



T.C
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GRADUATE SCHOOL OF SOCIAL SCIENCE
BUSINESS ADMINISTRATION DEPARTMENT

**THE IMPACT OF STRATEGIC PLANNING ON
ORGANIZATIONAL PERFORMANCE: A STUDY OF PRIVATE
HOSPITALS IN ERBIL CITY**

PREPARED BY:
Bland Mohammed GHAFOR

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SUPERVISOR
Prof. Dr. Sait PATIR

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**STRATEJİK PLANLAMANIN ÖRGÜTSEL PERFORMANSA
ETKİSİ: ERBİL ŞEHRİNDE ÖZEL HASTANELER ÜZERİNE
BİR ARAŞTIRMA**

Hazırlayan

Bland Mohammed GHAFOR

YÜKSEK LİSANS TEZİ

Danışman

Prof. Dr. Sait PATIR

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BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım “STRATEJİK PLANLAMANIN ÖRGÜTSEL PERFORMANSA ETKİSİ: ERBİL ŞEHRİNDE ÖZEL HASTANELER ÜZERİNE BİR ARAŞTIRMA” adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.



/ /2018

İmza

Bland Mohammed GHAFOR

THESIS ACCEPTANCE AND APPROVAL

BİNGÖL UNIVERSITY
SOCIAL SCIENCES INSTITUTE DIRECTORATE

This thesis entitled “**The Impact of Strategic Planning on Organizational Performance: A Study of Private Hospitals in Erbil City.**” Prepared by Bland Mohammed GHAFOR was found to be successful as a result of the thesis defense examination held on the date of [/ /2018] and accepted by our juror as the master degree in the department of business administration.

THESIS JURY MEMBERS:

President:

Supervisor: Prof. Dr. Sait PATIR

Member:

CONFIRMATION

This thesis accepted by the jury determined in the, / /2018 session of the board of directors of the sciences institute of Bingöl University.

Director of the Institute
Doç. Dr. Yaşar BAŞ

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ÖZET

STRATEJİK PLANLAMANIN ÖRGÜTSEL PERFORMANSA ETKİSİ: ERBİL ŞEHRİNDE ÖZEL HASTANELER ÜZERİNE BİR ARAŞTIRMA

Bu çalışma, özel hastanelerdeki stratejik planlama uygulamalarını incelemiş ve Erbil kentinde hastanenin stratejik planlama ve örgütsel performansı arasındaki etkiyi fark etmeye çalışmıştır. Çalışmada bu çalışmada bir çerçeve için nitel bir çalışma yöntemi kullanılmıştır.

Stratejik planlama boyutları özellikle özel hastanelerde başarılı stratejik planlama uygulamalarının temel özelliklerinin anlaşılmasını artıracak kurumsal performans üzerindeki etkisi incelenmiştir.

Araştırma ayrıca anket toplama yöntemini bir veri toplama yöntemi olarak kullanmıştır. Buna göre, on sekiz özel hastane stratejik planlama taahhüdü ve yüksek sağlık hizmetleri performansına sahip olarak seçilmiştir.

Araştırma, stratejik planlama ile örgütsel performans arasında kesin ve anlamlı bir ilişki olduğunu bulmuştur. Ayrıca, hastanenin dış yönelimi ve iç yönelimi organizasyon performansı ile en önemli pozitif ilişkiye ulaşmıştır. Ayrıca, regresyon analizi sonuçları, stratejik planlamanın örgütsel performansı etkilediğini ortaya çıkarmıştır. Bu nedenle, çalışma bulguları, etkili bir stratejik planlamayı sağlamak için hastane kültürünün ve karar verme türlerinin hastane bağlamında etkilerine dair içgörüyü de ortaya koymaktadır.

Anahtar sözcükler: Stratejik Planlama, Vizyon, Misyon, Stratejik Hedefler ve Organizasyonel Performans

ABSTRACT

THE IMPACT OF STRATEGIC PLANNING ON ORGANIZATIONAL PERFORMANCE: A STUDY OF PRIVATE HOSPITALS IN ERBIL CITY

This study examined the strategic planning practices in private hospitals and tried to realize the impact and relationship between the hospital's strategic planning and organizational performance in Erbil city, while the study employed a qualitative study method for a framework in this study.

