

IMPACT OF STRATEGIC PLANNING (VISION, MISSION, AND GOALS) ON OPERATIONAL PERFORMANCE

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ABSTRACT:

Organizations around the world focus more on performance, in particular with their stakeholders and customers' expectations. Even though one of the significant determinant of operational performance is strategy planning. The main objective of this research is to examine the impact of strategy planning including vision, mission, and goals on operational performance in the context of public sector in the UAE. The data was collected from 372 employees in public sector in the UAE, analyzed using structural equation modeling (SEM) via SmartPLS 3.0. The results proved that there is a significant impact of the three components of strategic planning on operational performance. The proposed model explained 25.3% of the variance in operational performance.

KEYWORDS: Strategic planning; vision; mission; goals; operational performance

I. INTRODUCTION

The research regarding the performance of the organisation has emphasised many precursors and parameters that are associated with performances of the organisation. For instance, (Aghababaei, Costello, & Ranjitkar, 2020; Cámara, Fuentes, & Marín, 2015; Falshaw, Glaister, & Tatoglu, 2006; Lyu, Chen, & Huo, 2019; Munir, Jajja, Chatha, & Farooq, 2020; Polemis, Stengos, & Tzeremes, 2020; Saleh, Sweis, & Mahmoud Saleh, 2018) have associated organisational background with an aspect that affects the performance of the organisation. Also, there are other parameters: ethical leadership (Dlamini, Mazenda, Masiya, & Nhede, 2019); use of incentive-based PMS (performance measurement system); use of exploratory PMS; contractibility (Yu, Chavez, Feng, & Wiengarten, 2014); pre-planned competitive procedures; strategic corporate management procedures; strategic planning procedures and strategic TQM (Saleh et al., 2018); and strategy for handling customer relationship, organisational learning, strategic competitive positioning, strategic planning and communication of information (McGee, 2006) have been discovered to be the parameters that are associated with and affect the performance of the organisation.

In a different note, strategic planning is one of the important topics and has attracted a great concern among scholars (Wheelen & Hunger, 2012). Strategic planning has been a concern of private and public organizations (Kang, 2006). Failure of having strategic planning will result to poor performance and effectiveness in organization (Michaela, 2011). Currently, one of the significant constituent of organizations is strategic management as such organizations both private and public around the world use and implement strategic planning (Aligholi & Gheshlagh, 2014). Besides, strategic planning has become more essential in public-sector organizations due to the augmented importance has been placed on achieving higher performance levels (Poister, Pitts, & Edwards, 2010). One of the effective management tools has been touted is strategic management, because it strengthen the performance of organizations through effective decision-making and systematic strategy implementation (Zaei, Yarahmadzahi, & Abtin, 2013).

The efficient performance and success of the organisation is usually ascribed to exceptional strategy and excellent resources. On the basis of the theory of contingency, there is no best way or method to run organisations (Gavrea et al., 2011). Thus, they should create an administrative strategy on the basis of the condition and circumstances they are currently experiencing in running organisations. Put differently, organisations must not be run by a single approach, and rather unique administrative policies must be formed based on the specific situation they are currently experiencing (Lyu et al., 2019). Ojha et al. (2020) indicated that the success of the organisation is dependent on the selection of strategies and recommended strategic administration as an approach to obtain better performance in the organisation. It indicates that the strategic management method is one of the crucial means by which better organisational performance can be achieved.

This study attempts to achieve the following research objectives: (1) to examine the effect of strategic planning (vision, mission and goals) on operational performance.

II. LITERATURE REVIEW

2.1 Strategic Planning (SP)

Strategic planning refers to the assessment of the external and internal environment and integrating the results into goals and strategies (Daft, 2006). It is defined as the developed phase of long-term plans for the effective management of environmental opportunities and threats on the principle of companies’ strengths and weaknesses (Huiru, 2011). Strategic planning has been widely examined and studied by numerous researchers and found that results differ from one organization to another and be faced with quite a lot of challenges (Njiru, 2014). For instance, Julian (2013) has presented approaches for the planning strategy to improve the performance of organisations in Kenya. The experimental findings suggested that the strategy planning has directly played a role in organisational performance of the government units and associated institutions involved in the research. The research also discovered that there is a distinction between the outcomes and methodologies for measurement of the effectiveness of strategic planning and performance of the organisation, which substantiates the case that selection of the suitable methodology for measuring correlation between adoption strategy and performance of the organisation, must be carried out with prudence. This agree with numerous studies that found that strategic planning impacts organizational performance (Aldehayyat & Twaissi, 2011; Daft, 2006; David, 2003; Franklin, 2013; Owolabi & Makinde, 2012). Consequently, the following hypotheses are proposed:

H1: Vision has a positive effect on operational performance.

