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Determinants of Strategic Management: an Analysis of Corporate Culture, Business Environment, Performance Measurement, Technological Change, and Leadership Style

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Abstract: This literature research aims to help hypotheses for future authors in determining research related to strategic management. The research article determining strategic management: analysis of corporate culture, business environment, performance measurement, technological change, and leadership style is a scientific literature article on the scope of human resource management. The approach used in this literature review research is descriptive qualitative. Data collection techniques are using literature studies or reviewing relevant previous articles. The data used in this study are secondary data, which are sourced from academic online media such as Thomson Reuters Journals, Sage, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Springer, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Corporate Culture affects Strategic Management; 2) Business Environment affects Strategic Management; 3) Performance Measurement affects Strategic Management; 4) Technological Change affects Strategic Management; and 5) Leadership Style affects Strategic Management.

Keywords: Strategic Management, Corporate Culture, Business Environment, Performance Measurement, Technological Change, Leadership Style

INTRODUCTION

In an increasingly complex era of globalization, strategic management is an essential element in ensuring organizational sustainability and success. Organizations no longer compete locally but face global market dynamics influenced by technological change, economic fluctuations, and socio-cultural shifts. This requires companies to be able to compete and achieve competitive advantage, in order to gain a good market share. Therefore, the company needs to carry out strategic management, aimed at analyzing the potentials and strategies that the company wants to carry out in the future (Lawu & Ali, 2022).

Figure 1. Indonesia Manufacturing Sector Growth Index 2023-2024
Source: Samuel.co.id

Indonesia's manufacturing index (PMI) fell to 50.7 in June 2024 from 52.1 in May 2024. Despite remaining in expansion territory for 34 consecutive months, this is the lowest reading since May 2023 and the third consecutive decline. The decline was mainly due to a significant increase in raw material costs, exacerbated by the 5.9% depreciation of the rupiah against the US dollar so far this year. On the other hand, product prices rose only marginally due to slowing demand.

The decline in Indonesia's manufacturing PMI is reflected in the high number of bankruptcy and debt rescheduling (PKPU) filings. This means that there are still many companies struggling to grow and expand due to limited funds, high debt and the threat of bankruptcy.

Problem Formulation

Based on the background of the problem above, the problem formulation is obtained to be used as a hypothesis for further research, among others: 1) Does Corporate Culture affect Strategic Management?; 2) Does the Business Environment affect Strategic Management?; 3) Does Performance Measurement affect Strategic Management?; 4) Does Technological Change affect Strategic Management?; and 5) Does Leadership Style affect Strategic Management?.

METHOD

This research uses a descriptive qualitative approach. This method was chosen because it allows researchers to understand research concepts related to strategic management thoroughly, focusing on the context and meaning contained in strategic management. Descriptive qualitative data collection and analysis allows researchers to customize their approach to the needs of the research and the characteristics of the subject under study, (Dewi, 2024), (Susanto, Yuntina, Saribanon, et al., 2024).

The data used in this study comes from previous research related to corporate culture, business environment, performance measurement, technological change and leadership style. The researcher will analyze the existing literature to identify patterns and trends in strategic management concepts. By using previous research and other references, the researcher can develop stronger, evidence-based arguments and contribute to a broader understanding of strategic management, (Susanto, Arini, Yuntina, & Panatap, 2024).

The type of data used in this study is secondary data, which utilizes data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as

Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of strategic management from various perspectives, (Susanto, Arini, Marlita, & Yuntina, 2024).

RESULTS AND DISCUSSIONS

Results

The following are the research findings considering the context and problem formulation:

Strategic Management

Strategic management is the process of planning, implementing, and evaluating decisions designed to achieve an organization's long-term goals. This process includes internal and external environmental analysis, strategic goal setting, strategy formulation, implementation, and performance monitoring. Through strategic management, an organization can direct its resources to meet competitive challenges, exploit opportunities, and create sustainable advantage. It includes the identification of strengths, weaknesses, opportunities, and threats (SWOT) as a basis for focused and forward-looking decision making (Sunarsi, 2018).

