the impact of organizational culture on business excellence in medium-sized and large Slovenian enterprises.' (p303)	A sample of 825 managers in medium-sized and large Slovenian enterprises	Survey using a questionnaire	Business Excellence	Study is of Slovenian context	Appropriate communication structure of interpersonal relations among employees and employee motivation positively affects business excellence in organizations
Strategic capabilities and their relationship to organisational success and its measures: Some pointers from five Australian studies	Simon et al.	2011 (Australia)	'Determining the strategic capabilities that are related to success in five disparate Australian industries' (p1305)	A sample from five disparate Australian industries	Qualitative methods involved interviews, analysis of relevant documents, literature review and questionnaire	Not available, but could be Strategic Management	Study is of Australian context	One of the common capabilities, for an organization to succeed, is selection and retention of good staff with good technical skills, credibility, integrity and honesty

Business success factors and innovation in Canadian service sectors: an initial investigation of inter-sectoral differences	Chamberlin et al.	2010 (Canada)	Exploring the relationship between innovation in services and a number of business success factors	A sample from 3701 firms across 34 Canadian service sectors	'The analysis is based on aggregate descriptive statistics' (p232)	Innovation	Study is of Canadian and service sectors	Encouraging experienced workers to transfer their knowledge to new or less experienced workers is a very important business success factor
Personal characteristics, resources, and environment as predictors of business survival	Korunka et al.	2010 (Austria)	Analyses predictors of business survival at a very early stage	373 Austrian small business owner-managers	Longitudinal study	Not explained	Study is of Austrian context	Personal characteristics (i.e. age, gender) do not have significant effects on long-term business survival. However, female business founder/owner acting in a push environment showed less chances of long-term business survival
Start-up size and subsequent firm growth in Kosova: the role of entrepreneurial and institutional factors	Capelleras and Hoxha	2010 (Kosova)	Investigating entrepreneurial and institutional factors influencing initial size and subsequent firm growth in the case of Kosova	The sample size targeted for the survey was 555 firms in Kosova	Statistical analysis of the data collected through face-to-face interviews with firm founders	Not explained	Kosova context	A specific training has a strong positive impact on the growth of the firm
Total Quality Management (TQM) and sustainable company performances: examining the relationship in Malaysian firms	Idris	2011(Malaysia)	To examine the effect of TQM dimensions namely; leadership, strategy and objectives, best practices, focus on customers, employee, community and productivity; on company performance	SIRIM directory containing ISO 9000 certified companies	Qualitative analysis	TQM and Resource-based views	Study is of Malaysian context	The capability to focus on employees' satisfaction has a significant positive relationship with sustainable company performance
Personality and leadership: a benchmark study of success and failure	Havaleschka	1999 (Not available)	"Presenting a case from real life to compare the leaders of different companies with regard to evaluating who is the best on a fair basis." (p114)	Two management teams, including the top executive managers of two anonymous companies	Benchmark study	Benchmarking and Business Excellence	Not available	Personality of the senior managers influences success and failure
Implementing Sustainability in Service Operations at Scandic Hotels	Goodman	2000 (Europe)	Highlighting the experience of Scandic hotels with sustainability	Scandic hotels	Case study	Sustainability or Environmental management school	Study is of European context	Decentralized management in Scandic's experience, especially putting responsibility, decision-making power in the hands of sales and frontline employees has contributed to the company success

## **Appendix 2:**

**The systematic review table comprising analysis of factors related to the leadership theme, which resulted from systematic review of obtained relevant studies listed in Table 4**

<b>Title of study</b>	<b>Author(s) name(s)</b>	<b>Publication year and country of study</b>	<b>Objective(s) of study</b>	<b>Sample or population of study</b>	<b>Methodology of study</b>	<b>Philosophy (school) of study</b>	<b>Limitation(s) of study</b>	<b>Finding(s) of (i.e. factors found by) study</b>
Sustainable growth and business excellence	Kanji	2005 (Not available)	Discussing Kanji's Business Excellence Measurement System (KBEMS)	Not available	Comparative study	TQM and Business Excellence School	Not available	Leadership is the prime consideration for quality improvement and Business Excellence
Personality and leadership: a benchmark study of success and failure	Havaleschka	1999 (Not available)	"Presenting a case from real life to compare the leaders of different companies with regard to evaluating who is the best on a fair basis." (p114)	Two management teams, including the top executive managers of two anonymous companies	Benchmark study	Benchmarking and Business Excellence	Not available	Leadership which is determined by the personality of the senior managers made difference between success and failure
Nine approaches to organizational excellence	Hui and Chuan	2002 (Different countries)	Describes various approaches used to promote organizational excellence and long-term business success	Nine national quality awards around the globe	Not mentioned, but could be a comparative study	TQM and Business Excellence School	Did not show the exact meaning of ethical leadership	Role of ethical leadership in long-term reputation of organizations

Situational leadership style as a predictor of success and productivity among Taiwanese business organizations	Silverthorne and Wang	2001 (Taiwan)	"Examining the relationship between a manager's leadership style and the impact that has on an organization." (p411).	"Randomly chose the companies from the member list of the Taiwan Electronics Association" (p405)	Not available	Situational leadership	sample (all are Taiwanese) and to the business (high-technology companies in Taiwan)	There is a positive relationship between adaptive leadership and the success of organizations particularly in high-technology companies
Leadership for excellence in the Portuguese municipalities : critical success factors, measurement s and improvement strategies	Sa and Kanji	2003 (Portugal)	"Developing and testing a model for measuring leadership excellence in the Portuguese municipalities" (p137)	Eighty-five Portuguese municipalities	Not available	TQM and Business Excellence School	Did not explicitly define leadership excellence and has a specific context (Portuguese municipalities)	There is a relationship between the leadership type and organization mission on organization success
The impacts of leadership style and best practices on company performance: Empirical evidence from business firms in Malaysia	Idris and Ali	2008 (Malaysia)	"It attempts to relate the effects of leadership style to the company performance" (p164)	Researcher "conducted a cross-sectional mail survey by distributing 600 sets of questionnaires to the CEOs of companies listed in the 2001 SIRIM ISO 9000 directory" (168)	Not available	Transformational leadership and Business Excellence schools	Has a specific context (Malaysia)	-Transformational leadership has an influence on the company's performance only if the company best practice management takes place. - Role of top managers (leaders) in effective quality management and business excellence in organizations