H2: Mission has a positive effect on operational performance.

H3: Goals has a positive effect on operational performance.

2.2 Operational Performance (OE)

The operational performance was one of the most important factors which are investigated in the management research field. It acts as the guide which depicts the general performance of the organisation (Gavrea et al., 2011). The operational performance acts as the indicator or benchmark for the effectiveness, efficiency and environmental obligation such as waste reduction, time of the cycle, productivity, and compliance of rules (Muchira 2013). Many studies have considered the operational performance as an effective tool for achieving all the objectives (Abu-Jarad et al., 2010; Shahzad et al., 2012). Thus, the operational performance was a vital factor that helped in evaluating the organisations, organisational activities and environments where they worked. This significance was noted by the fact that the operational performance was a dependent factor used in earlier studies (Richard et al., 2009). Abu-Qouod (2006) described the organisational performance with regards to organisational operations. The effective success and performance of the organisations were based on the exceptional strategies and resources. According to the theory of contingency, no best method or technique could be used for running the organisations (Gavrea et al., 2011).

III. RESEARCH METHOD

3.1 Overview of the Proposed Conceptual Framework

This study proposes a research model based on Resource-Based View Theory and strategic management models postulated in the literature which examined the relationship between strategic planning consisting of (vision, mission, goals) and operational performance. Based on the above, the research model for this study is depicted in Figure 1.

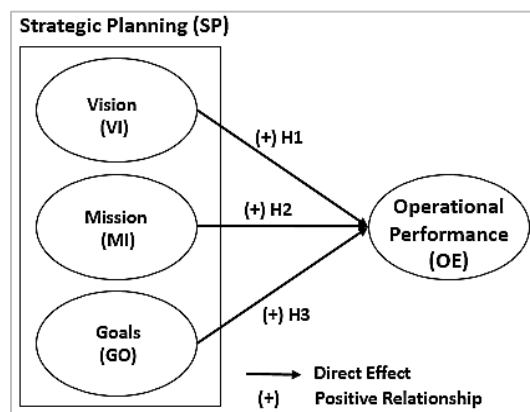


Figure 1: The proposed conceptual framework

3.2. Development of Instrument and Data collection

In this study, the researchers developed the questionnaire tool which consisted of 17 questions. All parameters were assessed using the Likert scale as shown in earlier studies (Isaac, Aldholay, Abdullah, & Ramayah, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2018). This information was collected by delivering the self-managed questionnaire ‘in-person’ to the employees in public sector in UAE, in the period between March 2019 and January 2020. 600 questionnaires were distributed, out of which 372 were returned. From the 372 questionnaires, 344 responses were suitable for data analysis. The total response rate in this study was 62%, which was regarded as acceptable.

IV. DATA ANALYSIS AND RESULTS

PLS (Partial Least Squares) SEM-VB (Structural Equation Modelling-Variance Based) was employed to assess the research model by utilizing the software SmartPLS 3.0 (Ringle, Wende, & Becker, 2015). PLS-SEM recommended by related studies (Isaac, Abdullah, Aldholay, & Ameen, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2017; Mutahar, Daud, Thurasamy, Isaac, & Abdulsalam, 2018)

4.1 Measurement Model Assessment

The individual Cronbach’s alpha, the composite reliability (CR), The average variance extracted (AVE), and the factor loadings exceeded the suggested value (Kline, 2010; Hair, Black, Babin, & Anderson, 2010) as illustrated in Table 1.

Table 1: Measurement model assessment

Constructs	Item	Loading (> 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Vision (VI)	VI1	0.911	3.18	1.14	0.899	0.937	0.832
	VI2	0.914					
	VI3	Deleted					
	VI4	0.911					
Mission (MI)	MI1	0.908	3.39	1.12	0.935	0.953	0.836
	MI2	0.907					
	MI3	0.919					
	MI4	0.923					
Goals (GO)	GO1	0.870	3.36	1.14	0.899	0.929	0.767
	GO2	0.903					
	GO3	0.882					
	GO4	0.847					
Operational Performance (OE)	OE1	0.975	3.19	1.14	0.960	0.971	0.894
	OE2	0.861					
	OE3	0.972					
	OE4	0.970					
	OE5	Deleted					

Note: M=Mean; SD=Standard Deviation, α = Cronbach’s alpha; CR = Composite Reliability, AVE = Average Variance Extracted.