Indicators or dimensions contained in the Strategic Management variable include: 1) Vision and Mission: Establish the long-term direction and goals of the organization to guide decision making; 2) SWOT Analysis: Identifying strengths, weaknesses, opportunities, and threats to support the formulation of relevant strategies; 3) Strategy formulation: Creating a plan that includes steps to achieve competitive advantage; 4) Strategy Implementation: Executing strategies through resource allocation, coordination, and monitoring; 5) Strategic Control: Evaluating performance to ensure alignment with established goals; and 6) Adapting to change: The organization's ability to adjust strategies in response to environmental dynamics (Susanto et al., 2023).

Strategic Management variables are relevant to previous research conducted by: (Ummah, 2019), (Hermawan et al., 2021), (Widjanarko et al., 2022).

Corporate Culture

Corporate culture is the set of values, norms, beliefs, and practices shared by an organization's members that shape how they work, interact, and make decisions. Culture creates a unique identity for the organization and guides the behavior of employees as they perform their daily tasks. A strong culture can increase team cohesion, motivation, and commitment, while a weak culture can lead to misalignment and internal conflict. Corporate culture is often a strategic element that helps organizations adapt to change and remain competitive (Silitonga et al., 2017).

Indicators or dimensions contained in the Corporate Culture variable include: 1) Core Values: Basic principles that guide employee behavior and work culture; 2) Organizational norms: Unwritten rules that govern how employees interact and work; 3) Employee Commitment: The level of loyalty and dedication of members to the organization; 4) Communication Style: The way information is transmitted and received within the organization; 5) Team Cohesion: The level of cooperation and solidarity among employees; and 6) Balance of Innovation and Tradition: The combination of maintaining old values while embracing new changes (Saputra et al., 2024).

Corporate Culture variables are relevant to previous research conducted by: (Susanto, Simarmata, Febrian, Wahdiniawati, et al., 2024), (Ali et al., 2022), (Putri et al., 2023), (Susanto, Rachman, & Saepudin, 2024),

Business Environment

The business environment includes all external factors that affect an organization's operations and strategies, such as economic, technological, political, social, and legal conditions. The dynamic and complex business environment requires continuous analysis to identify opportunities and threats that affect organizational performance. These factors shape the competitive landscape and determine how organizations must adapt to remain relevant in the marketplace (R. W. Astuti, 2020).

Indicators or dimensions contained in the Business Environment variable include: 1) Economic Conditions: Factors such as inflation, interest rates, and economic growth that affect the company's operations; 2) Technology: Technological advances that create opportunities or threats for businesses; 3) Industry Competition: The level of competition in the marketplace that affects the organization's strategy; 4) Government Regulation: Laws and policies that govern business activities; 5) Sociocultural: Trends and habits of society that influence customer preferences; 6) Globalization: The influence of international markets on local operations (Supriatna et al., 2022).

Business Environment variables are relevant to previous research conducted by: (Yoyo & April, 2021), (Afazis & Handayani, 2020), (Saputra & Mahaputra, 2022), (Panggabean et al., 2024).

Performance Measurement

Performance measurement is the process of assessing the effectiveness and efficiency of an organization in achieving its stated objectives. It involves the use of key performance indicators (KPIs) to monitor work outcomes such as productivity, profitability, and customer satisfaction. With accurate measurement, management can identify areas for improvement, make data-driven decisions, and ensure alignment with the organization's strategy (Ijadi Maghsoodi et al., 2019).

Indicators or dimensions contained in the Performance Measurement variable include: 1) Key Performance Indicators (KPIs): Parameters used to evaluate the effectiveness of achieving goals; 2) Operational efficiency: The extent to which resources are optimally utilized; 3) Profitability: The level of profit generated from business activities; 4) Customer Satisfaction: The degree to which customers are satisfied with the products or services offered; 5) Employee Productivity: The amount and quality of output produced by the workforce; and 6) Strategic Alignment: Measuring the extent to which the organization's performance is consistent with its vision and mission (Sulaiman et al., 2021).