Relationships not leadership sustain successful organisations	Weymes	2003 (Not available)	Theoretical argument about the importance of sustainable relationships for organization success	Not available	Not available	Not available, but it could be a leadership with human oriented school	Not available, but seemed to be in an American context	Some leadership characteristics such as openness, honesty and integrity, and an environment of trust and fairness are the essence of sustainable and successful organization
Organizational excellence and leadership strategies: principles followed by top multinational executives	Darling	1999 (multinational)	"Revision of organizational excellence and leadership strategies that have been at the heart of the practices implemented and followed by a group of top executives of multinational companies" (p309)	A group of top executives of multinational companies	Not available	Business Excellence and Situational leadership	Not available	Honesty and integrity contribute to the excellent performance of an organization
Switch leadership in projects – an empirical study reflecting the importance of transformational leadership on project success across twenty-eight nations	Prabhakar	2005 (International)	"To investigate project leadership approaches in relation to success of the project." (p53)	153 projects across 28 nations	An empirical analysis	Transformational and situational leadership	"The managers gave a subjective analysis of their project success." (p57)	No clear indications of the impact of 'switch leadership' on project success

Leadership Style and Economic Success in Nigeria and Taiwan	Gebert and Steinkamp	1991 (Nigeria and Taiwan)	Investigation the leadership styles related to economic success	Random sample of small and medium-sized manufacturing companies in Nigeria and Taiwan	An empirical analysis	Leadership, could also be Scientific Management	Study is of Nigerian and Taiwanese context	Production-oriented leadership styles related positively to economic success
Total Quality Management (TQM) and sustainable company performance: examining the relationship in Malaysian firms	Idris	2011(Malaysia)	To examine the effect of TQM dimensions (leadership, strategy and objectives, best practices, focus on customers, employee, community and productivity) on company performance	SIRIM directory containing ISO 9000 certified companies	Qualitative analysis	TQM and Resource-based views	Study is of Malaysian context	Transformational leadership style has a significant positive relationship with company performance
Let chaos reign, then rein in chaos – repeatedly: managing strategic dynamics for corporate longevity	Burgelman and Grove	2007 (USA)	Not mentioned explicitly	Intel Corporation	"Longitudinal field research and executive experience" (p967)	Strategic management	Study is of a specific American technological organization context (Intel Corporation)	"Corporate longevity depends on the coincidence of alert strategic leadership" (p978)



Strategic capabilities and their relationship to organisational success and its measures: Some pointers from five Australian studies	Simon et al.	2011 (Australia)	'Determining the strategic capabilities that are related to success in five disparate Australian industries' (p1305)	A sample from five disparate Australian industries	Qualitative methods involved interviews, analysis of relevant documents, literature review and questionnaire	Not available, but could be a strategic management	Study is of Australian context	One of the common capabilities, for an organization to succeed, is good leadership and vision which encourages innovation and creativity
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### **Appendix 3:**

**The systematic review table comprising analysis of factors related to the mission, values and vision theme, which resulted from systematic review of obtained relevant studies listed in Table**

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<b>Title of study</b>	<b>Author(s) name(s)</b>	<b>Publication year and country of study</b>	<b>Objective(s) of study</b>	<b>Sample or population of study</b>	<b>Methodology of study</b>	<b>Philosophy (school) of study</b>	<b>Limitation(s) of study</b>	<b>Finding(s) of (i.e. factors found by) study</b>
Sustainable growth and business excellence	Kanji	2005 (Not available)	Discussing Kanji's Business Excellence Measurement system (KBEMS)	Not available	Comparative study	TQM and Business Excellence School	Not available	Organizational values lead to a high Performance Excellence.
Leadership for excellence in the Portuguese municipalities: critical success factors, measurements and improvement strategies	Sa and Kanji	2003 (Portugal)	"Developing and testing a model for measuring leadership excellence in the Portuguese municipalities" (p137)	Eighty-five Portuguese municipalities	Not available	TQM and Business Excellence School	Did not explicitly define leadership excellence and is in a specific context (Portuguese municipalities)	Mission and vision lead to better performance of organization
Relationships not leadership sustain successful organisations	Weymes	2003 (Not available)	Theoretical argument about the importance of sustainable relationships for organization success	Not available	Not available	Not available, but it could be a leadership with human oriented school	Not available, but seemed to be in American context	Successful organization has a clear future vision

Staying on top: characteristics of long-term survival	Bonn	2000 (Australia)	"Examining the characteristics that were significant for the survival of large manufacturing companies between 1982 and 1993 in Australia." (p32)	100 largest manufacturers in 1982 and 1993 in Australia	Quantitative research	The innovation oriented school	Study is of Western mainly Australian context	Implementation of a vision and mission statement for the organization, contributes to the survival of organization
Nine approaches to organizational excellence	Hui and Chuan	2002 (Different countries)	Describes various approaches used to promote organizational excellence and long-term business success	Nine national quality awards around the globe	Not mentioned, but could be a comparative study	TQM and Business Excellence School	Not available	-Successful business organizations have strong visions - Strategies and plans are important for organization's long-term success
Stakeholder Influences in Organizational Survival	Pajunen	2006 (Finland)	"What kinds of stakeholders are the most influential in the organizational survival? How we should handle these stakeholders? The paper, therefore, aims to contribute to the literature by addressing these two research questions." (p126)	Finnish pulp and paper industry firm, Kymi Corporation	"The methodological approach of the study was an interpretive historical case analysis." (p1265)	Not available	Study is of Finnish context and on a specific case	Consensus on long-term goals among governing stakeholders increases the probability of organizational survival

Competitive dynamics, strategic consistency and organizational survival	Lamberg et al.	2009 (Finland)	"Investigating strategic consistency in competitive behavior" (p45)	"Retail industry in Finland, more specifically on its grocery sector, during the post-war period 1945–1995" (p50)	Historical analysis	Strategic management	Study is of Finnish context and on a specific business	Strategic consistency is a necessary condition for a firm's survival
Rightsizing – building and maintaining strategic leadership and long-term competitiveness	Hitt et al.	1994 (USA)	"To provide guidance so that organizations may engage in a more proactively driven process that reflects both identification and protection of current and future 'core competencies'" (p19)	65 major US corporations	"Conducting in-depth interviews with executives at 65 major US corporations that had recently downsized." (p24)	Not available, but could be Strategic management	American context	Risk of emphasis on short-term financial returns on strategic decisions of organizations
Personality and leadership: a benchmark study of success and failure	Havaleschka	1999 (Not available)	"Presenting a case from real life to compare the leaders of different companies with regard to evaluating who is the best on a fair basis." (p114)	Two management teams, including the top executive managers of two anonymous companies	Benchmark study	Benchmarking and Business Excellence	Not available	Company working at the strategic level is more successful than a company working at the operational level