Key: VI: Vision, MI: Mission, GO: Goals, OE: Operational Performance

Fornell-Larcker was used to test the discriminant validity, table 2 shows that all constructs of model fulfilled satisfactorily, it was discovered that the AVEs’ square root on the diagonals is bigger than the correlations among constructs (Fornell & Larcker, 1981; Chin, 1998; Hair et al., 2017).

Table 2: Fornell-Larcker criterion

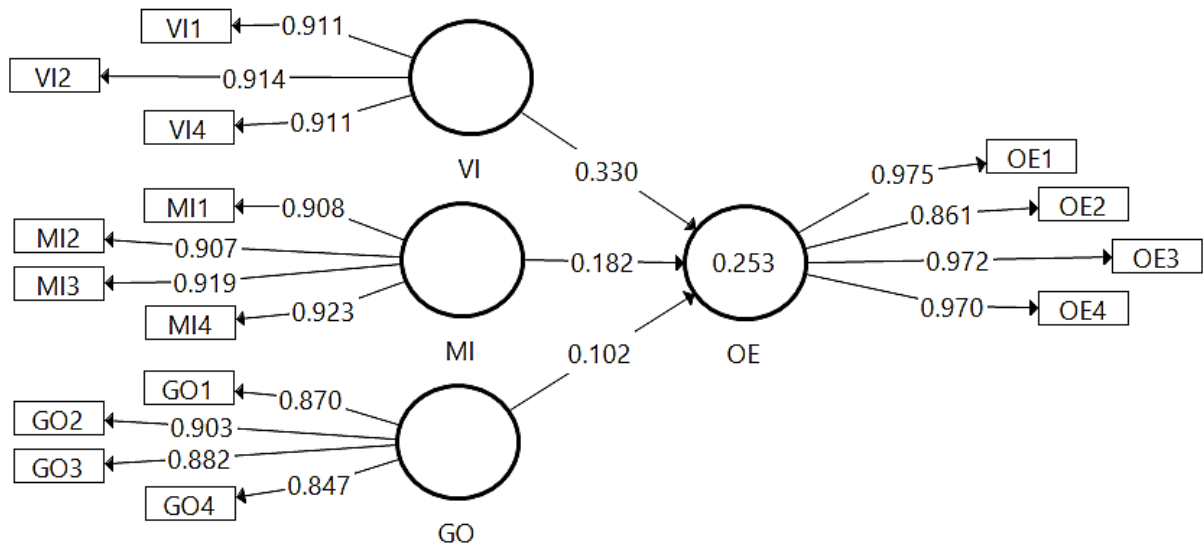
	GO	MI	OE	VI
GO	0.876			
MI	0.431	0.914		
OE	0.372	0.349	0.946	
VI	0.579	0.372	0.457	0.912

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

Key: VI: Vision, MI: Mission, GO: Goals, OE: Operational Performance

4.2 Structural Model Assessment

The structural model can be tested by computing beta (β), R^2 , and the corresponding t -values via a bootstrapping procedure with a resample of 5,000 (Hair, Hult, Ringle, & Sarstedt, 2017).



Key: VI: Vision, MI: Mission, GO: Goals, OE: Operational Performance

Figure 2: PLS algorithm results

Figure 2 and Table 3 showing the results of the hypothesis tests. Vision, mission, and goals positively influences operational performance. Hence, H1, H2, and H3 are accepted with ($\beta = 0.330, t = 5.419, p < 0.001$), ($\beta = 0.593, t = 3.520, p < 0.001$), and ($\beta = 0.161, t = 1.693, p < 0.05$) respectively.

Vision, mission, and goals explains twenty-five percent of the variance in operational performance. The values of R^2 have an acceptable level of explanatory power, indicating a substantial model (Cohen, 1988; Chin, 1998).

