

The Relationship Between Strategic Planning and Organizational Effectiveness

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Abstract: Although its influence on an organization's performance has been disputed for many years, strategic planning has always been a crucial component of companies. The relationship between strategic planning and performance has yielded both positive and negative outcomes, even though the majority of the studies were conducted in developed country firms. The study adopted a 5–point Likert scale, ranging from 1 (not agree at all) to 5 (totally agree), to measure these variables to investigate the relationship between strategic planning and organizational effectiveness. The study targeted 5 Malian organizations in the public sector. Purposive sampling was adopted in this study to select these organizations. Information was obtained in its primary form using the questionnaire and the analysis was through percentages means correlation and regression analysis. The survey technique used was questionnaires distributed to 320 respondents (five of whom were invalid), representing many departments from various businesses. The data collected were analyzed using the Statistical Package for Social Sciences (SPSS). 26 software programs were used for analyses. Also, all Statistical tests were performed at the 0.05 confidence level ($p < 0.05$). Out of the three theories, one was verified. Cronbach's alpha was employed to assess the instrument's dependability. The findings indicated that strategic planning had a beneficial impact on effectiveness additionally the study suggests that strategic planning improves organizational performance, which eventually affects the organization's ability to survive.

Keywords: Strategic Planning, Management, Organization, Effectiveness

JEL Classification: M1

1. Introduction

The practice of strategic planning is being taken seriously by modern businesses and other organizations, across all sectors since they see how quickly and easily, they may boost their effectiveness with the assistance of this approach. The ability of a firm's strategists to evaluate, argue, and explain appropriate methods that will result in solutions for the strategic business issues stated above will be a significant factor in determining the success of the organization (Hussey, 1998). According to Pearce and

Robinson (2011), managers engage in strategic planning to determine the long-term course of the organization, the creation of quantifiable performance goals, the draft of a plan for achieving those goals in light of the current internal and external conditions of the organization, and the commitment to carrying out that plan while keeping track of its progress. According to David (2011), strategic planning encompasses all stages of strategic planning, beginning with the creation of the strategy, continuing through the execution of the strategy and the evaluation of the tactic. During this stage, the initiatives must include analyzing the capabilities, shortcomings, and potential hazards, as well as discovering versatile and adjunct proposals in order to achieve the objectives of the organization. The primary objective of the research was to place considerable emphasis on the connection that exists between strategic planning and the efficiency of an organization.

The following main research question has been answered to include each of the research aims addressed in the previous section:

- Is there an effect of implementing strategic planning on an organization's effectiveness?

2. Literature Review

Planned action, in all its forms but notably strategic planning, has been increasingly popular among managers over the last several decades as a means for organizations to achieve their goals and remain afloat in the face of ever-increasing competition.

If the company wants to accomplish both of these goals, it has to change these ideas. The idea of strategic planning has been defined in different but complementary ways by different writers and academics. Planning acknowledges that choices need to be taken to activate a road map that will lead to a certain goal or future route. All managers do this unconsciously, yet it's one of their most critical jobs.

¹Nations in the developing world were the first to embrace planning as a crucial instrument in their pursuit of social and economic development, which in turn inspired the notion of planning (Day, 1997). Strategic planning is a very young field of study in management, according to Dooris et al. (2002). There has been a shift in strategic planning since 1950. Management and strategic planning are seen differently by

¹This article is derived from the master thesis, entitled "The Relationship between strategic planning and organizational effectiveness.'

scholars. While strategic planning aims to maximize strategic decision-making, other scholars argue that strategic management encompasses a broader range of activities and primarily focuses on capitalizing on new technology and market opportunities (Özgür, 2004). Since strategic planning has grown in popularity, there has been an uptick in academic conferences and articles on the topic. The concept of strategic planning and its potential applications have been the subject of many academic symposiums (Bryson & Robert, 1987).

According to Steiner, (1979) strategic planning is the process through which an organization systematically and, to some extent, formally sets out its overarching goals, policies, and plans for the future. Bateman and Zeithml (1993) agree with this definition, defining planning as "a deliberate, methodical process in which decisions regarding future objectives and actions are decided". Hax and Majful (1996) described strategic planning as a systematic, well-defined organizational effort to fully specify a firm's strategy and assign execution tasks. From these varied viewpoints, strategic planning is seen as the process of identifying organizational aims and strategies, deciding the programs needed to attain particular objectives along the way, and developing the techniques needed to implement the policies and programs. Bryson (2018), considered the process of strategic planning crucial for organizations as it enables them to navigate the intricate nature of the business environment, establish objectives, and efficiently allocate resources. It is imperative to acknowledge the obstacles that come with strategic planning and maintain a level of adaptability in response to dynamic circumstances.