Why organizations fail: the view from the front-line	Longenecker et al.	1999 (USA)	“The purpose of this research study is to explore organizational failure from the unique perspective of front-line managers in struggling organizations.” (p7)	“A cross-section of front-line management personnel in over 20 different large US manufacturing and service organizations” (p7)	Qualitative study using structured questionnaire	Not available	Study is of American context	The most important reasons for organization failure is lack of focus, vision or direction and failure to plan effectively
Organizational survival within a declining industry: An analysis of a single sex boarding school	Recker et al.	2002 (USA)	Examining organizations within declining industries by examining a single-sex boarding school that was facing such decline	Single-sex boarding schools	Not available	Not available	Study was of USA context and on a specific business	Revival by developing a clear understanding of core values and purpose and developing new strategic direction
Strategic capabilities and their relationship to organisational success and its measures: Some pointers from five Australian studies	Simon et al.	2011 (Australia)	'Determining the strategic capabilities that are related to success in five disparate Australian industries' (p1305)	A sample from five disparate Australian industries	Qualitative methods involved interviews, analysis of relevant documents, literature review and questionnaire	Not available, but could be a strategic management	Study is of Australian context	One of the common capabilities, for an organization to succeed, is good leadership and vision which encourages innovation and creativity

Implementation of Strategic Management Practices in the Malaysian Construction Industry	Abu Bakar et al.	2011 (Malaysia)	'Studying the practice of strategic management in construction companies in Malaysia' (P140)	300 large construction companies listed under G7 groups	Qualitati ve method involved analysis of distribute d questionn aire	Strategic management	Study is of Malaysian context and on a Constructio n industry	Strategic management is important to a company to gain higher performance and success
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#### **Appendix 4:**

**The systematic review table comprising the analysis of factors related to the customer satisfaction theme, which resulted from systematic review of obtained relevant studies listed in Table 4**

<b>Title of study</b>	<b>Author(s) name(s)</b>	<b>Publication year and country of study</b>	<b>Objective(s) of study</b>	<b>Sample or population of study</b>	<b>Methodology of study</b>	<b>Philosophy (school) of study</b>	<b>Limitation(s) of study</b>	<b>Finding(s) of (i.e. factors found by) study</b>
Measuring the relationship between total quality management and sustainable competitive advantage: a resource-based view	Escrig Tena et al.	2001 (Not available)	"To find out the extent to which the effects of TQM on performance are due to the generation of a set of distinctive competencies that arise from the introduction of TQM." (p933)	Not available	Resource (theoretical)-based perspective	TQM and resource-based schools	Not available	Maintaining good relationships with clients and suppliers is important for the company's reputation
The UK grocery business: towards a sustainable model for virtual markets	Hackney et al.	2006 (UK)	"To evaluate and present best practice strategies employed by major retail organisations concerning these deployments" (p354)	"Big four" UK supermarkets (Tesco, J Sainsbury, ASDA and Safeway/Morrisons)	"A conceptual synthesis of current knowledge, based on theoretical constructs and empirical observations" (p354)	Not available	Western mainly British context and on a specific business (i.e. big retail supermarkets)	Building a good relationship and interacting with consumers and the online presence is a key to sustainable advantage and growth model
Organizational excellence and leadership strategies: principles followed by top multinational executives	Darling	1999 (multinational)	"Revision of organizational excellence and leadership strategies that have been at the heart of the practices implemented and followed by a group of top executives of multinational companies" (p309)	A group of top executives of multinational companies	Not available	Business Excellence and Situational Leadership	Not available	Give the customers what they want and care deeply for their best interests
Nine approaches to organizational excellence	Hui and Chuan	2002 (Different countries)	Describes various approaches used to promote organizational excellence and long-term business success	Nine national quality awards around the globe	Not mentioned, but could be a comparative study	TQM and Business Excellence School	Not available	Good service quality plays a central role in customer satisfaction and retention

Why organizations fail: the view from the front-line	Longenecker et al.	1999 (USA)	"The purpose of this research study is to explore organizational failure from the unique perspective of front-line managers in struggling organizations." (p7)	"A cross-section of front-line management personnel in over 20 different large US manufacturing and service organizations" (p7)	Qualitative study using structured questionnaire	Not available	Study is of American context	Organizations fail when people in all positions do not pay high attention to and place high priority on customer (whether internal or external) services and relationships
Leadership and strategic planning: Keys to success in a changing environment	Distel and Myers	2002 (USA)	"Tells the story of how one educational service center learned to effectively respond to the complexity of the ever-changing environment of the American public education system." (p173)	Hamilton County Educational Service Center (HCESC), Cincinnati Ohio which is one of sixty-one educational service centers (ESCs) in Ohio.	Not mentioned, but could be case study	Leadership and innovation	Very specific context (i.e. USA, Ohio, Cincinnati, Hamilton County Educational Service Center, which is one of sixty-one educational service centers (ESCs) in Ohio	One of the keys to success of HCESC that enabled it to become a high performing organization, is exceeding customer expectations
Success in Hong Kong: Factors Self-Reported by Successful Small Business Owners	Luk	1996 (Hong Kong)	To identify common factors accounting for the success of small businesses in Hong Kong	Hong Kong's small businesses	Exploratory study using a structured questionnaire	Not available	Study is of Hong Kong context	Focus on customer needs and services strongly linked to business success
Information Technology and Sustained Competitive Advantage: a Resource-Based Analysis	Mat a et al.	1995	'Examining the ability of IT to generate sustained competitive advantages for firms.' (p495)	Not available	A review of IT literature in view of resource-Based Analysis	Strategic Management and resource-based	Not available	Firms cannot gain sustained competitive advantages by raising prices, reducing quality and/or reducing service provided to the customers, etc.
Stakeholder relations and the persistence of corporate financial performance	Choi and Wang	2009	Examining the effect of a firm's relations with its nonfinancial stakeholders (e.g. its employees, suppliers, customers, and communities) on the financial performance	Data from KLD Research and Analytics	An analysis upon resource-Based views	Resource-based	Not available	Good customers relations enable a firm to sustain its competitive advantage for a longer period of time, and also help poorly performing firms to recover from disadvantageous positions more quickly