Performance Measurement variables are relevant to previous research conducted by: (Widoto et al., 2023), (Ilmi et al., 2019), (Bayu Putra & Fitri, 2021).

Technological Change

Technological change refers to innovations and developments in tools, methods, and systems that affect the way organizations operate. Rapidly evolving technology offers opportunities to improve efficiency, create new products, and enter untapped markets. However, these changes can also present challenges, such as the need to retrain employees, adapt infrastructure, and make large investments. Organizations that are able to adopt technology quickly tend to be more competitive in their industry s.

Indicators or dimensions contained in the Technology Change variable include: 1) Product Innovation: Developing new goods or services that meet market needs; 2) Process automation: The use of technology to improve operational efficiency; 3) Digital Accessibility: An organization's ability to incorporate digital platforms into its operations; 4) Speed of Adaptation: The organization's ability to respond quickly to technological change; 5) Technology Investment: The allocation of resources to support the adoption of new technologies; and 6) Information Security: Measures taken to protect data from cyber threats (Ali et al., 2024).

Technological Change Variables are relevant to previous research conducted by: (Nofrialdi et al., 2023), (Widjanarko et al., 2023), (Ardian & Ali, 2020), (Wijaya & Simamora, 2022), (Lesmini et al., 2023), (Susanto & Parmenas, 2021).

Leadership Style

Leadership style is the approach a leader uses to direct, motivate, and manage a team. These styles include different types such as transformational, transactional, autocratic, and democratic leadership. An effective leadership style can improve team performance, build positive working relationships, and create a productive organizational culture. Conversely, inappropriate leadership styles can hinder collaboration and demotivate employees. Adaptive leaders are able to adjust their style based on the situation and the needs of the team (Saputra et al., 2023).

Indicators or dimensions contained in the Leadership Style variable include: 1) Transformational Leadership: Improving motivation and performance through an inspiring vision; 2) Transactional Leadership: Focuses on rewards and punishments to achieve results; 3) Effective Communication: The leader's ability to clearly convey information and engage in constructive dialogue; 4) Decision Making: The process of determining the best direction for the organization; 5) Task Delegation: The leader's ability to delegate responsibility appropriately; and 6) Empathy: Understanding the needs and feelings of the team in order to build positive working relationships (Sudiantini & Saputra, 2022).

Leadership Style variables are relevant to previous research conducted by: (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Susanto, Setiawan, Yandi, & Putri, 2024), (Nuraeni et al., 2022), (Susanto, Sawitri, Ali, & Tussoleha Rony, 2024), (Susanto, Sawitri, Ali, & Rony, 2024).

Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(D. T. Astuti, 2021)	-Leadership variables influence strategic management -Organizational Culture variables affect strategic management -Competency variables affect strategic management	This article has in common that it examines the Organizational Culture variable on the independent variable, and examines the Strategic Management variable on the dependent variable.	The difference with previous research is in the Competency variable as another independent variable.
2	(Kamaludin, 2022)	-Business Environment Variables influence Strategic Management in Public Elementary Schools in the Era of Disruption	This article has in common that it examines the Business Environment variable in the independent variable, and examines the Strategic Management variable in the dependent variable.	-The difference with previous research is in the object of research conducted at SDN in the era of disruption.

3	(Kautsar & Julaiha, 2023)	-Corrective Action variables influence strategic management -External Factors variables influence in Strategic Management -Performance Measurement variables affect strategic management	This article has in common that it examines the Performance Measurement variable on the independent variable, and examines the Strategic Management variable on the dependent variable.	The difference with previous research is in the Corrective Action variable and External Factors as other independent variables.
4	(Ashshidiqy & Ali, 2019)	-Technological Change Variables influence in Strategic Management -Information Technology variables affect strategic management -The Strategic Alignment Model variable has an effect on Strategic Management	This article has in common that it examines the variable Technological Change in the independent variable, and examines the Strategic Management variable in the dependent variable.	The difference with previous research is in the variables of Technological Change and the Strategic Alignment Model as other independent variables.
5	(Ferliandre & Anggraini, 2021)	-Leadership Style variables affect Strategic Management in Decision Making -Strategy variables affect strategic management in decision making -Personality variables affect strategic management in decision making	This article has in common that it examines the Leadership Style variable in the independent variable, and examines the Strategic Management variable in the dependent variable.	-The difference with previous research is in the variables of Strategy and Personality as other Independent variables.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

