



AENSI Journals

Australian Journal of Basic and Applied Sciences

ISSN:1991-8178

Journal home page: www.ajbasweb.com



Modelling Strategic Planning, Transformational Leadership and Organizational Performance: The Integration of Strategic Management Theories

¹SarminahSamad, ^{1,2}Salma Yasmin Mohd Yusuf, ³Waleed Abdulkafi Ahmed, ⁴MohdAyub Yakub

¹Arshad Ayub Graduate Business School/Faculty of Business Management, UniversitiTeknologi MARA, 40450 Shah Alam, Malaysia.

²Department of Family Medicine, Faculty of Medicine, UniversitiTeknologi MARA, 47000 Sungai Buloh, Selangor, Malaysia

³Arshad Ayub Graduate Business School/Faculty of Business Management, UniversitiTeknologi MARA, 40450 Shah Alam, Malaysia

⁴Arshad Ayub Graduate Business School/Faculty of Business Management, UniversitiTeknologi MARA, 40450 Shah Alam, Malaysia

ARTICLE INFO

Article history:

Received 25 October 2014

Received in revised form

26 November 2014

Accepted 29 December 2014

Available online 15 January 2015

Keywords:

Strategic planning, organizational performance, transformational leadership and strategic management

ABSTRACT

Background: This paper proposes a model of strategic planning, transformational leadership and organizational performance with the integration of strategic management theories mainly Resource Based View and Emergent Theory. **Objective:** To develop a model that relates strategic planning, transformational leadership and organizational performance. **Expected Results and Conclusion:** The proposed model will be able to answer the following hypotheses: There is a significant and positive relationship between strategic planning and organizational performance; strategic planning will contribute significantly on organizational performance and transformational leadership will moderate the relationship between strategic planning and organizational performance.

© 2015 AENSI Publisher All rights reserved.

To Cite This Article: SarminahSamad, Salma Yasmin Mohd Yusuf, Waleed Abdulkafi Ahmed, MohdAyub Yakub, Modelling Strategic Planning, Transformational Leadership and Organizational Performance: The Integration of Strategic Management Theories. *Aust. J. Basic & Appl. Sci.*, 9(2): 94-99, 2015

INTRODUCTION

Globalization, changing customer, ever increasing product market competition, supply and demand matching are among characteristics of current rapid change of economic environment. In order to compete successfully in this kind of environment, organizations need to continuously improve their performance on aspects such as reducing cost, increase productivity, efficiency, quality of service, information technology system and supporting system as well as non financial aspects (Samad, 2013a). Samad (2012a) suggested that a proper strategic management will help organizations achieve their goals. This is because according to David (2012) strategic management focuses on integrating key organizational management functions such as marketing, finance, operations, research and development, and computer information systems that are important to achieve organizational goals and success. It is supported by Samad *et al.* (2014) which highlighted that strategic management is an ongoing process that evaluates and controls the business and the industries of a company, assesses its competitors, set goals and strategies to face with their competitors. According to David (2012) strategic management is synonym with strategic planning in which the former is used in academia and the later in business context. David (2012) also refers strategic management to strategy formulation, implementation and evaluation. Strategic management or planning is important as it influences the high profitability and performance in organization (David, 2012). Despite various models of strategic management or strategic planning there is no best model is able to solve problem related to organizational performance (Samad *et al.*, 2013). As a result there has been an increased concerned over the role of strategic management on organizational performance. This paper proposes an enhanced model that relates strategic management or strategic planning (the term used in this paper) with its outcome of organizational performance.

Literature Review:

Strategic planning

According to David (2012) the term of strategic planning has emerged in 1950s and getting popular in mid 1960s to mid 1970s. Accordingly strategic planning was perceived as the most reliable approach to answer some business problems in this era. However in 1980s the term was cast aside as various strategic planning models did not yield higher return until 1990s and onwards which brought the revival of strategic planning. Accordingly

Corresponding Author: Dr. Sarminah Samad, Arshad Ayub Graduate Business School/Faculty of Business Management, Universiti Teknologi MARA, 40450, Shah Alam, Selangor, Malaysia.
E-mail: sarminasamad@gmail.com

strategic planning process is currently being practiced widely in the business world. Scholars have discussed strategic planning in various perspectives (Pearce *et al.*, 2010), (Church *et al.*, 2008), (Danes *et al.* 2008), (Yusuf and Saffu, 2009). Saenz (2010) suggested a model which consisted components of: a) strategic planning levels and b) implementation process. Strategic planning level consists of: 1) normative planning, 2) analysis of environment, 3) operative planning budgeting and 4) evaluation and control. Implementation process consists of: 1) Spread vision and mission, 2) Periodical revision of plan and 3) considering amendment.