Long-term Success of Adaptation Strategies: evidence from Finnish companies	Latinen	2000 (Finland)	Analysing the relationship between the medium and long-term success of a company and the adaptation strategies applied by Finnish companies during the recession in 1989–93	750 Finnish companies	Analysing the data collected from a questionnaire answered by a sample of Finnish companies and from financial statements data	Not available, but could be Strategic Management	Study is of Finnish context	Investment in the acquisition of new and old customers, new product development and marketing are effective and successful strategies in the long-term. Such strategies might lead to the best sustained performance and provide a greater probability of sustained success in the long-term.
Strategic capabilities and their relationship to organisational success and its measures: some pointers from five Australian studies	Simon et al.	2011 (Australia)	'Determining the strategic capabilities that are related to success in five disparate Australian industries' (p1305)	A sample from five disparate Australian industries	Qualitative methods involved interviews, analysis of relevant documents, literature review and questionnaire	Not available, but could be Strategic Management	Study is of Australian context	One of the common capabilities, for an organization to succeed, is quality of customer/client service and the need to listen to and understand the customer
Business success factors and innovation in Canadian service sectors: an initial investigation of inter-sectoral differences	Chamberlin et al.	2010 (Canada)	Exploring the relationship between innovation in services and a number of business success factors	A sample from 3701 firms across 34 Canadian service sectors	'The analysis is based on aggregate descriptive statistics' (p232)	Innovation	Study is of Canadian and service sectors context	Satisfying existing clients is a very important business success factor
Total Quality Management (TQM) and sustainable company performances: examining the relationship in Malaysian firms	Idris	2011(Malaysia)	To examine the effect of TQM dimensions (leadership, strategy and objectives, best practices, focus on customers, employee, community and productivity) on company performance	SIRIM directory containing ISO 9000 certified companies	Qualitative analysis	TQM and Resource-based views	Study is of Malaysian context	The ability to focus on customer satisfaction has a significant positive relationship with company performance

## **Appendix 5:**

**The systematic review table comprising the analysis of factors related to the innovation and R&D theme, which resulted from systematic review of obtained relevant studies listed in Table**

**4**

<b>Title of study</b>	<b>Author(s) name(s)</b>	<b>Publication year and country of study</b>	<b>Objective(s) of study</b>	<b>Sample or population of study</b>	<b>Methodology of study</b>	<b>Philosophy (school) of study</b>	<b>Limitation(s) of study</b>	<b>Finding(s) of (i.e. factors found by) study</b>
Innovation, creativity and success	Heunks	1998 (Different European countries)	To "explore the role of innovation in small and medium sized firms, in relation to the firm's success." (p263)	"200 entrepreneurs in seven of the twelve countries of the European Community (E.C.). Luxembourg, Greece, Portugal, Ireland and Denmark were excluded." (p271)	An empirical check of the hypotheses	The innovation oriented school	European context	"Small firms' success depends on innovation". However, innovation is not very important for success in a medium sized firm". P(270)
The importance of conversations-for-action for effective strategic management	Dervitsiotis	2002 (Not available)	An attempt "to develop viable strategies for sustainable high performance" (p1087)	Not available	Not available	Not available but could be a combination of TQM and innovation oriented schools	Not available	Innovation development 'ensures an organization's long-term viability and success' (1098)
Organizational excellence and leadership strategies: principles followed by top multinational executives	Darling	1999 (multinational)	"Revision of organizational excellence and leadership strategies that have been at the heart of the practices implemented and followed by a group of top executives of multinational companies" (p309)	A group of top executives of multinational companies	Not available	Business Excellence and Situational Leadership	Not available	-One key to success for multinational executives in the 1990s has been focusing on product innovation - Leaders of such multinational corporations are those "who are creating new ideas, new policies, new procedures." (p314).

GENDER AND ORGANIZATIONAL PERFORMANCE - DETERMINANTS OF SMALL BUSINESS SURVIVAL AND SUCCESS	Kalleber and Leicht	1991 (USA)	Examining gender differences effect related to organizational performance and determinants of organizational survival and success	"A group of small businesses in three industries— food and drink, computer sales and software, and health—in South Central Indiana during the period 1985-87." (p137)	Longitudinal (or may be inductive) study	Not available	Study is of American context and on a specific issue and did not cover a sufficiently long time period' (p158)	"Staying close to familiar products is better than introducing a wide variety of products and services" (p152-153)
Makes Profit: Business Practices and Firm Success	Fabling and Grimes	2007 (New Zealand)	Answering the question of "Which business practices set successful firms apart from others?" (p383)	3000 New Zealand firms	Analysis of dataset	Not available	Study is of New Zealand context	Investment in R&D and market research positively affects firm's success
Staying on top: characteristics of long-term survival	Bonn	2000 (Australia)	"Examining the characteristics that were significant for the survival of large manufacturing companies between 1982 and 1993 in Australia." (p32)	100 largest manufacturers in 1982 and 1993 in Australia	Quantitative research	The innovation oriented school	Study is of Western mainly Australian context	R&D contributed to company survival
Let chaos reign, then rein in chaos – repeatedly: managing strategic dynamics for corporate longevity	Burgelman and Grove	2007 (USA)	Not mentioned explicitly	Intel Corporation	Longitudinal field research and executive experience (p967)	Strategic Management	Study is of a specific American technological organization context (Intel Corporation)	Sustainable growth requires continuous development of new business opportunities including updated products to replace the old and declining ones
Organizational survival within a declining industry: An analysis of a single sex boarding school	Recker et al.	2002 (USA)	Examining organizations within declining industries by examining a single-sex boarding school that was facing such decline	Single-sex boarding schools	Not available	Not available	Study is of USA context and a specific business	Revival by encouraging creative thinking and innovation, and learning from the experience