However, examined the impact of strategic planning dimensions on organizational performance that will increase the understanding of the essential characteristics of successful strategic planning practices particularly in private hospitals. The study also used survey questionnaire as a data collection method. Accordingly, eighteen private hospitals selected due to a commitment to strategic planning and having high health services performance.

The study found that there is a definite and significant relationship between strategic planning and organizational performance. Further, hospital's external orientation and internal orientation reached the most substantial positive relationship with the organization performance. Moreover, the results of regression analysis revealed that strategic planning impacts the organizational performance. So, the study finding also provides insight into the impact of hospital culture and types of decision making in developing hospital context to enable effective strategic planning.

Keywords: Strategic Planning, Vision, Mission, Strategic Objectives, and Organizational Performance

DEDICATIONS

I proudly dedicated this thesis to my father and my remarkable mother who dedicated their lives to their family, however, encouraging me to further education. Thanks for your beautiful and stunning existence.

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INTRODUCTION

The rapid changes and the challenges that the characteristics and features of the twenty-first century. Such as globalization, knowledge explosion, intense competition, comprehensive development and free trade, have led organizations to strive to find a place for them to ensure their survival, growth and continuity inactivity and even expansion and entry into new markets. Thus, organizations are now finding themselves in a highly competitive environment. With these growing environmental changes, there is a need to adopt new approaches to managing multi-branch organizations and using strategies through strategic planning.

The majority of the high and successful organizations recognize the importance of strategic planning for their long-term growth and development. It helps them determine how they reach what they seek, and determine what they will realize to achieve their goals and achieve them by understanding the variables of their external environment and the forces of competition in their field of activity. On the strengths and weaknesses of their internal environment and thus be able to build effective strategies. To achieve its objectives and to adapt the organization to the variables of its surroundings. However, it is necessary for an organization to rely on strategic planning in its administration and because of its importance as an effective method to achieve this adaptation

Strategic planning has widely used in organizations of all types and activities. The implementation of strategic planning has become a pressing and imperative necessity for organizations if they want to increase their competitiveness and develop their performance. Experience with strategic planning has shown that organizations that strategic plan to excel in their performance primarily on organizations that do not plan strategically, especially in light of their continuous keenness to improve and develop their performance to reach the desired performance in the long term, to ensure their survival and continuity.

Strategic planning is the way in which officials can direct the organization from the transition from day-to-day management and crisis management to a different vision of internal and external dynamic factors capable of bringing about change in their environment, ultimately resulting in better effective targeting of their organizations.

Therefore, a bright future vision translated into a strategic plan creates motivation for organizations that outweighs the extent to which these organizations recognize the value and importance of this work for them. The Strategic Plan is a management tool that leads the organization to work better because it focuses on the energy, resources and time of each in the organization and pushes them in the same direction as achieving the goals.

Nevertheless, organizations that fail to plan for the future are likely to lose their opportunity to expand their resource base or to increase and diversify their services. They risk not catching up with the changing needs and requirements of the community they target. The price they pay for not implementing strategic planning is stagnation and regression.

Though, the findings revealed that positive and significant relationship occurs between strategic planning and organizational performance. Regarding the findings, mainly the regression analyses it was determined that strategic planning be NIL necessary to the adequate organizational performance of the private hospitals providing health services in the city of Erbil.

Therefore, it is important to practice effective strategic planning and keep high levels of its dimensions. Consequently, the researcher recommends that the hospital management should participate less individual ways of setting goals, hospitals also take determinations to bring all hospital's staffs to present new ideas to the success of the health service performance. Nevertheless, increasing attention in the search for some new ways to achieve high performance.

The study results contribute to the strategic planning and hospitals performance literature through providing theoretical context, also offer implications for the hospital management literature through presenting potentially useful planning which is probably helpful to hospital's health service performance.

Hence, the study derives its scientific importance from the significance of the subject dealt with, which is the strategic planning that the most critical administrative concepts. Which have become popular in the business world because it is essential in improving the performance of organizations and helping them in achieving the mission and the goals for which it established.

Furthermore, the study results are collective the present procedure of study literature which has experienced to find the statistically significant relationship between strategic planning and organizational performance of the private hospitals. Besides, the researcher suggests that the upcoming studies should apply a more substantial number of issues to investigate for significance in a different business than private hospitals.