Despite the various strategic planning models highlighted by scholars, generally they concluded that strategic planning is a process that involves three stages of formulation, implementation and evaluation (Samad, 2011a). Bryson (2010), Samad *et al.* (2014) stressed that although myriad of strategic planning models available in the literature there is no single strategic planning that seems to fit in every situation and environment. This paper proposes a strategic planning model that combines a model developed by Saenz (2010) as mentioned earlier and a model developed by Robertson (2011) which has proposed component of barriers in strategic planning implementation. The combination of the two models is to formulate a construct of the independent variable that relates to organizational performance. The barriers of strategic planning component is important to be integrated as it is in line with the current situation of organizations that require more sophisticated and comprehensive strategic planning model for their survival and superior performance (Al-Shammari and Hussein, 2007), (Samad, 2011d). In addition despite the strenuous efforts and great works done by organizations, most strategic planning have experienced failure (Eadie, 1983), (Samad, 2011b). This is because despite the weaknesses in strategic planning instrument but also due to some barriers which will effect to the success of strategic planning and organizational performance (Samad, 2010), (Samad and Yusuf, 2014).

Strategic planning can be a valuable instrument if it is applied and implemented properly especially during turbulent environment (Samad, 2012b), (Samad, 2009), (Mintzberg, 1994), (Hart and Banbury, 1994). Eadie (1983) argued that the idea of strategic planning is to continue a favourable balance or alignment or fitness between an organizational strategy and its environmental factors for long run. Butler *et al.* (2000) and Samad (2007a) identified some barriers of strategic planning such as fear, ignorance, cynicism, personality conflict and a combination of time and place. Okumus (2003), (Samad, 2006b) pointed out that lack of attention from the top level management, absence of motivation, employee well being and an overall organization awareness are among the reasons for the failure or part of barriers of strategic planning. Robertson (2011) suggested a strategic planning barrier which includes aspects of uncertainty, limited resources, low productivity and communication. However according to Samad *et al.* (2013) although voluminous literature on strategic planning, comparatively less study has been focused on the implementation of the strategic planning once it is developed. This is due to the successful implementation of strategic planning is inextricably related to less considered aspects of barriers like personality, legislation, organizational culture and other organizational factors (Jennings and Disney, 2006), (Samad *et al.*, 2013). Therefore this model integrates element of organizational culture as suggested by Samad *et al.* (2013) in the model of barrier in strategic planning as developed by Robertson (2011).

In conclusion the proposed model is based on a combination of strategic planning (consists of strategic planning level and implementation) adapted from Saenz (2010) and barriers to strategic planning adapted from Robertson (2011) and Samad *et al.* (2013). The combination of these variables is proposed as most studies have not integrated the strategic planning and barriers to strategic planning as construct that relate to organizational performance simultaneously. This is a value add to the previous model and a contribution to the existing body of knowledge. Moreover barriers of strategic planning such as organizational strategy and culture related factors are among the issues and problems faced by many business organizations that could not be ignored (Samad, 2006b), (Samad, *et al.*, 2014).

Relationship between Strategic Planning and Organizational Performance:

In studying or practicing the strategy of organizations according to Barney (2002) it is inadequate if the components and measures of organization performance are not given consideration. Several dimensions and aspects of strategic planning have been related to organizational outcomes such as organizational performance. Kraus *et al.* (2006) found a significant contribution of strategic planning on organizational performance. There was a significant relationship between strategic planning practices and organizational performance using financial measure in a study by Meers and Robertson (2007), Baker and Leidecker (2001), French *et al.* (2004), Efendioglu and Karabulut (2010). Hopkins and Hopkins (1997) have also found a significant relationship between strategic planning, responsibility of CEO, physician involvement and organizational performance based on financial aspects.

Al-Shammari and Hussein (2007) have linked strategic planning and organizational performance with indicators of financial performance (return of assets and growth in revenues) and non financial performance (for assessing behavioral aspects in terms of firm adaptability, job satisfaction, attractiveness and retention ability). A study by Yusuf and Saffu (2009) revealed that non-financial performance measures are positive drivers for future organizational performance, providing empirical evidence that non-financial performance measures are better predictors of future organizational performance compared to financial measures. Empirical evidence

indicated that non-financial performance measures are better predictors for the future organizational performance compared to financial measures (Samad, 2012c). According to Samad (2011e), Samad and Yusuf (2012) the weaknesses of financial performance measures have led to innovations in performance measure ranging from non-financial indicators of intangible assets and intellectual capital to balanced scorecards (an integrated financial and non-financial measures). The previous discussions indicate that organizational performance has been discussed and studied mainly from two main perspectives of financial and non financial.