The effectiveness of an organization is extremely important since it is inextricably linked to the accomplishment of the objectives of many stakeholders, regardless of whether those objectives are jointly held or stand-alone, and the efficiency of an organization is frequently linked to the accomplishment of the objectives of society. Stoner agreed with Drucker that the organization's social effectiveness reflects its link to society's aims. which are based on financial, judicial, and ethical values (Stoner et al., 1995). According to Armstrong (2008), an organization is more effective when it fulfills its stated mission, provides for the needs of those who are involved, takes advantage of available possibilities as they arise, responds quickly to shifts in its surroundings, and fosters a sense of belonging that encourages dedication, innovation, common principles, and faith among its members.

2.1. Strategic Planning and Strategic Management

The execution of strategic management is the next step that follows the preparation of the strategic plan. According to Hitt et al. (2020), the process comprises carrying out the strategies that are outlined in the plan, coordinating the resources and efforts that are being made, and monitoring the progress that is being made toward achieving the goals that have been established. Strategic management is responsible for many important functions, one of which is the execution of the strategic plan, followed by its monitoring and adaptation to keep the company aligned. Strategic management is the process by which an organization's strategies are formed, put into action, and evaluated for efficacy in light of the organization's goals and objectives (David, 2017). Strategic management is also known as strategic planning. On the other hand, strategic planning is a subset of strategic management that encompasses the process of goal setting, the analysis of opportunities and threats, and the design of strategies (Hitt et al., 2017). The outcomes of strategic planning are very important to the practice of strategic management. When this occurs, it is possible to make educated decisions about the future path of a firm, the distribution of its resources, and its position in the market (Wheelen et al., 2018). Strategic management, on the other hand, requires more than simply planning; it also involves putting plans into action and altering them in response to new information or developments. Furthermore, strategic management involves more than just planning. In addition to the early phase of strategic planning, the area of strategic management encompasses also the subsequent phases.

2.2. Organizational Effectiveness

According to Cameron (1981), the word "organizational effectiveness" is a catch-all phrase that encompasses a wide range of aspects that pertain to how effectively an organization performs. Following Katz and Kahn's research (Katz & Kahn, 1966), effective companies have a high rate of successful progress toward their objectives. This indicates that they can achieve their goals and succeed in meeting their targets. As stated by Faria et al. (2015), efficiency is an essential component of organizational success. Efficiency is centered on making the most of available resources to achieve the desired outcomes. The effectiveness of an organization is of the utmost significance because it is inextricably linked to the accomplishment of the objectives of a large number of stakeholders. This is true regardless of whether those objectives are held jointly or independently, and the efficiency of an organization is frequently linked to the accomplishment of the objectives of society. Stoner concurred with Drucker's assertion that the social efficacy of an organization is a reflection of its connection to the goals of society, which are organized according to monetary, judicial, and ethical principles (Stoner et al., 1995). The investigators discovered two primary regulatory responsibility

patterns: justified devotion and continuous commitment (Al-Karshoum, 2011: 173). If dedication inside the company comprises workers' feelings and perspectives regarding employment, then the investigators discovered two major regulatory duty patterns.

3. The Conceptual Relationship Between Strategic Planning and Organizational Effectiveness

When it comes to efficiently anticipating and responding to environmental changes and problems in order to adapt to them, strategic planning is an essential tool for companies to have accessible. Continually scanning the external environment and evaluating their internal capabilities, which allows them to make modifications to their strategic plans, is one way for organizations to keep their competitiveness and relevance levels high. Organizations can enhance their efficiency in a business environment that is continually developing if they have the ability to adapt to changing conditions (Hitt et al., 2020). Metrics and measurement systems for performance are developed as part of the process of strategic planning. These metrics and systems are deployed to monitor progress made toward achieving strategic goals. Identifying possibilities for improvement and putting corrective actions into effect may be accomplished by entities via the constant review of performance based on these indicators. No matter what kinds of operations a company engages in, that company needs to possess the notion of efficacy. There has been a shift in attention toward the issue of performance and the methods by which it may be evaluated for service companies as a consequence of the rise of the international industrial milieu. There are both long-term, or strategic, goals for the system, such as maximizing efficiency, and shorter-term, or tactical, goals, such as ensuring the system's continued existence and expansion (Kaplan, 2001). The success of an organization's performance is measured by how well it accomplishes its stated objectives. A system can have both objectives.