1. The Effect of Corporate Culture on Strategic Management

Corporate culture plays an important role in determining the effectiveness of strategic management. The core values espoused by the company become the primary foundation for shaping a clear vision and mission. When these values are integrated into all aspects of the organization, they provide a consistent direction for all strategic decisions. For example, a company that values innovation will have a vision that reflects a commitment to developing new products and services. These core values not only guide strategy formulation, but also influence the entire strategy management process.

Organizational norms, which include unwritten rules and work habits, also influence the way the SWOT analysis is conducted. Norms that encourage openness and collaboration allow teams to more accurately identify strengths, weaknesses, opportunities, and threats. With healthy workplace norms, the analysis process becomes more effective because people are free to express ideas without fear. In addition, organizational norms that promote transparency help ensure that the data used in the SWOT analysis is accurate and relevant.

Employee engagement also has a significant impact on strategy formulation. Employees who feel engaged and have a sense of belonging to the organization tend to make greater contributions to strategy formulation. For example, they may provide insights into operational challenges or market opportunities that are not visible to senior management. This engagement also ensures that the strategy formulated is more realistic and acceptable to all members of the organization, making it easier to implement.

The style of communication within the organization also determines the success of strategy implementation. Effective communication enables all parties to understand the strategic goals and the steps to be taken to achieve them. If the organization's communication style is open and two-way, employees will more readily accept changes in strategy and be more motivated to support its implementation. Conversely, poor communication can hinder strategy implementation by creating confusion and resistance among employees.

Team cohesion also plays an important role in strategy control. A solid team is able to work together to monitor performance against strategic goals. With high cohesiveness, each team member can support each other in overcoming obstacles that arise during strategy implementation. Cohesiveness also creates a work environment that supports better evaluation and decision making so that strategic control can work optimally.

The balance between innovation and tradition is a critical factor in an organization's ability to adapt to change. Companies that are able to maintain this balance are better prepared for market dynamics. Tradition provides stability and identity, while innovation allows companies to respond to change in creative ways. When this balance is achieved, the organization can continue to grow without losing the core values on which the culture is based.

Overall, a strong culture supports all aspects of strategic management, from vision and mission to adapting to change. Each element of culture, such as core values, organizational norms, and team cohesion, is interrelated and contributes to strategic effectiveness. By understanding these relationships, companies can create a work culture that is aligned with strategic goals, thereby increasing the chances of success in achieving the long-term vision. This shows that culture is not just a supporting element, but a critical foundation for successful strategic management.

2. The Influence of Business Environment on Strategic Management

The dynamic business environment plays a central role in the management of corporate strategy. Economic conditions, such as inflation rates, interest rates, and economic growth, have a direct impact on a company's vision and mission. A company operating in stable economic conditions can focus more on long-term growth, while in uncertain economic conditions, the company may have to adjust its vision and mission in order to survive. These economic factors become the basis for determining the direction of the company's strategy to face external challenges.

Technological development is also an important factor that influences the SWOT analysis. Technology provides new opportunities in operations and marketing, but also creates threats through innovation-based competition. In the SWOT analysis process, technology can be identified as an opportunity if the company is able to use it to increase efficiency or create innovative products. However, if the company is unable to keep up with technological developments, this can become a significant weakness. Therefore, an understanding of technological dynamics is essential to formulate appropriate strategies.

Industry competition is an important factor in strategy formulation. Intense competition encourages companies to develop strategies that focus not only on operational efficiency but also on product differentiation. This strategy enables companies to maintain a competitive advantage. By understanding the competitive landscape, companies can leverage internal strengths to overcome competitive threats, making the resulting strategies more resilient to market pressures.