This paper proposes a model of organizational performance that measures both financial and nonfinancial aspects using the adapted Balanced Scorecard (BSC) model developed by Kaplan and Norton (1992). This model was designed to supplement financial measures with indicators of internal business process, customer processes, employee growth and learning processes. Van der Stede *et al.* (2006), (Samad (2006c), (Samad and Yusuf, 2012) found that organizations that used extensive performance measures which include subjective non financial and objective measures have achieved superior performance. Organization that implemented performance measurement from both financial and non financial performance will gain more benefit than relied solely on financial performance measurement (Samad and Yusuf, 2014). Balanced Scorecard's model (BSC) by Kaplan and Norton support the overall BSC measures on organizational performance (Hoque and James (2000). According to Kaplan and Norton (2010), measures of BSC reflect the organization's changing business environment as well as the achievement of its goals. Further BSC serves as a framework for describing value-creating strategies that relate to tangible and intangible resources (Samad, 2013b), (Samad, 2007b). The reason of using BSC is that it could work well in most environment as it measures both financial and nonfinancial aspects which will provide an overview of organizational performance and promote effective decision making and continuous improvement (Al-eqtisadiyah, 2012), (Samad, 2011a). David (2012) and Samad *et al.* (2014) suggested that organizational performance would not yield superior return without proper and good strategic planning. This implies that organizational performance depends on various vital factors and one of them is strategic planning.

Role of Leadership in moderating the Relationship between Strategic Planning and Organizational Performance:

Literature revealed that previous studies have been focusing on the linear relationship between strategic planning and organization performance. Further, despite the large number of studies investigating this relationship, the results have been inconclusive, with findings ranging from positive relationships to no relationships and negative relationships (Bobek and Stojan 2012). Literature has revealed that the linear relationship between strategic planning and organizational performance has not consistently provides a significant effect. Sherman *et al.* (2005) Samad *et al.* (2014) have suggested that to strengthen the relationship between strategic planning and organizational performance some variables have to be integrated. These variables include personality, organizational culture, values, ethics, organizational contextual factors and leadership (Samad 2007a). This paper proposes the role of transformational leadership in moderating the relationship between strategic planning and organizational performance. Leadership is defined as a process that involves social changes and persuasion whereby an individual or team convinces a group to achieve objectives laid down by the leader or shared by individual with his followers (Higgs, 2003). Samad *et al.* (2013) suggested that current organizations need individuals who have leadership skills to encourage and lead others in achieving their highest potential. Leadership style and characteristics have significantly enhanced the efficiency of the strategic planning as well as improvement of the organizational performance (Sherman *et al.* 2005). Various leadership styles and theories are documented in the literature. One of the well-establish leadership styles is the transformational leadership style (Bass and Avolio, 1993). A study is plausible to link transformational leadership on the relationship between in strategic planning and organizational performance especially in business organizations (Samad 12a), (Samad *et al.*, 2014).

The characteristics of transformational leadership are in line with the need of most organizations to improve their performance and the need to have good leadership for impactful organizational changes (Samad *et al.*, 2014), (Sherman *et al.* (2005), (Al-eqtisadiyah, 2012). Bass and Avolio (1993) found that there is a positive impact of transformational leadership on the organizational performance in financial institutions sector. This implies that transformational leadership has improved the relationship between strategic planning and organizational performance and become a key component in strengthening the relationship. This is because transformational leadership inspires followers to exceed expectations in their performance (Bass, 1985). Vance and Larson's (2002) review of more than 6,000 business articles found that only 5 percent of them have linked leadership with organizational performance. This is supported by the argument that only few researches have investigated the impact of transformational leadership on organizational performance (Bass *et al.*, 2003; Erkutlu, 2008). Several authors have recently highlighted a significant lack of empirical studies that link transformational leadership on organizational outcomes in some developing countries (Samad *et al.*, 2014). This suggests a research that relates to transformational leadership and organizational performance is important and plausible.

This paper therefore proposes the role of transformational leadership on the relationship between strategic planning and organizational performance.