4. Research Methodology

The surveys collected within the scope of the research were analyzed in this section. The analysis started by giving frequencies regarding the demographic information of the participants. Then, the mean and variance values of the responses to the scales were calculated and interpreted. Reliability values for the scales and their sub-dimensions were calculated by giving the Cronbach Alpha coefficient. Reliability analysis was performed to evaluate the internal consistency of the scales. After the reliability and validity of the scales were ensured, scale subscale scores were calculated. These scores are the sum of each participant's responses on the scale subscales.

Pearson correlation analysis was performed to examine the relationship between the scales. This analysis was used to evaluate each scale's relationship with other scales. Statistically significant relationships were detected, and the strength of these relationships was expressed with the r -value. Finally, a regression model was established to test the hypotheses. This model was used to more comprehensively analyze the relationships between the scales. SPSS (Statistical Package for the Social Sciences) v.26 software program was used for analyses. All Statistical tests were performed at the 0.05 confidence level ($p < 0.05$).

5. Research Design

Research design is a collection of procedures and methods that are critical in the collection and analysis of the measures and specific constructs of the variables used in the study. Data was gathered through surveys. The survey is the study's instrument, and it is used to assess the link between strategic planning on organizational effectiveness. Additionally, it's critical to gather data to anticipate each person's replies. They also need to be aware of the many available categories. The survey instruments have 3 sections, the first of which deals with data about the population, including gender, age, education, and status. The second section deals with variables relating to strategic planning and then the third deals with variables relating to organizational effectiveness.

6. Sampling

The easy access to the chosen organizations was the main cause of the geographical choice of the study. These five different companies in the public sector are located in the researcher's native country, they are the accurately selected population size, and this study pursues to explore their opinions on their strategic planning and organizational effectiveness. So, they can provide the data and information needed to support the study's purpose and answer its questions. Regarding the matter of sample selection, qualified and experienced staff members currently employed by the chosen organizations have been chosen as said earlier. The participant's capacity to reply, in addition to their degree of familiarity with the company, is one of the criteria for inclusion in the study. A 5-point Likert scale, ranging from 1 (not agree at all) to 5 (totally agree), was used to measure these variables to investigate the relationship between strategic planning and organizational effectiveness. In addition to the independent and dependent variables, reliability and validity analyses were carried out, and descriptive analysis was used to characterize the characteristics of the sample and the respondents to the questionnaires. The study hypotheses were also tested using multiple regression analysis.

7. Data Collection Method

To establish the correlation between strategic planning and organizational performance, the researcher carried out a quantitative study using the Descriptive and Analytical Approach software. This study used a quantitative methodology, which was deemed an appropriate approach for the topic matter. Consequently, a statistical analysis is conducted to examine the relationship between strategic planning and organizational performance. Statistical data analysis often uses quantitative techniques for study. The research aimed to discover and establish the impact of strategic planning on organizational performance by using a link and effects study design.

The researcher has used the below methodologies to get the necessary data from the specified sources: The study's objective has been conveyed to the HR development departments of the different companies. The department then created a support cover letter together with data collection tools. The letter was then sent via internal mail by the HR department, considering the organization's 12 divisions, including Finance, HR, sales, R&D, etc. Furthermore, to collect data, the researcher sent questionnaires via email.

The study used a methodical questionnaire procedure as a means to collect data from participants. Surveys are a very effective method of data collection in this new setting since they provide a convenient means of gathering a substantial amount of information within a short timeframe. The primary data source was used to acquire data from the specified individuals. Secondary data sources such as academic publications, institutional plans, the notion of strategic planning, and institutional performance were used.

8. Findings

Details about survey respondents from the selected companies were looked into. 38% of respondents are male and 62 are female. 19% of responders are between the ages of 36 to 45, 37% are under the age of 25, and 44% are between the ages of 26 and 35. A master's degree is held by almost half of the responders (43%. Of them) 22% have doctoral degrees, and 19% of graduates earned a bachelor's degree. Only 16% of them own a professional degree. Participants' years of service were inquired about. 38% of them worked for 1 to 4 years, 34% for 5 to 10 years, and 28% for more than 11 years.