Government regulations provide a framework that constrains or encourages strategy implementation. Favorable policies, such as tax incentives or business-friendly regulations, can facilitate strategy implementation. However, strict regulations can be challenging, so companies must ensure that their strategies are consistent with the regulations. In strategy control, companies must continuously monitor regulatory changes to ensure compliance and avoid legal risks that could hamper operations.

Socio-culture influences how a company should adapt its strategic approach to be relevant to the values and preferences of society. A company operating in an environment with strong socio-cultural values must ensure that its products, services, and strategic communications are aligned with local norms. For example, companies can capitalize on opportunities arising from changing social trends, such as increased awareness of environmental sustainability. This allows companies to develop marketing strategies that respond to consumer preferences.

Globalization has created an increasingly complex business environment, forcing companies to adapt to faster change. Companies operating in a global marketplace must consider international dynamics in their strategies. Globalization offers opportunities for market expansion, but it also brings risks such as currency fluctuations and cultural differences. In strategic management, globalization encourages companies to develop a high degree of adaptability in order to remain competitive in the ever-changing global marketplace.

Overall, the business environment provides challenges and opportunities that affect all aspects of strategic management. Economic conditions, technology, industry competition, government regulations, socio-culture, and globalization shape the context in which companies operate. The interaction of these factors determines how companies formulate, implement, and monitor their strategies. By thoroughly understanding the influence of the business environment, companies can ensure that their strategies are not only relevant, but also responsive to external dynamics, thereby increasing their chances of long-term success.

3. The Influence of Performance Measurement on Strategic Management

Performance measurement plays a very important role in directing and improving the strategic management of the company. One of the key components of performance measurement is Key Performance Indicators (KPIs), which provide an indication of the extent to which the company has achieved its strategic goals and objectives. These KPIs cover various aspects such as operational efficiency, profitability, customer satisfaction, and employee productivity, all of which contribute directly to the successful implementation of the company's strategy. With measurable and clear KPIs in place, companies can more easily monitor overall performance and make strategy adjustments when necessary. This is directly related to the company's vision and mission, as performance measurement will reflect the extent to which the vision and mission are being realized in daily practice.

Operational efficiency is one of the key aspects of performance measurement that influences the SWOT analysis process in strategic management. When companies are able to optimize processes and reduce wasted resources, it provides a solid foundation for formulating more efficient and competitive strategies. Operational efficiency allows companies to focus more on achieving long-term goals, reduce costs, and increase competitive advantage. In the context of strategic management, operational efficiency is one of the key considerations in formulating the strategy to be executed. SWOT analysis, which evaluates strengths, weaknesses, opportunities, and threats, relies heavily on operational performance data to determine the most appropriate strategic moves.

In addition, profitability is one of the most important indicators in strategy formulation. A company's profit not only indicates its financial health, but also reflects the success of its strategy. High profitability indicates that the company has succeeded in making optimal use of resources and effectively meeting market needs. Therefore, when formulating strategies, companies need to evaluate their profitability performance in order to adjust strategies to focus more on increasing profits and cost efficiency. This is also closely related to the company's long-term goal of achieving financial stability and sustainable growth.

Customer satisfaction plays an important role in performance measurement, which is directly related to strategy implementation. Satisfied customers are likely to become loyal and recommend the product or service to others, potentially increasing the company's market share and profitability. Therefore, when implementing strategies, companies must ensure that customer satisfaction is a top priority. This can be done by continuously improving product quality, service, and customer experience. In this case, strategic control serves to ensure that every aspect of the company's operations is always focused on meeting customer expectations and achieving long-term goals.

Employee productivity is another indicator that is closely related to performance measurement and strategy execution. Productive employees contribute greatly to the achievement of organizational goals by working more efficiently and producing higher levels of output. In this case, measuring employee performance can be an important benchmark for assessing the effectiveness of the company's strategy implementation. When employee productivity increases, the company is more likely to achieve its strategic goals in less time and at a lower cost. In addition, high productivity is related to strategic alignment, where the entire organization is working toward the same goal.