The proposed model:

The model presented was drawn from the previous theory and model of Resource Based View (RBV) and emergent theory or Contingency Theory as well as previous related studies (Figure 1). The RBV suggests that organizational resources both tangible and intangible play important role in gaining competitive advantage and organizational performance (Barney, 1991). Barney (1986) has highlighted that the source of organizations' competitive advantage depends on their internal resources. This notion is parallel with what has been highlighted by Samad (2011c) and Samad (2006a) that the internal resources of organizations served as important predictors of competitive advantage and superior performance. In this context some aspects of strategic planning components and elements are perceived as resources that will help to improve organizational performance. Meanwhile the emergent theory emerged from the premise that no single superb approach can be applied to manage organizations. This implies that managers have to manage organizations based on the situation and condition they are experiencing. In this situation organizations may think of some alternatives and new approach or emergent theory that is appropriate to the situation of the organization. Emergent theory suggests that the patterns that develop in organizations based on its past actions will influence its ability to craft strategy for the future (Mintzberg, 1987). The uncertainty situation for example will allow organization to decide the suitable or appropriate strategy in order to improve the performance. Scholars have suggested that emergent theory is multicultural, multidisciplinary and multi contextual (Samad, 11e), (Samad 2005). This approach is perceived as justified to explain the research problem mainly on performance of organization. Based on these theories and previous research findings pertaining to the relationship of strategic planning and the outcome variables, this present model proposes: there will be a relationship between strategic planning and organizational performance; strategic planning will contribute to organizational performance and transformational leadership will affect the relationship between strategic planning and organizational performance as depicted in Figure 1.

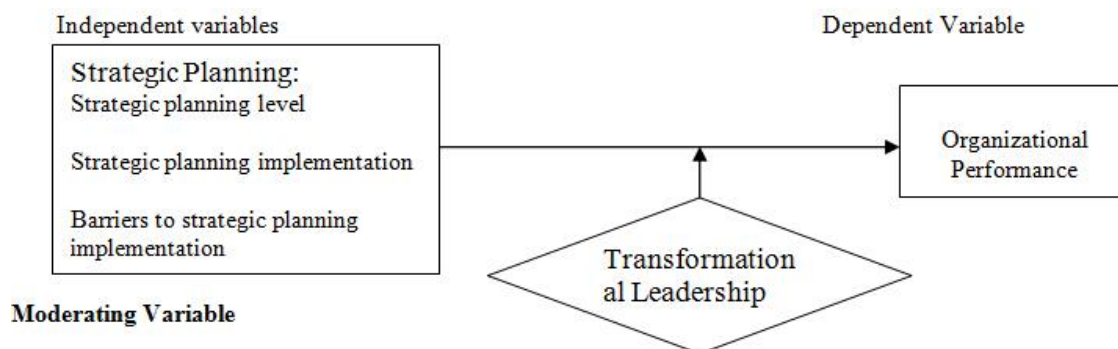


Fig. 1: Effect of transformational leadership on strategic planning and organizational performance relationship

Conclusion:

This model proposes that 1) strategic planning is related to organizational performance; 2) strategic planning plays key role in influencing organizational performance and 3) transformational leadership serves as important role in moderating the relationship between strategic planning and organizational performance. According to this model, there is a need to pay attention to the interface of strategic planning and organizational performance, which could result to the success or failure of strategic planning and the negative consequences on its outcomes arising from the failure or weak influence of strategic planning on organizational performance. The model is appropriate to be applied in any settings including in public sectors such as in hospitals, airports and business organizations.

REFERENCES

- Al-Eqtisadiyah, 2012. Governor of the central bank of Yemen describes the role of banks in the country as weak. Al-Eqtisadiyah (2012, August 27). Governor of the central bank of Yemen describes the role of banks in the country as weak.
- Al-Shammari, H.A. And R.T. Hussein, 2007. Strategic planning-firm performance linkage: empirical investigation from an emergent market perspective. *Advances in Competitiveness Research*, 15(1): 15-26.
- Baker, G.A., J.K. Leidecker, 2001. Does it pay to plan? Strategic planning and financial performance. *Agribusiness*, 17(3): 355-364.