Additionally, we investigated responders' work departments. Of the 325 participants, 24% work in the operations department, 21% are from the human resources branch,

finance office responders represent 16%, and 15% are from the sales department; the marketing unit constitutes 13% while the research and development sector picture 11%. The study found that 52% of the answerers' job positions are Managers while the remaining 48% are non-managers.

9. Descriptive Statistics

9.1. Strategic Planning Scale

The strategic planning scale is adopted from a master's thesis titled 'The impact of strategic planning on the effectiveness of health institutions in Palestine'. We decided to use their scale because it goes in accordance with our study's objectives.

Statistics regarding the participants' scale scores regarding strategic planning are interpreted in the table below.

Table 1. Descriptive Statistics Strategic Planning Scale

Scale Items	N	Min	Max	Mean	Std. Deviation	Variance
Strategic Planning Process						
The top management of the organization has a clear understanding of the strategic planning process.	320	1	5	3,21	1,039	1,080
The management of the organization is convinced of the importance of strategic planning.	320	1	5	3,33	1,048	1,099
The top management is committed to strategic planning to develop its performance.	320	1	5	3,26	1,099	1,207
The management of the organization provides the human and logistical resources necessary for strategic planning.	320	1	5	3,32	1,064	1,132
The organization has a culture of strategic planning.	320	1	5	3,34	1,083	1,173
The management of the organization encourages workers in all departments to become familiar with the concept of strategic planning.	320	1	5	3,25	1,161	1,348
Degree of strategic planning practice						
Internal and external environmental factors are recognized.	320	1	5	3,32	1,052	1,107
The organization has a clear vision of strategic planning.	320	1	5	3,43	1,066	1,136

Scale Items	N	Min	Max	Mean	Std. Deviation	Variance
The organization has a clear mission that addresses the nature of its work and the tasks it performs.	320	1	5	3,30	1,119	1,253
The organization set clear and written interim goals that it seeks to achieve within the capabilities and conditions available to it.	320	1	5	3,31	1,162	1,349
Each department in the organization participated in preparing the goals of the short- and medium-term organization.	320	1	5	3,42	1,044	1,090
The organization chooses the appropriate strategy to achieve its goals and mission in a manner consistent with its study and knowledge of the internal and external environment of the structure.	320	1	5	3,27	1,093	1,195
The organization has a clear, understandable and written strategic plan.	320	1	5	3,47	1,026	1,052
Study the internal environment						
The organization is interested in monitoring and knowing qualified and trained 3 and trying to attract them.	320	1	5	3,24	1,097	1,204
The organization monitors its strengths and weaknesses in order to reinforce the positive and eliminate the negative and avoid it.	320	1	5	3,45	1,004	1,007
The organization is keen, according to a clear vision, to deal with its weaknesses and strengths, to invest in its strengths and reduce weaknesses.	320	1	5	3,62	1,084	1,176
The data and information of the organization is difficult to obtain.	320	1	5	3,35	1,046	1,093
The knowledge and study of the external environment contributes to the development of the structure's future vision in the strategic planning process and how to develop it.	320	1	5	3,27	1,101	1,213
Study the external environment						
The organization seeks to understand and study the external environment to identity the various variables to assist officials in the strategic planning process.	320	1	5	3,35	1,098	1,205

Scale Items	N	Min	Max	Mean	Std. Deviation	Variance
The organization is concerned with identifying the areas of risk and the difficulties facing strategic planning.	320	1	5	3,38	1,122	1,259
The geographic location of the structure helps in opening communication channels with its external surroundings, including structures and individuals.	320	1	5	3,44	1,073	1,150
The technological and knowledge boom around the world has made it imperative for those in charge of this organization to adopt strategic planning in it.	320	1	5	3,30	1,079	1,165
The organization takes into account the trends of members of the local community when analyzing the external environment.	320	1	5	3,52	1,041	1,084
Training programs in strategic planning						
The organization is keen to train its employees on how to implement strategic plans in it.	320	1	5	3,23	1,142	1,303
The organization has prepared and trained users on all expected possibilities within it.	320	1	5	3,48	1,032	1,066
The structure is keen to attract scientific and trained competencies leaders to qualify the training staff in flexible scientific ways to obtain the required results.	320	1	5	3,36	0,991	0,982
The structure continues to evaluate training programs and their results on the ground.	320	1	5	3,55	1,073	1,151
Training helps create new ideas that contribute to the development of the future strategic plans of the organization.	320	1	5	3,41	1,055	1,114
Training creates new horizons for cooperation with external organization and exchange of experiences.	320	1	5	3,48	1,088	1,184
Future directions for strategic planning in the organization						
A clear and approved vision for strategic planning is developed and adopted within the organization.	320	1	5	3,22	1,116	1,245
The organization seeks to continuously develop its strategic objectives.	320	1	5	3,44	1,058	1,119