Strategic alignment is the result of implementing strategies that are aligned with the company's goals and values. Effective performance measurement ensures that every aspect of the organization, from operations to people development, is aligned with the vision and mission. As part of the strategy control process, companies must ensure that every part of the organization is contributing to the achievement of planned strategic goals. This alignment is critical to ensuring that the changes implemented in the strategy are not only effective, but also sustainable. In addition, adapting to change is key to the success of the strategy, as changes in the business environment will affect how the company evaluates and adjusts its performance on an ongoing basis.

Overall, performance measures that include operational efficiency, profitability, customer satisfaction, employee productivity, and strategic alignment strongly influence all aspects of strategic management. With the right performance indicators, companies can more easily evaluate and adjust strategies to ensure that long-term goals are met.

4. The Influence of Technological Change on Strategic Management

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Overall, performance measures that include operational efficiency, profitability, customer satisfaction, employee productivity, and strategic alignment strongly influence all aspects of strategic management. With the right performance indicators, companies can more easily evaluate and adjust strategies to ensure that long-term goals are met.

5. The Influence of Leadership Style on Strategic Management

Leadership style plays a very important role in influencing the success of strategic management in the organization. One of the influential leadership styles is transformational leadership, which encourages leaders to inspire and motivate employees to achieve higher goals. Transformational leaders with a clear vision are able to lead the company to set a more ambitious vision and mission in line with the changes and developments that occur in the external and internal environment. In the context of strategic management, transformational leaders encourage organizations to continue to innovate, create new value, and formulate strategies that are relevant to market needs and global trends. Therefore, transformational leadership can strengthen the company's SWOT analysis, taking into account existing strengths and opportunities to support effective strategy formulation.

In addition, transactional leadership also has a significant impact on strategy management. This leadership style focuses more on structured task management and rewards or punishments for performance. Transactional leaders tend to focus on implementing established strategies, monitoring performance, and ensuring that each individual in the organization performs his or her role in accordance with established goals. In this case, transactional leadership is very important in controlling the strategy, where the leader monitors and corrects the implementation of the strategy according to the set standards and goals. With this leadership style, the company can maintain consistency in achieving the desired results and ensure that every element of the organization is working according to plan.

Effective communication is a key element of the leadership style that affects strategic management. Leaders with good communication skills can clearly communicate the vision and mission to all members of the organization so that everyone understands the direction and goals of the company. Open communication also helps in the decision-making process because the information needed to make strategic decisions can come from a variety of sources. Communicative leaders can reduce miscommunication and increase collaboration among teams, which ultimately contributes to successful strategy implementation. With effective communication, leaders can also guide teams in adapting to changes that occur, ensuring that the changes made are always in line with the company's vision and mission.

Appropriate decision making is an important aspect of leadership style that plays a role in strategy management. Leaders who have the ability to make wise decisions can navigate the challenges and risks that exist and choose the most effective strategic steps to achieve organizational goals. The choices leaders make will have a significant impact on the formulation of strategies and how they are implemented in the field. For example, leaders who are able to properly assess market conditions and customer needs can formulate appropriate marketing strategies that ultimately support the achievement of the company's vision and mission. Good decisions will also strengthen the company's position in the SWOT analysis by capitalizing on existing opportunities and overcoming threats that may arise.

Delegation is another part of leadership style that affects strategic management. Leaders who can delegate tasks well will ensure that each team member can contribute optimally to the achievement of the company's goals. Effective task delegation allows leaders to focus on high-level strategic decisions, while allowing lower-level teams to handle operational tasks that support strategy execution. A clear and structured delegation process also supports strategy control, as leaders can more easily monitor task execution and assess team performance. In strategy formulation, delegation also ensures that all aspects of the organization play an active role in supporting the larger goals.