This study structured into four chapters. Chapter one reviews the literature related to the concept of strategy and strategic planning. Chapter two dealt with the literature associated with the organizational performance. Although, chapter three addresses background and the study methodology, that includes, problem statement, significance, purposes, conceptual model, hypotheses of the study, data collection technique, population sample selection. However, chapter four dedicated to the analysis and findings, the conclusions of the findings presented along with recommendations, the study contributes and suggestions

CHAPTER ONE

STRATEGIC PLANNING

1.1. THE CONCEPT OF STRATEGY

According to scientists in management science, scholars, and researchers, The concept of strategy has implemented from the military and modified for use in business. So, based on what renowned, authors have argued about business strategy and suggests that the adoption was regular effort since the version was modest. In business, as in the military, strategy links the gap between policy and tactics. The strategy was created by the Greeks, who endowed the concept with a military connotation. The term originates from the Greek strategos, interpreted as an overall in command of troops or the skill of the general or plan to terminate enemies through the efficient use of resources (Bracker, 1980: 220).

According to (Mintzberg and Quinn, 1991), The strategy was already considered as an organizational skill at the time of Pericles (450 BC), meaning management skills such as administrative, leadership, public speaking, and power. Though, it was only after WWII that strategy fully entered into the business world, which has since grown significantly and needed guidance, lines and paths to followed by their entire structures (Bracker, 1980: 221).

In this regard, strategy instead has a breadth and scope that encircles the concept of operational efficiency (Porter, 1996: 63) and cannot confuse with its tactics. In other words, the strategy is not something static, finished, which renders the concept complex and difficult to grasp (Dess et al., 2007: 202). Collectively, strategy and tactics bridge the gap between ends and means when reviewing strategic thinking, recognize how this peculiarity has gone through different phases and semantic contexts. With a millennium distancing the word from its origins, the word strategy has had several meanings but without ever losing its semantic roots (Ghemawat, 2005: 238). So, it intended a way of dominant over the adversary, a tool of victory in war and only afterward was it applied to other contexts and fields of human relationships: political, economics, business, among others, but always retaining in all its uses the semantic root, to define paths. Also, management uses this old military concept to associate the activities of a general with those of an organization's manager (Stead and Stead, 2008: 67).

However, according to (Dess et al., 2007) after several stages and implications, the concept of strategy has developed into a field of knowledge in management, strategic management, with content, concepts, and practical reasoning, ending up by carving out its role in the academic and business fields. Since it represents an essential tool for business management in a competitive and turbulent marketplace, the primary objective of the strategy involves preparing the organization to confront the current hostile environment, to this end systematically and objectively deploying the skills, qualifications and internal resources of the enterprise.

While, (Bhalla et al., 2009: 83) argues that the concept of strategy quiet appears to be a very ambiguous concept and subject to various explanations. Also, this term in itself delimited the idea of objectives to achieve and plans for the act to perform in various scenarios, depending on the enemy's behavior (Schnaars, 1991: 281).

According to (Mintzberg,1987: 16), it was only in the 1980s that strategies underwent significant development within the corporate environment. Phenomena such as corporate restructuring, joint decisions, and actions impacting on organizational size, financing, and portfolios. As (Wright et al., 1997: 188) argued that determined by the technical advance in means of communication and transport and, since then, an interactive dynamic and integration on a global level have become predominant. Currently, thinking strategic has acquired the status of an essential factor in leading and managing organizations, whether for profit or otherwise (Moore, 2000: 192).

However, the concept of strategy has used extensively in the field of management, meaning anything from a precisely formulated course of action, arranging in a specific environment, by the entire personality the depth and existential basis behind an organization's survival. However, this concept often put forward in the academic and business worlds, filled with great diversity and width, which in some aspects is complimentary while divergent in others. After all, strategy addresses the link between the inner world of business and its external environment (Porth, 2002: 212). Volberda, (2004: 188) view strategy as the course and scope of an organization over the long-term which realizes an advantage for the organization over its arrangement of resources within a changing environment and fulfill

stakeholders' expectations. From the viewpoint of classical strategic management theory, the strategy is considered a deliberate planning process, initiated by top management, based on an elaborate industry analysis rationale and aimed at designing a cohesive grand strategy for the corporation consistency

Accordingly, since its significance, talking about strategy opens up a debate of theoretical approaches, ranging from the more conventional, considering strategy as business logic, rational and sequential to the most dynamic. So, that understand this process as related to cultural and learning factors, politics and power relations (Mintzberg et al., 1998). Hence, two significant problems are affecting the understanding of what the concept of strategy means: confusion between strategy and effectiveness tools and confusion between strategy and strategic planning (Eriksson and Lehtimaki, 2001: 209).