Scale Items	N	Min	Max	Mean	Std. Deviation	Variance
The organization is concerned with achieving a balance between the capabilities and requirements needed when formulating strategic objectives.	320	1	5	3,31	1,020	1,041
The structure uses outside experts and specialists to prepare its strategic plans.	320	1	5	3,51	1,041	1,085
The structure follows clear policies for its employees, which contribute to and ensure their implementation and thus achieve the set and planned goals in the organization.	320	1	5	3,47	1,079	1,165
The structure adopts a number of appropriate policies and procedures to achieve the planned goals.	320	1	5	3,44	1,043	1,087
The organization contributes to formulating strategic plans.	320	1	5	3,39	1,083	1,173
Requirements for successful strategic planning						
All levels of administration and employees are involved in drafting strategic plans.	319	1	5	3,37	1,031	1,063
Contributes to full knowledge of the internal and external environments, assists and contributes to the success of strategic plans at the enterprise level.	320	1	5	3,34	1,050	1,102
Previous experiences are evaluated, and their strengths and weaknesses are recognized.	320	1	5	3,51	1,032	1,066
A number of alternatives are put in place when strategic planning in the organization and adopting the best of them.	320	1	5	3,43	1,069	1,142
The implementation of strategic plans is monitored, and their effectiveness studied on an ongoing basis.	320	1	5	3,51	1,001	1,003
Obstacles to strategic planning in the organization						
Lack of commitment to the set plan	320	1	5	3,33	1,037	1,076
Lack of financial resources and the lack of special budget for the strategic planning process.	320	1	5	3,33	1,148	1,318
Lack of encouragement to use strategic planning.	320	1	5	3,40	1,118	1,250

Scale Items	N	Min	Max	Mean	Std. Deviation	Variance
Focusing on day-to-day 5 and practices and neglecting strategic planning.	320	1	5	3,37	1,084	1,175
A dearth of efficient information needed to practice strategic planning.	320	1	5	3,37	1,140	1,299
The scarcity of trained and qualified personnel for the strategic planning process.	320	1	5	3,37	1,115	1,244
The scarcity of regulations and laws that assist in the strategic planning process.	320	1	5	3,35	1,089	1,187
Failure to implement pre-set plans.	320	1	5	3,46	1,091	1,189
High central decision-making.	320	1	5	3,47	1,079	1,165

Scores for strategic planning scale items were calculated and descriptive statistics for these scores were compiled in the table. Participants generally expressed their opinions at the 'Undecided' or 'Agree' level (3.37 ± 1.074). When the ideas that people agree with the most, that is, the ideas with a high average, are examined; These are the ideas that training programs and their results are evaluated in the field, the tendencies of local community members are taken into account in the analysis of the external environment, the effectiveness of strategic plans is constantly investigated, previous experiences are given importance and their results are taken into account, and support is received from experts while preparing the plans.

9.2. Organizational Effectiveness Scale

The organizational effectiveness scale is adopted from a master's thesis titled 'Organizational commitment and its role in achieving organizational effectiveness in the banking sector'. We used their scale because it goes in accordance with the study's needs.

Statistics regarding the participants' scale scores regarding organizational effectiveness are interpreted in the table below.

Table 2. Descriptive Statistics Organizational Effectiveness Scale

Scale Items	N	Min	Max	Mean	Std. Deviation	Variance
Over the past two years, the organization has improved its ability to innovate new services.	320	1	5	3,38	1,056	1,114
Over the past two years, the organization has improved its ability to identify new business opportunities.	320	1	5	3,48	1,056	1,116
Over the past two years, the organization has improved its ability to coordinate the development efforts of different units.	320	1	5	3,47	1,050	1,103
Over the past two years, the department has improved its ability to anticipate potential market opportunities for new services.	320	1	5	3,39	1,094	1,197
Over the past two years, the organization has improved its ability to rapidly commercialize new innovations.	320	1	5	3,37	1,051	1,105
Over the past two years, the organization has improved its ability to adapt quickly to unanticipated changes.	320	1	5	3,39	1,001	1,003
Over the past two years, the organization has improved its ability to anticipate new market surprises and crises.	320	1	5	3,41	1,055	1,114
Over the past two years, the organization has improved its ability to quickly adapt its goals and objectives to industry/market changes.	320	1	5	3,52	1,001	1,003
Over the past two years, the organization has improved its ability to decrease market response times.	320	1	5	3,24	1,113	1,239

Scores for organizational effectiveness scale items were calculated and descriptive statistics for these scores were compiled in the table. Participants generally expressed their opinions at the 'Undecided' and 'Agree' levels (3.40 ± 1.053).