- Barney, J., 1991. Firm resources and sustained competitive advantage. *Journal of Management*, 17(1): 99-120.
- Barney, J.B., 1986. Strategic factor markets: Expectations, luck, and business strategy. *Management Science*, 32(10): 1231-1241.
- Barney, J.B., 2002. Gaining and sustaining competitive advantage. Prentice Hall.
- Bass, B.M., 1985. *Leadership and performance beyond expectations*. Collier Macmillan.
- Bass, B.M., B.J. Avolio, 1993. Transformational leadership and organizational culture. *Public Administration Quarterly*, 17(1): 112-121.
- Bass, B.M., B.J. Avolio, D.I. Jung, Y. Berson, 2003. Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2): 207-218.
- Bobek, S. and D. Stojan, 2012. Strategic planning effectiveness comparative analysis of the Macedonian context. *Economic and Business Review*, 14(1): 63-93.
- Bryson, J., 2010. The future of public and nonprofit strategic planning in the United States. *Public Administration Review*, 70(1): 255-267.
- Butler, E. John, Doktor, Robert and Lins, Frederick, 2010. Linking international entrepreneurship to uncertainty, opportunity discover and cognition. *Journal of International Entrepreneurship*, 8(2): 121-134.
- Church, K. and R. Smith, 2008. REA ontology-based simulation models for enterprise strategic planning. *Journal of Information Systems*, 22(2): 301-329.
- Danes, S.M., J.T.C. Loy and K. Stafford, K. 2008. Business Planning Practices of Family-Owned Firms within a Quality Framework. *Journal of Small Business Management*, 46(3): 395-421.
- David, R.F., 2012. *Strategic Management, concepts and cases*. New Jersey: Prentice Hall
- Eadie, D.C., 1983. Putting a powerful tool to practical use: The application of strategic planning in the public sector. *Public Administration Review*, pp: 447-452.
- Efendioglu, A.M. And A.T. Karabulut, 2010. Impact of strategic planning on financial performance of companies in Turkey. *International Journal of Business and Management*, 5(4): 1-12.
- Erkutlu, H., 2008. The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case. *Journal of Management Development*, 27(7): 708-726.
- French, S.J., S.J. Kelly, J.L. Harrison, 2004. The role of strategic planning in the performance of small, professional service firms: A research note. *Journal of Management Development*, 23(8): 765-776.
- Hart, S. And C. Bainbury, 1994. How strategy-making processes can make a difference. *Strategic management Journal*, 15: 251-269
- Higgs, M., 2003. How can we make sense of leadership in the 21st century?. *Leadership & Organization Development Journal*, 24(5): 273-284.
- Hopkins, W.E., S.A. Hopkins, 1997. Strategic planning–financial performance relationships in banks: a causal examination. *Strategic Management Journal*, 18(8): 635-652.
- Hoque, Z. and W. James, 2000. Linking balanced scorecard measures to size and market factors: impact on organizational performance. *Journal of management accounting research*, 12(1): 1-17.
- Jennings, D., J.J. Disney, 2006. Designing the strategic planning process: does psychological type matter?. *Management Decision*, 44(5): 598-614.
- Kaplan, R.S. and D.P. Norton, 1992. The balanced scorecard: Measures that drive performance. *Harvard Business Review*, 70(1): 71–79.
- Kaplan, R.S., 2010. Conceptual foundations of the balanced scorecard, Harvard Business School, Working, pp: 10-074.
- Kraus, S., R. Harms, E.J. Schwarz, 2006. Strategic planning in smaller enterprises–new empirical findings. *Management Research News*, 29(6): 334-344.
- Meers, K.A., C. Robertson, 2007. Strategic planning practices in profitable small firms in the United States. *The Business Review*, 7(1): 302-307.
- Mintzberg, H., 1987. Crafting strategy. *Harvard Business Review*, 7: 66-75.
- Mintzberg, H., 1994. *The rise and fall of strategic planning*. New York: Prentice Hall
- Okumus, F., 2003. A framework to implement strategies in organizations. *Management Decision*, 41(9): 871-882.
- Pearce, J., R. Robinson and J. Pearce, 2010. *Formulation, implementation, and control of competitive strategy* (10th ed.). Homewood, Illinois: Irwin, McGraw-Hill
- Robertson, A.H., 2011. An assessment of four key strategic planning barriers and how to mitigate or reduce them and their effects. Unpublished Doctoral dissertation, Texas State University.
- Saenz, D.J., 2011. Strategic planning and implementation processes impacting small business success in Mexico: A correlational study (Doctoral dissertation, University of Phoenix).
- Samad, S., M.S.Y. Yusuf and W.A. Ahmed, 2014. The influence of strategic planning on organizational performance: A case in Malaysian Health Care System, *Australian Journal of Basic and Applied Sciences*, 8(13): 508-515.