Leadership and strategic planning: Keys to success in a changing environment	Distel and Myers	2002 (USA)	"Tells the story of how one educational service center learned to effectively respond to the complexity of the ever-changing environment of the American public education system." (p173)	Hamilton County Educational Service Center (HCESC), Cincinnati Ohio which is one of sixty-one educational service centers (ESCs) in Ohio.	Not mentioned, but could be case study	Leadership and innovation	Very specific context (i.e. USA, Ohio, Cincinnati, Hamilton County Educational Service Center), which is one of sixty-one educational service centers (ESCs) in Ohio.	One of the keys to the success of HCESC that enabled it to become a high performing organization, is demonstrating the power of innovation through a breakthrough approach to systems redesign.
Embracing Innovation as Strategy: Corporate Venturing, Competence Building and Corporate Strategy Making	Vanhaverbeke and Peeters	2005 (Holland)	Focus on how a firm manage continuous change process, specifically "seek to answer how corporate strategy, competence building and new business development interact in rejuvenating a company." (p246)	DSM (a large Dutch chemical company)	Case study	Innovation	Study is of Dutch context and on a specific industry	Innovation as strategy is the key to the long-term profitability and sustainability
Strategic resources, network competence and sustainable competitive advantages: an empirical study on Taiwan LED firms	Chiu and Lee	2007 (Taiwan)	"To examine what is the most important factor to affect the sustainable competitive advantage of firms in LED industry." (p70)	Taiwan LED firms	Qualitative using a designed questionnaire	Not available, but could be Strategic Management	Study is of Taiwanese and LED industry context	Innovative organization culture is important for the internal sustainable competitive advantages
Thriving in the New: Implication of Exploration on Organizational Longevity	Piao	2010	Examining the impacts of exploration on organizational longevity	64 firms from 1980-1999 data of 'the DISK/TREND Report	Quantitative data analysis	Not available	Focused on hard disk drive firms	"Relationship between exploration and longevity is not predetermined but varies significantly depending on how long an exploration process overlaps with an exploitation process. Too short or too long overlap will undermine organizational longevity" (p1546)

The market orientation–innovation–success relationship: the role of internationalization strategy	Küster and Vila	2011	Analysis of the relation between market orientation, innovation and business success	Sample of leading textile companies operating in Spain	Analysis of the data gathered by an e-mail questionnaire	Innovation	Study is of Spanish and textile industry context	Innovation decisions affect business success
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## **Appendix 6:**

**The systematic review table comprising analysis of factors related to the organizational size theme, which resulted from systematic review of obtained relevant studies listed in Table 4**

<b>Title of study</b>	<b>Author(s) name(s)</b>	<b>Publication year and country of study</b>	<b>Objective(s) of study</b>	<b>Sample or population of study</b>	<b>Methodology of study</b>	<b>Philosophy (school) of study</b>	<b>Limitation(s) of study</b>	<b>Finding(s) of (i.e. factors found by) study</b>
Leadership for excellence in the Portuguese municipalities : critical success factors, measurements and improvement strategies	Sa and Kanji	2003 (Portugal)	"Developing and testing a model for measuring leadership excellence in the Portuguese municipalities" (p137)	Eighty-five Portuguese municipalities	Not available	TQM and business Excellence School	Has not defined leadership excellence and has a specific context (Portuguese municipalities)	One of the critical success factors for excellence of organization is establishment of organizational structure facilitating the mission and vision implementation
Rightsizing – building and maintaining strategic leadership and long-term competitiveness	Hitt et al.	1994 (USA)	"To provide guidance so that organizations may engage in a more proactively driven process that reflects both identification and protection of current and future 'core competencies'" (p19)	65 major US corporations	"Conducting in-depth interviews with executives at 65 major US corporations that had recently downsized ." (p24)	Not available, but could be Strategic Management	American context	The need for developing a careful strategy of downsizing before attempting to implement downsizing. Instead 'Rightsizing' is recommended
Staying on top: characteristics of long-term survival	Bonn	2000 (Australia)	"Examining the characteristics that were significant for the survival of large manufacturing companies between 1982 and 1993 in Australia." (p32)	100 largest manufacturers in 1982 and 1993 in Australia	Quantitative research	The innovation oriented school	Study is of Western mainly Australian context	Size contributes significantly to the survival of organizations

Gender and organizational performance – determinants of small business survival and success	Kalleberg and Leicht	1991 (USA)	Examining gender differences effect related to organizational performance and determinants of organizational survival and success	"A group of small businesses in three industries— food and drink, computer sales and software, and health—in South Central Indiana during the period 1985-87." (p137)	Longitudinal (or may be inductive) study	Not available	Study is of American context and on a specific issue and 'did not cover a sufficiently long time period' (p158)	Large organizations are more successful than small ones in respect of growth in earnings
Makes Profit: Business Practices and Firm Success	Fabling and Grimes	2007 (New Zealand)	Answering the question of "Which business practices set successful firms apart from others?" (p383)	3000 New Zealand firms	Analysis of dataset	Not available	Study is of New Zealand context	"The association between specific business practices and firm success is mostly independent of firm size" (p383)
Personal characteristics , resources, and environment as predictors of business survival	Korunka et al.	2010 (Austria)	Analyses predictors of business survival at a very early stage	373 Austrian small business owner-managers	Longitudinal study	Not explained	Study is of Austrian context	Start-up size has a positive effect on long-term survival of the business since larger businesses showed better survival rates

## **Appendix 7:**

**The systematic review table comprising analysis of factors related to the financial issues theme, which resulted from systematic review of obtained relevant studies listed in Table 4**

<b>Title of study</b>	<b>Author(s) name(s)</b>	<b>Publication year and country of study</b>	<b>Objective(s) of study</b>	<b>Sample or population of study</b>	<b>Methodology of study</b>	<b>Philosophy (school) of study</b>	<b>Limitation(s) of study</b>	<b>Finding(s) of (i.e. factors found by) study</b>
Rightsizing – building and maintaining strategic leadership and long-term competitiveness	Hitt et al.	1994 (USA)	"To provide guidance so that organizations may engage in a more proactively driven process that reflects both identification and protection of current and future 'core competencies'" (p19)	65 major US corporations	"Conducting in-depth interviews with executives at 65 major US corporations that had recently downsized." (p24)	Not available, but could be Strategic Management	American context	There is a risk from emphasising short-term financial returns on the long-term positive outcomes of organizations
Let chaos reign, then rein in chaos – repeatedly: managing strategic dynamics for corporate longevity	Burgelman and Grove	2007 (USA)	Not mentioned explicitly	Intel Corporation	Longitudinal field research and executive experience (p967)	Strategic Management	Study is of a specific American technological organization context (Intel Corporation)	Sufficient financial reserves play an important role in the precedence of development opportunities particularly in capital and technological investments
Long-term Success of Adaptation Strategies: evidence from Finnish Companies	Laitinen	2000 (Finland)	Analysing the relationship between the medium and long-term success of a company and the adaptation strategies applied by Finnish companies during the recession in 1989–93	750 Finnish companies	Analysing the data collected from a questionnaire answered by a sample of Finnish companies and from financial statements data	Not available, but could be a Strategic or change Management	Study is of Finnish context	Strategies largely based on financial actions such as negotiating about facilitation of finance contracts, restructuring debt structure seemed to be unsuccessful strategies and associated with a high probability of failure in the long-term