The organization has the ability to quickly adapt its goals and objectives to sector/market changes in the last two years, they reported that they identified new business opportunities and showed improvement in coordinating the development efforts of different units.

9.3. Reliability Analysis

Scale internal consistency reveals scale reliability. Therefore, taking into account scale reliability in survey studies is a very important issue. Cronbach's alpha coefficient, which is considered a measure of scale internal consistency, is used to explain the homogeneous structure of the scale items. A high Cronbach Alpha coefficient value indicates that the scale items are consistent with each other. It is also an indication that the items measure the same feature. Certain ranges are taken into account when evaluating the Cronbach Alpha coefficient. These are;

- If Cronbach Alpha 0.00–0.40, Unreliable Scale
- If Cronbach Alpha 0.41–0.50, Very Low Reliability Scale
- If Cronbach Alpha 0.51–0.60, Low Confidence Scale
- If Cronbach Alpha 0.61–0.70, Scale with Sufficient Reliability
- If Cronbach Alpha 0.70–0.90, High Reliability Scale
- If Cronbach Alpha 0.91–0.90, Very High Reliability Scale

(Goodwin ve Goodwin, 1984: 424).²

Table 3. Reliability Analysis Results

	Corrected Item–Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Number of Items
Strategic Planning Total	0,992	0,997	0,880	50
Strategic Planning Process	0,627	0,919	0,897	6
Degree of strategic planning practice	0,653	0,915	0,895	7
Study the internal environment	0,626	0,918	0,897	5
Study the external environment	0,611	0,925	0,898	5
Training programs in strategic planning	0,691	0,915	0,893	6
Future directions for strategic planning in the organization	0,653	0,908	0,895	7
Requirements for successful strategic planning	0,596	0,917	0,899	5
Obstacles to strategic planning in the organization	0,578	0,915	0,900	9
Organizational Effectiveness	0,694	0,500	0,893	9

² Goodwin, L. D., & Goodwin, W. L. (1984). Are validity and reliability" relevant" in qualitative evaluation research?. *Evaluation & the health professions*, 7(4), 413–426.

“Scale Mean if Item Deleted” gives the average of the other items when an item is removed from the scale. When these values are examined, subtracting any value does not show a big change on average. “Corrected Item–Total Correlation” refers to the correlation value between the item removed from the scale and the total score of the scale. With this method, the relationship between the scores of the test items and the total test score is explained. The average of the “Corrected Item Total Correlation” coefficients is another method that reveals the reliability level of the test.

The fact that Cronbach Alpha values are calculated as over 0.800 or even close to 0.900 shows that the scale and its dimensions are quite reliable for the research.

9.4. Correlation Analysis

Correlation values were calculated with Pearson coefficient to obtain information about the strength and direction of the relationship between the scale and its sub–dimensions.

Table 4. Correlation Analysis

	Mean	Std. Deviation	Strategic Planning Process	Degree of strategic planning practice	Study the internal environment	Study the external environment	Training programs in strategic planning	Future directions for strategic planning in the organization	Requirements for successful strategic planning	Obstacles to strategic planning in the organization	Strategic Planning Total	Organizational Effectiveness
Strategic Planning Process	3,376	0,435	1									
Degree of strategic planning practice	3,283	0,618	,500**	1								
Study the internal environment	3,359	0,599	,504**	,512**	1							
Study the external environment	3,325	0,616	,410**	,471**	,443**	1						
Training program	3,398	0,650	,472**	,465**	,474**	,528**	1					

s in strategic planning												
Future directions for strategic planning in the organization	3,417	0,600	,415**	,489**	,400**	,360**	,547**	1				
Requirements for successful strategic planning	3,397	0,572	,372**	,368**	,391**	,404**	,445**	,526**	1			
Obstacles to strategic planning in the organization	3,432	0,599	,391**	,427**	,338**	,369**	,434**	,473**	,377**	1		
Strategic Planning Total	3,383	0,615	,713**	,739**	,713**	,704**	,762**	,729**	,678**	,664**	1	
Organizational Effectiveness	3,404	0,578	,487**	,453*	,483**	,480**	,533**	,497*	,526**	,502**	,690**	1
* . Correlation is significant at the 0.05 level.												
** . Correlation is significant at the 0.01 level.												