Empathy also plays an important role in leadership styles that support strategic management. Leaders who demonstrate empathy understand the needs, concerns, and aspirations of employees, which helps create a positive and collaborative work environment. In the context of strategic management, empathy helps leaders adapt to changes that occur at both the individual and organizational levels. Empathic leaders are able to motivate employees to accept and support changes in the implemented strategy and help reduce resistance to change. As a result, organizations can more easily adapt to the challenges they face and ensure that the strategies implemented remain relevant to existing internal and external conditions.

Overall, leadership styles, which include transformational leadership, transactional leadership, effective communication, appropriate decision making, task delegation, and empathy, have a significant impact on the management of corporate strategy. These leadership styles help formulate, implement, monitor, and adapt strategies to changes that occur, and ensure that the organization can more effectively achieve its vision and mission.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous studies that are relevant to the discussion of this literature research:

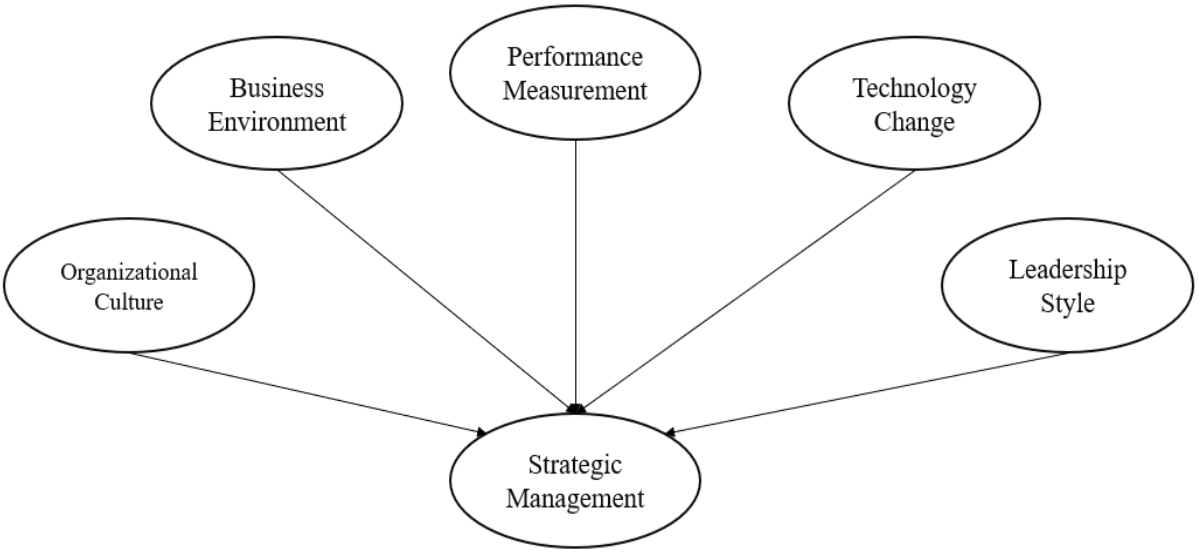

Figure 2. Conceptual Framework

Based on Figure 2 above, corporate culture, business environment, performance measurement, technological change and leadership style affect strategic management. However, in addition to the variables of corporate culture, business environment, performance measurement, technological change, and leadership style that affect strategic management, there are other variables that influence, including:

1) Human Resources: (Sawitri et al., 2023), (Ali et al., 2024), (Wai et al., 2024), (Marsono et al., 2018), (Widodo, 2023b), (Sembiring et al., 2019).
2) Competitors: (Nadin & Ikhtiono, 2019), (Widodo et al., 2019), (Sari et al., 2021), (Harahap et al., 2020).
3) Innovation: (Widodo, 2023a), (Susanto, Simarmata, Febrian, Wahdiniawati, et al., 2024), (Widodo, 2022), (Jumawan et al., 2023).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this study are:

1. Corporate Culture affects Strategic Management;
2. Business Environment affects Strategic Management;
3. Performance Measurement affects Strategic Management;
4. Technological Change affects Strategic Management; and
5. Leadership style affects strategic management.

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