Firm value, growth, profitability and capital structure of listed real estate companies: an international perspective	Liow	2010 (Multinational)	'Exploring the key financial performance characteristics of successful listed real estate companies' (p119)	Real estate companies in 24 countries and three continents over the period 2000 through 2006	Quantitative Analysis	Not available	Study is of real estate industry context	Firm valuation, profitability and earnings retention ratio influence sustainable growth rates
Personal characteristics, resources, and environment as predictors of business survival	Korunka et al.	2010 (Austria)	Analyses predictors of business survival at a very early stage	373 Austrian small businesses owner-managers	Longitudinal study	Not explained	Study is of Austrian context	Financial capital at the start of business activities is the most important predictor of long-term business survival
The lowest of low-cost carriers: the case of AirAsia	Poon and Waring	2010 (Malaysian)	Studying the application of the low-cost Carrier (LCC) model in the case of AirAsia	AirAsia airline	Case study	Not available	Malaysian and airline industry context	Low-cost Carrier led the airline to succeed and to grow rapidly within the region

## **Appendix 8:**

**The systematic review table comprising analysis of factors related to the Best Practice theme, which resulted from systematic review of obtained relevant studies listed in Table 4**

<b>Title of study</b>	<b>Author(s) name(s)</b>	<b>Publication year and country of study</b>	<b>Objective(s) of study</b>	<b>Sample or population of study</b>	<b>Methodology of study</b>	<b>Philosophy (school) of study</b>	<b>Limitation(s) of study</b>	<b>Finding(s) of (i.e. factors found by) study</b>
Measuring the relationship between total quality management and sustainable competitive advantage: a resource-based view	Escrig Tena et al.	2001 (Not available)	"To find out the extent to which the effects of TQM on performance are due to the generation of a set of distinctive competencies that arise from the introduction of TQM." (p933)	Not available	Resource (theoretical)-based perspective	TQM and resource-based schools	Not available	Continuous improvement of the organization requires various tools, including gathering information through benchmarking and self-assessment
The impacts of leadership style and best practices on company performances: Empirical evidence from business firms in Malaysia	Idris and Ali	2008 (Malaysia)	"It attempts to relate the effects of leadership style to the company performance" (p164)	Researcher "conducted a cross-sectional mail survey by distributing 600 sets of questionnaires to the CEOs of companies listed in the 2001 SIRIM ISO 9000 directory" (168)	Not available	Transformational leadership and Business Excellence schools	Had a specific context (Malaysia)	Transformational leadership has an influence on the company's performance only if the company best practice management takes place
Sustainable growth and business excellence	Kanji	2005 (Not available)	Discussing Kanji's Business Excellence Measurement System (KBEMS)	Not available	Comparative study	TQM and business Excellence School	Not available	Combination of different assessment methodologies is of benefit for organizational excellence and sustainable growth
Control self-assessment as a route to organisational excellence: a Scottish Housing Association case study	Sheffield and White	2004 (UK-Scotland)	It describes the Control Self-Assessment (CSA) implementation in a Scottish Housing Association and examines the broader benefits of a CSA approach.	Scottish Housing Association	Case study	Business Excellence	Very specific context in terms of culture (Scottish) and business (Housing)	Control self-assessment promotes organizational excellence

Total Quality Management (TQM) and sustainable company performances: examining the relationship in Malaysian firms	Idris	2011(Malaysia)	To examine the effect of TQM dimensions namely; leadership, strategy and objectives, best practices, focus on customers, employee, community and productivity; on company performance	SIRIM directory containing ISO 9000 certified companies	Qualitative analysis	TQM and Resource-based views	Study is of Malaysian context	Best practice has a significant positive relationship with company performance
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## **Appendix 9:**

**The systematic review table comprising analysis of factors related to the sustainability theme, which resulted from systematic review of obtained relevant studies listed in Table 4**

<b>Title of study</b>	<b>Author(s) name(s)</b>	<b>Publication year and country of study</b>	<b>Objective(s) of study</b>	<b>Sample or population of study</b>	<b>Methodology of study</b>	<b>Philosophy (school) of study</b>	<b>Limitation(s) of study</b>	<b>Finding(s) of (i.e. factors found by) study</b>
Sustainability Leadership: Co-creating a Sustainable Future	Ferdig	2007 (Not available)	"Describes a particular view of leadership that challenges commonly held assumptions, both conscious and unconscious, about (1) who counts as a leader; (2) the roles of a leader; and (3) where a leader stands in relation to those he or she leads and to the holistic interconnections that support life."(p26)	Not available	Traditional (Narrative) literature review	Sustainability leadership or the environmental management school	Views were based on reviewing limited and anecdotal evidence	Sustainable business strategies are often the most profitable strategies
Corporate Sustainability Communications: Aspects of Theory and Professionalization	Signitzer and Prexl	2008 (Not available)	"To frame the role of communication in corporate sustainability processes."(p2)	Not available	Traditional (Narrative) literature review	Sustainability leadership or the environmental management school	Is based on reviewing literature body in the subject without clearly identified methodology	Corporate sustainability contribute to long-term profit maximization
Implementing Sustainability in Service Operations at Scandic Hotels	Goodman	2000 (Europe)	Highlighting the experience of Scandic Hotels with sustainability	Scandic Hotels	Case study	Sustainability or Environmental management school	Study is of European context	-Focusing on sustainability might return organization to profitability and leadership status in its industry -Sustainable practices can create customer loyalty and employee satisfaction