When the correlation values between the items are examined, it is seen that they vary between 0.338 and 0.739. The correlation values between each item and the entire scale are expected to be greater than 0.2, as well as not being negative. The obtained correlation values are at the desired level and therefore at an acceptable level. It appears that there are positive and significant relationships between organizational effectiveness and planned strategies.

9.5. Regression Analysis and Testing of Hypotheses

Regression analysis was performed to determine the existence and strength of the effects. This step aims to validate the model for the hypotheses of the study and present the meaning of the effects and relationships between variables.

Table 5. Model Summary Statistics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin – Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,704 ^a	0,496	0,483	0,41532	0,496	38,307	8	311	0,000	1,951

a. Predictors: (Constant), Obstacles to strategic planning in the organization, Study the internal environment, Requirements for successful strategic planning, Study the external environment, Strategic Planning Process, Future directions for strategic planning in the organization, Degree of strategic planning practice, Training programs in strategic planning

b. Dependent Variable: Organizational Effectiveness

The rate of explaining the effects of strategic planning variables on Organizational Effectiveness is around 50% (R square: 0.496). Sig. for F statistics in the model. A level of $0.000 < 0.05$ indicates that the model parameters are significant.

Table 6. Coefficients of Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0,248	0,183		1,350	0,178
Strategic Planning Process	0,116	0,048	0,124	2,403	0,017
Degree of strategic planning practice	0,017	0,052	0,017	0,321	0,449
Study the internal environment	0,115	0,049	0,133	2,360	0,019
Study the external environment	0,104	0,046	0,116	2,270	0,024
Training programs in strategic planning	0,125	0,054	0,130	2,330	0,020
Future directions for strategic planning in the organization	0,075	0,056	0,075	1,354	0,177
Requirements for successful strategic planning	0,202	0,048	0,210	4,180	0,000
Obstacles to strategic planning in the organization	0,180	0,046	0,192	3,928	0,000
F: 38,307, Sig: 0,000					

The table contains the coefficients for the regression equation. Each of the values in the column expressed with beta represents the coefficients of the independent variables in the equation. Independent variables affect the dependent variable, Organizational Effectiveness, to the extent of these coefficients. For these coefficients to be statistically significant, sig. values must be less than 0.05. It was found that the effect of the variables 'Future directions for strategic planning in the organization' (sig: $0.177 > 0.05$) and Degree of strategic planning practice (sig: $0.449 > 0.05$) on the dependent variable was not statistically significant.

Ha: Strategic Planning Process has effect on organizational effectiveness

It appears that strategic planning processes have a positive impact of 0.124 on organizational effectiveness (sig.: $0.017 < 0.05$). Ha hypothesis is accepted.

Hb: Degree of strategic planning practice has effect on organizational effectiveness

It was concluded that the effect of degree of strategic planning on organizational effectiveness is not statistically significant (sig.: $0.449 > 0.05$). The Hb hypothesis is rejected.

Hc: Study the internal environment has effect on organizational effectiveness

Study the internal environment processes appear to have a positive impact of 0.133 on organizational effectiveness (sig.: $0.019 < 0.05$). Hc hypothesis is accepted.

Hd: Study the external environment has effect on organizational effectiveness

Study the external environment processes appear to have a positive impact of 0.116 on organizational effectiveness (sig.: $0.024 < 0.05$). Hd hypothesis is accepted.

He: Training programs in strategic planning has effect on organizational effectiveness

It is seen that training programs in strategic planning studies have a positive effect of 0.130 on organizational effectiveness (sig.: $0.020 < 0.05$). He hypothesis is accepted.

Hf: Future directions for strategic planning in the organization has effect on organizational effectiveness

It was concluded that the effect of the subject of Future directions for strategic planning on organizational effectiveness is not statistically significant (sig.: $0.177 > 0.05$). The Hf hypothesis is rejected.

Hg: Requirements for successful strategic planning has effect on organizational effectiveness

It is seen that Requirements for successful strategic planning processes have a positive effect of 0.210 on organizational effectiveness (sig.: $0.000 < 0.05$). The Hg hypothesis is accepted.