Table 3: Result of Direct Effect Hypotheses

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R^2
H1	VI→OE	0.330	0.061	5.419	0.000	Supported	0.25
H2	MI→OE	0.593	0.052	3.520	0.000	Supported	
H3	GO→OE	0.161	0.060	1.693	0.045	Supported	

Key: VI: Vision, MI: Mission, GO: Goals, OE: Operational Performance

V. DISCUSSION

In this study, the researchers noted that vision positively affect operational performance among employees in public sector in the UAE. A similar observation was noted earlier (Globocnik, Faullant, & Parastuty, 2020; Ojha et al., 2020; Soulard, Knollenberg, Boley, Perdue, & McGehee, 2018; Zheng, Ren, Guo, Hu, & Wen, 2019). The finding implies that the more the vision is clearly stated, helps to formulate strategy, being widely known and drives activities, and used to direct actions and set priorities, the more internal operations will be focused on transforming internal goals into reality, enhanced the quality of the services provided to the public, supports human resources and capacity development, focusing on business leadership and modern methods, and develop channels of communication to facilitate the transfer of information.

Similarly the results showed that mission significantly influenced operational performance. In line with previous studies in literature (Correia, Gomes, Nunes, & Dussault, 2020; Fadol, Barhem, & Elbanna, 2015; Posch & Garaus, 2020; Weston, 2020). It can be understood by the fact that the more the vision is consistent with its philosophy, helps to formulate strategy, consistent with the strategic planning, and being reviewed after analyzing strengths, weaknesses, opportunities and threats, the more internal operations will be focused on transforming internal goals into reality, enhanced the quality of the services provided to the public, supports human resources and capacity development, focusing on business leadership and modern methods, and develop channels of communication to facilitate the transfer of information.

Lastly, goals have a significant impact on operational performance. In support of previous studies findings (Al-Shammari & Hussein, 2008; Donkor, Donkor, & Kwarteng, 2018; Falshaw et al., 2006; Schraeder, 2002; Tapinos, Dyson, & Meadows, 2005). That is the more the objectives reflect its strategic direction, are formulated collectively according to the priorities, and are consistent and integrated, the more internal operations will be focused on transforming internal goals into reality, enhanced the quality of the services provided to the public, supports human resources and capacity development, focusing on business leadership and modern methods, and develop channels of communication to facilitate the transfer of information. Longitudinal studies recommended for future work (Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017; Isaac, Abdullah, Ramayah, & Mutahar, 2017a; Isaac, Masoud, Samad, & Abdullah, 2016).

VI. IMPLICATIONS AND CONCLUSION

The main contribution of this study is the highlighting of strategic management components that contribute significantly to operational performance in UAE’s public sector. It provides evidence from synthesised empirical research, theoretical constructs, and concepts derived from various learning disciplines. It will certainly offer better insights for other researchers, which may be employed as reference material for further investigation. Further, there may be a requirement for carrying out wider studies that include staffs from other governmental as well as private institutions. This research attempted to expand the knowledge in the area of strategic planning, by examining the research model in UAE, this study added valuable knowledge to the area of private and public sectors as well as academic research. Moreover, this study added to the understanding on the importance of operational performance. In regards, the results highlighted the finding that related to the identified objectives, as well as research contribution to different parties. Furthermore, the independent variables including vision, mission, and goals could explained 25% of the variation noted in operational performance.

Appendix

Appendix A

Instrument for variables

<i>Variable</i>	<i>Measure</i>	<i>Source</i>
Vision (VI)	VII: The vision of the organization is stated clearly. VI2: The vision of the organization helps to formulate its strategy. VI3: The vision is widely known and drives activities. VI4: The vision is used to direct actions & to set priorities.	(Osama Isaac, Masoud, Samad, & Abdullah, 2016)
Mission (MI)	MI1: The mission of the organization is consistent with its philosophy. MI2: The mission of the organization helps to formulate its strategy. MI3: The mission of the organization consistent with the strategic planning. MI4: Organization reviews its mission after analyzing strengths, weaknesses, opportunities and threats.	
Goals (GO)	GO1: The objectives of the organization reflect its strategic direction. GO2: The objectives of the organization are formulated collectively according to the priorities. GO3: The objectives of the organization consistent with vision and mission. GO4: The vision, mission and objectives are integrated.	
Operational Performance (OE)	OE1: The internal operations focuses on transforming internal goals into reality. OE2: The internal operating processes focus on the quality of the services provided to the public. OE3: The internal operating processes focuses in human resources and capacity development. OE4: Internal operations focuses on business leadership and modern methods. OE5: Internal operations develop channels of communication to facilitate the transfer of information.	

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