## **Appendix 10:**

**The systematic review table comprising analysis of factors related to the various issues theme, which resulted from systematic review of obtained relevant studies listed in Table 4**

<b>Title of study</b>	<b>Author(s) name(s)</b>	<b>Publication year and country of study</b>	<b>Objective(s) of study</b>	<b>Sample or population of study</b>	<b>Methodology of study</b>	<b>Philosophy (school) of study</b>	<b>Limitation(s) of study</b>	<b>Finding(s) of (i.e. factors found by) study</b>
Capabilities for Sustainable Business Success	Rogers	2004 (Not available)	Critique of Professor Turner's ideas on organizational change	Not available	Not available	Could be innovation oriented school	Based on critique of a management idea with an anecdotal evidence	Separating/balancing management of change from the management of current business (on-going operational business)
Change as the winds change: the impact of organizational transformation on firm survival in a shifting environment	Wischnevsky	2004 (USA)	"To re-examine conceptually and empirically the debate about the consequences of major organizational change on organizational survival." (p362)	Sample consists of the 50 largest bank holding companies (BHCs) studied for 2 decades in the period 1975-1995	Not available	Transformational leadership and innovation	Applied in American and Banking context	Positive effect of strategic changes on survival in the context of external and environmental change
Measuring the relationship between total quality management and sustainable competitive advantage: A resource-based view	Escrig Tena et al.	2001 (Not available)	"To find out the extent to which the effects of TQM on performance are due to the generation of a set of distinctive competencies that arise from the introduction of TQM." (p933)	Not available	Resource (theoretical)-based perspective	TQM and resource-based Schools	Not available	Continuous improvement of an organization requires various tools including standardized process operations
Makes Profit: Business Practices and Firm Success	Fabling and Grimes	2007 (New Zealand)	Answering the question, "Which business practices set successful firms apart from others?" (p383)	3000 New Zealand firms	Analysis of dataset	Not available	Study is of New Zealand context	Investment in up-to-date capital equipment is strongly associated with firm success

Leadership for excellence in the Portuguese municipalities: critical success factors, measurements and improvement strategies	Sa and Kanji	2003 (Portugal)	"Developing and testing a model for measuring leadership excellence in the Portuguese municipalities" (p137)	Eighty-five Portuguese municipalities	Not available	TQM and business Excellence School	Has not explicitly defined the leadership excellence and has a specific context (Portuguese municipalities)	"Future success depends on the leaders' ability to build a culture of continuous improvement" (p131)
The UK grocery business: towards a sustainable model for virtual markets	Hackney et al.	2006 (UK)	"To evaluate and present best practice strategies employed by major retail organisations concerning these deployments" (p354)	"Big four" UK supermarkets (Tesco, J Sainsbury, ASDA and Safeway/Morrisons)	"A conceptual synthesis of current knowledge, based on theoretical constructs and empirical observations" (p354)	Not available	Western mainly British context and on a specific business (i.e. big retail supermarkets)	Technology is "a key to gaining and sustaining competitive advantage" (p355)
Beyond Economic Criteria: A Humanistic Approach to Organizational Survival	Rosanas	2008 (Not available)	"Presenting the basis of a theory of organizations that explicitly includes them, and identifies the link by which they are related." (p447)	Not available	Theoretical study involving traditional (Narrative) literature review	Humanitarian Management or Human Relations Oriented School'	Not available	Employees' willingness to cooperate with each other to solve the organization's problems is necessary for the organization's long-run survival
Characteristics of leadership effectiveness: Implementing change and driving innovation in organizations	Gilley et al.	2008 (Could be USA)	Examining "the level of leadership effectiveness and skills in implementing change, and, subsequently, driving innovation within organizations." (p154)	Students in MBA and OD master's degree classes	"Descriptive study consisted of collecting - through questionnaire- and analysing employee perceptions of their management's effectiveness at implementing change." (162)	Transformational leadership and innovation	Study is of Western mainly American context	"Successful execution of transformational change has been identified as leading to innovation" (p164)
Hybrid organizational arrangements and their implications for firm growth and survival: a study of new franchisors	Shane	1996 (USA)	"To examine the impact of contractual organizational forms on the rate of firm growth." (p217)	"Examining a sample of 138 firms that first began to franchise in the United States in 1983." (p217)	Quantitative method where regression model was used	Not available	Contextual limitations related to country and sample of study	Use of franchising enhances firm survival and growth

Why organizations fail: the view from the front-line	Longenecker et al.	1999 (USA)	"The purpose of this research study is to explore organizational failure from the unique perspective of front-line managers in struggling organizations." (p7)	"A cross-section of front-line management personnel in over 20 different large US manufacturing and service organizations" (p7)	Qualitative study using structured questionnaire	Not available	Study is of American context	People hesitation and reluctance to change could produce stagnant organization that fails to pursue new opportunities and implement new practices
The Long-Term Performance of Small Businesses: Are there Differences Between "Christian-Based" Companies and their Secular Counterparts?	Ibrahim and Angelidis	2005 (USA)	Determining the impact of some religious values and behaviors on a company's performance	312 Christian-based companies and their secular counterparts in the USA	Qualitative study using structured questionnaire	Not available	Study is of American context	Religious values positively influence growth, profits and reputation of organization
A tale of corporate governance: lessons why firms fail	Mardjono	2005 (USA & Australia)	Review of what had happened with Enron and HIH Insurance	HIH Insurance (Australian) & Enron Corporation (American company)	Review of what had happened with Enron and HIH Insurance based on existing theories and prior academic findings on corporate governance and corporate sustainability published between 1998 and 2004.	Not available	Study is of American and Australian context	Accountability and transparency are critical factors for firms to sustain and contribute to company's sustainability
Success in Hong Kong: Factors Self-Reported by Successful Small Business Owners	Luk	1996 (Hong Kong)	To identify common factors accounting for the success of small businesses in Hong Kong	Hong Kong's small businesses	Exploratory study using a structured questionnaire	Not available	Study is of Hong Kong context	-Unique product features strongly linked to business success - Good marketing and good selling techniques is important for business success
Information Technology and Sustained Competitive Advantage: aResource-Based Analysis	Mata et al.	1995	'Examining the ability of IT to generate sustained competitive advantages for firms.' (p495)	Not available	A review of IT literature in view of resource-Based Analysis	Strategic Management and resource-based	Not available	Using IT is not a source of sustained competitive advantage