Hh: Obstacles to strategic planning in the organization has effect on organizational effectiveness

Obstacles to strategic planning processes appear to have a positive impact of 0.192 on organizational effectiveness (sig.: $0.000 < 0.05$). Hh hypothesis is accepted.

Table 7. Hypotheses Results

Research Hypothesis	R	Beta	Sig.	Accepted/Rejected
H: Strategic Planning has affect on organizational effectiveness	,690**			Accepted
Ha: Strategic Planning Process has affect on organizational effectiveness	,487**	0,124	0,017	Accepted
Hb: Degree of strategic planning practice has affect on organizational effectiveness	,453*	0,017	0,449	Rejected
Hc: Study the internal environment has affect on organizational effectiveness	,483**	0,133	0,019	Accepted
Hd: Study the external environment has affect on organizational effectiveness	,480**	0,116	0,024	Accepted
He: Training programs in strategic planning has affect on organizational effectiveness	,533**	0,13	0,02	Accepted
Hf: Future directions for strategic planning in the organization has affect on organizational effectiveness	,497*	0,075	0,177	Rejected
Hg: Requirements for successful strategic planning has affect on organizational effectiveness	,526**	0,21	0,000	Accepted
Hh: Obstacles to strategic planning in the organization has affect on organizational effectiveness	,502**	0,192	0,000	Accepted

10. Conclusion and Recommendations

The purpose of this research was to investigate the connection between strategic planning and the successful operation of five distinct businesses located in Bamako, Mali. It has been stated by a number of authors that strategic planning is the path that leads to good organizational performance. Our hypotheses and assumptions were derived from these kinds of reasoning as well as from previous research that was quite comparable. We began by being familiar with the process of strategic planning within the sector that was being investigated, and then we proceeded to investigate the connection between strategic planning and the performance of the company. This research may also be considered a replication with an expansion study, although other investigations that are comparable to this one have been conducted elsewhere.

The findings of the investigation indicate that there is a connection between strategic planning and the success of the company, as shown by a Pearson moment product coefficient of 0.694. The results of the regression analysis indicated that each and every hypothesis was correct. All of the independent factors that were discussed in the study had a positive and substantial impact on the variables that were being studied (the dependent variables). Within the context of this particular scenario, it has been determined that enhancing the strategies would result in an improvement in the performance of organizations. When all of the hypotheses are rejected, it indicates that the HO hypothesis, which is the fundamental hypothesis, is also rejected.

The purpose of this article is to explain that strategic planning is an essential tool for any business, whether it be a public or private one. A number of other aspects, including strategic decisions, strategic management, organizational structure, and downward communication, all have an impact on the process of strategic planning. A firm-level factor and an industry-level factor are both included in these factors. The elements that are at the company level include the resources, the structure, the organizational culture, the qualities of the board of directors, and the chief executive officer. These elements are present inside the organization, and the majority of the time, the organization is in charge of maintaining control over them. On the other hand, the business environment in which the company works is a significant factor in determining the strategy that is selected. Because of this, businesses need to be able to do a thorough analysis of the environment in order to prevent any additional difficulties that may occur.

It is often impossible for the organization to exert control over these external aspects since they are tough to handle due to the fact that they are external. There is a connection between the organization and the environment via the strategy, and the

strategy that is selected has an impact on the performance of the company. There is a possibility that the performance will differ from one strategy to another, depending on the kind of performance measurement that the business employs. When it comes to addressing the elements that contribute to successful implementation, the instruments that are utilized to measure efficacy are of the utmost importance. Through the findings of this research, our comprehension of the ways in which strategic planning improves organizational performance is expanded. In addition, this literature analysis offers a wealth of information on the connection between the strategic planning process and the efficiency of organizations operating within the public sector in Mali. Within the context of ensuring that decisions are made in a way that is both inclusive and successful, this contribution may be useful to managers, stakeholders, and government entities.

The study suggests the following: Generating many options throughout the process of strategic planning inside the company and selecting the most optimal one. Effectively engaging all administrative levels and personnel in the formulation of strategic initiatives. Minimizing barriers to strategic planning may be achieved by prioritizing day-to-day operations and practices with a commitment to strategic planning, promoting the adoption of strategic planning, and allocating dedicated funding for the strategic planning process. Transitioning from a centralized decision-making process, offering effective and essential data to implement strategic planning, and facilitating compliance with the established strategy by implementing legislation and regulations that support the strategic planning process. Provide training and motivation to staff to engage in strategic planning and focus on executing the plans that have been established beforehand.

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