- Samad, S. and M.S.Y. Yusuf, 2014. Effects of Personality Traits, Organizational Factors and Demographic Variables on Employee Empowerment. *Australian Journal of Basic and Applied Sciences*, 8(2): 284-293.
- Samad, S., M.A. Abdullah and W.A. Ahmed, 2013. The Impact of Organizational Culture on Organizational Performance. *Australian Journal of Basic and Applied Sciences*, 7(14): 442-449.
- Samad, S., 2013a. Assessing the Contribution of Human Capital on Business Performance. *International Journal of Trade Economics and Finance*, 4(6): 393-397.
- Samad, S., 2013b. Sexual Harassment at Workplace: An Analysis of the Selected Dismissal Cases in Malaysian Companies. *Australian Journal of Basic and Applied Sciences*, 7(13): 164-171.
- Samad, S., 2012a. The Influence of Innovation and Transformational Leadership on Organizational Performance. *Procedia-Social and Behavioral Sciences*, (57): 486-493.
- Samad, S., 2012b. Examining the Predictors of Employee Work Outcomes – Case Study in Logistics Companies. *Advances in Natural and Applied Sciences*, 6(6): 723-730.
- Samad, S. and M.S.Y. Yusuf, 2012. The role of Organizational Commitment in Mediating the Relationship Between Job Satisfaction and Turnover Intention. *European Journal of Social Sciences*, 30(1): 125-135.
- Samad, S., 2011a. The Contribution of Quality Management System on Quality of Product and Organizational Performance in Malaysian Logistics Companies. *European Journal of Social Sciences*, 25(1): 66-76.
- Samad, S., 2011b. Predictors of Performance Appraisal Among Managers in Malaysian Commercial Banks. In *International Conference on Management and Artificial Intelligence (ICMAI)*, 1: 164-167.
- Samad, S., 2011c. The Most Prevailing Aspect of Organisational Politics that Influences Job Performance: Case Study of Malaysian Government Servants. *African Journal of Business Management*, 5(34): 13205-13210.
- Samad, S., 2011d. The effects of Job Satisfaction on Organizational Commitment and Job Performance Relationship: A Case of Managers in Malaysia's Manufacturing Companies. *European Journal of Social Sciences*, 18(4): 602-622.
- Samad, S., 2011e. Examining the Effects of Emotional Intelligence on the Relationship between Organizational Politics and Job Performance, *International Journal of Business and Social Science*, 2(6): 119-126.
- Samad, S., 2010. Unraveling the Different Effects of Quality and Human Resource Management Aspects on Organizational Performance. In *ICIME 2010-2010 2nd IEEE International Conference on Information Management and Engineering*, pp: 162-167.
- Samad, S., 2009. The Influence of Emotional Intelligence on Effective Leadership Among Managers in Malaysian Business Organizations. *Journal of Business Review Cambridge*, 13(1): 164-170.
- Samad, S., 2007a. Social Structure Characteristics and Psychological Empowerment: Exploring the effect of openness personality, *Journal of American Academy Business*, 12: 70-76.
- Samad, S., 2007b. Social Structural Characteristics and Employee Empowerment: the Role of Proactive Personality. *International Review of Business Research Paper*, 3(4): 254-264.
- Samad, S., 2006a. Predicting Turnover Intentions: The Case of Malaysian Government Doctors. *Journal of American Academy of Business Cambridge*, 8(2): 113-119.
- Samad, S., 2006b. Assessing the Effects of Work and Family Related Factors on Women Well-being. *Journal of American Academy of Business Cambridge*, 9(1): 52-57.
- Samad, S., 2006c. Procedural and Distributive Justice: Differential Effects on Employees' Work Outcome. *Journal of Business Review Cambridge*, 5(2): 212-218.
- Samad, S., 2005. Unraveling the Organizational Commitment and Job Performance Relationship: Exploring the Moderating Effect of Job Satisfaction. *The Business Review Cambridge*, 4(2): 79-84.
- Sherman, H., D.J. Rowley, B.R. Armandi, 2005. *Strategic management: An organization change approach*. University Press of America.
- Van der Stede, W.A., C.C. Chow and T.W. Lin, 2006. Strategy, choice of performance measures and performance. *Behavioral Research in Accounting*, 18: 185-205.
- Vance, C., E. Larson, 2002. Leadership research in business and health care. *Journal of Nursing Scholarship*, 34(2): 165-171.
- Yusuf, A. and K. Saffu, 2009. Planning practices, strategy types and firm performance in the Arabian Gulf region. *Education, Business and Society: Contemporary Middle Eastern Issues*, 2(3): 203-217.