Building Sustainable Success in Art Galleries: An Exploratory Study of Adaptive Strategies	Smit h et al.	2006 (USA -Colorado)	' Study of external driving forces, adaptive strategy, and performance among 132 art galleries in Colorado.' (p30)	132 art galleries in Colorado	Data collected through mail surveys completed by private art gallery managers in Colorado	Strategic Management	Study is of American and gallery business context	Not perceiving the external driving forces (such as economic and technological forces) could adversely affect sustainable success of organizations
Effects of ISO 9000 certification on firm' performance: a vision from the market	Martinez-Costa and Martinez-Lorente	2003 (Spain)	Analyzing the effects of ISO 9000 certification on firm' performance	30 Spanish companies	Event study methodology	Not available, but could be Business Excellence	Spanish companies context	No evidence of ISO 9000 certification effect on the value or sustainable competitive advantages of organization
Institutionalization and Organizational Long-term Success	Fleck	2007 (USA)	Investigation of the institutionalization processes of two long-lived companies	Two companies: General Electric and Westinghouse	Historical longitudinal analysis	Not available	American companies context	-Growth is an indicator of organizational success. -Organizational institutionalization is neither good nor bad in itself
Growing profitable or growing from profits: putting the horse in front of the cart	Davidsson et al.	2009	Examining the firm growth as more or less favourable	A random sample of small- and medium-sized enterprises (SMEs) from Sweden and Australia across many industries	Empirical tests using two large, longitudinal data sets of SMEs from Sweden and Australia	Not available	Swedish and Australian context	Profitable firms with low growth are more likely to reach high growth and high profitability compared with growing firms with low profitability
Long-term Success of Adaptation Strategies: Evidence from Finnish Companies	Laitinen	2000 (Finland)	Analysing the relationship between the medium and long-term success of a company and the adaptation strategies applied by Finnish companies during the recession in 1989–93	750 Finnish companies	Analysing the data collected from a questionnaire answered by a sample of Finnish companies and from financial statements data	Not available, but could be a strategic or change management	Study is of Finnish context	Investment in the acquisition of new and old customers, new product development and marketing in general seemed to be the most effective and successful adaptation strategies in the medium and long-term



Strategic capabilities and their relationship to organisational success and its measures: Some pointers from five Australian studies	Simon et al.	2011 (Australia)	'Determining the strategic capabilities that are related to success in five disparate Australian industries' (p1305)	A sample from five disparate Australian industries	Qualitative methods involved interviews, analysis of relevant documents, literature review and questionnaire	Not available, but could be a Strategic Management	Study is of Australian context	One of the common capabilities, for an organization to succeed, is excellent differentiated product(s) or service(s) and adaptability
Business success factors and innovation in Canadian service sectors: an initial investigation of inter-sectoral differences	Chamberlin et al.	2010 (Canada)	Exploring the relationship between innovation in services and a number of business success factors	A sample from 3701 firms across 34 Canadian service sectors	'The analysis is based on aggregate descriptive statistics' (p232)	Innovation	Study is of Canadian and service sectors context	Quality control of products is a very important business success factor
Reputation Building: Small Business Strategies for Successful Venture Development	Goldberg et al.	2003 (Israel)	Discussing some reputation strategies	Three Israeli software companies	Qualitative research included interviews and organized questions	Not available	Very specific context (i.e. Israeli software companies).	The broader the approach in reputation-building strategies, the more successful the company
Start-up size and subsequent firm growth in Kosova: the role of entrepreneurial and institutional factors	Capelleras and Hoxha	2010 (Kosova)	Investigating entrepreneurial and institutional factors influencing initial size and subsequent firm growth in the case of Kosova	The sample size targeted for the survey is 555 firms in Kosova	Statistical analysis of the data collected through face-to-face interviews with firm founders	Not explained	Kosova context	<p>-Intention to grow is found to be a strong determinant of start-up size and firm growth.</p> <p>-Informal obstacles (e.g. corruption, fiscal evasion, informal economy and unfair competition) are significantly and negatively related to firm growth</p> <p>- Perceptions of institutional barriers are not a major influence on a firm's start-up size and growth</p>

The Rise and Fall of Yukos: A Case Study of Success and Failure in an Unstable Institutional Environment	Dixon and Day	2010 (Russia)	Investigating the success and subsequent failure of the Russian oil company Yukos	Russian oil company Yukos	Case study	Resource-based and institutional view	Russian and oil industry context	Not perceiving and shaping opportunities and threats in the environment, short-sighted political competence and a failure to pursue non-market strategies might lead to the failure of an organization
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## **Appendix 11:**

### **Previous education, employment and experience of Researcher**

- a. Bachelor of medical sciences (specialised in health services administration).
- b. MBA in hospitals management.
- c. Provision of consultancy advice relating to different aspects of management, leadership, planning, and human resources development to concerned readers of one of the foremost newspaper in the Kingdom, "AL Riyadh News Paper ", from Feb 2007 till end of 2008. This advice was directed to a wide selection of leaders, managers and interested people.
- d. Presentation (in Arabic language) of number of studies, work papers and articles in management, leadership, development of organizations and human resources, training and future challenges that face private organizations including health organizations. Most of these studies, papers and articles have been published in Riyadh Daily newspaper, Economics Magazine, Training and technology Magazine, Riyadh Commerce Magazine and Health Forum.
- e. Proprietor and Director General of the "CLM Centre for Consultancies and Training" from June 2005 ([www.clmcenter.com](http://www.clmcenter.com)).
- f. The author of "Comprehensive Leadership Management (**CLM**)" book. With Allah Almighty's guidance, the writing of this book began in October 2000; later the Arabic edition was published in December 2004. In this book, the term **CLM** was used for the first time in the field of leadership management. It is planned to translate the whole book into English within next two years Inshaa Allah. The book focuses on the subjects related to continuous success and development of organizations and their human resources. The second edition of the book has been postponed awaiting to complete this research. The book contains contextual discussions in different subjects including the Islamic context and perspective.
- g. Member of number of management Associations in Saudi Arabia and abroad.
- h. Occupied different senior management positions in many medium and large organizations in the health services sector (1993-2005).
- i. The developer and trainer of the intensive leadership training program (31 hours), which he has presented many times. It is now available in YouTube in 149 clips, and can be watched through (CLM CenterTV – YouTube).