1.1.1. The Concept of Strategic Planning

In recent years, the concept of planning in general and in particular strategic planning has been increasing within the managerial concepts that the organization must adapt to achieve the goals it has established and to ensure its continuity and survival. However, planning understands that decisions take to ensure that a roadmap is activated to reach a specific goal or direction for the future, and one of the critical functions of managers and an unconscious activity for each while the strategic planning concept has clarified by various writers and scholars in different but complementary ways.

According to (Drucker, 1954), strategic planning is the management of plans, analytical process and it focuses on making optimal strategic decisions. However, Drucker, (1993: 201) defines strategic planning as the continuous process of making entrepreneurial decisions systematically and with the most significant awareness of their futurity, establishing systematically the struggles to carry out these decisions and assessing the results against the plans.

Also, (Abdul-Matlab, 2010: 29) define strategic planning as a groundbreaking and innovative way of thinking about shaping the desired future for the organization, in a recognized manner. With recognized steps to confront threats or environmental opportunities, taking into account the weaknesses and internal strengths of the organization to achieve the organization's vision, mission, and its goals.

While, (Ansoff,1991: 455) conceptualizes strategic planning as the process of seeking a better competition between a firm's product, technology, and its increasingly turbulent markets. Also, looks at it regarding the change from a familiar environment to an unfamiliar world of alien technologies, strange competitors, new consumers' attitudes, new dimensions of social control. Moreover, above all, questioning of the firm's role in society.

In this context, (Kotler and Armstrong, 2008: 36) assert that strategic planning is a process of strategically matching the objectives and locations of the organization and its changing market opportunities, as well as being a tool for regulating the current situation by the desired future assumptions.

According to (Wendy, 1997:528), strategic planning is the process of developing and maintaining consistency between the organization's objectives, resources, and its changing opportunities. Wendy more argues that strategic planning aims at defining and verifying an approach to doing business that will lead to satisfactory profits and growth. While, (Hofer and Schendel, 1978: 199) defined strategic planning as an evolution of managerial response to environmental change in a focus moving from internal structure and production efficiency, to the integration of strategy and structure and production innovation, multinational expansion and diversification.

However, (Williams, 2002: 218) defines strategic planning as a process of insight into the future of the organization, through which the organization looks to the future to define the vision, to find a mission, to develop values and guiding principles. (Hax and Majluf, 1996: 211) explain that strategic planning process comprises three main elements which help turn an organization's vision or mission into concrete possible choice and strategic implementation. The strategic analysis encompasses setting the organization's direction in term of vision, mission, and goals.

As (Jabr, 2009: 120) mentioned that the strategic plan means pre-thinking and preparing for the achievement of specific essential objectives, which affect the organization's various capabilities. Strategic planning does not depend on the reform of existing structures or reforming some aspects of it. It is more comprehensive and in-depth because it calls for radical changes, revolutionary in the establishment.

Therefore, this entails articulating the company's strategic intent and directing efforts towards understanding the business environment. Strategic choice stage involves generating, evaluating and selecting the most appropriate strategy. Strategy implementation stage consists of putting in place the relevant policies and formulating frameworks that will aid in translating chosen strategies into actionable forms. The concept of planning emerged out of the development effort and experiences of third world countries when they adopted planning as the primary instrument in pursuit of their economic and social development. Strategic planning viewed zeroing in on the decision –making, information, and the future (Day, 1997: 64).

Strategic planning represents a process and philosophy, it states the organization's future purpose and location and then develops the best path to that site, a process used to develop, evaluate, and adjust organizational strategies (Notarantoio and Quigley, 2001: 3)

However, (Maher, 1999: 20) defined as the design and insight of the organization's mission, objectives, and process, and identifying the processes, activities, and actions needed to achieve this strategic planning than a reflection of the idealization of the organization in the future. Moreover, to achieve this form organization should achieve the following (Al-Aref, 2002: 8):

- The disclosure of the future of the organization.
- Insight into the future features of the organization.
- Conceptualization of organization destinations and their future impact.
- The organization's vision, mission, and its future objectives.
- To delineate the field of business and activities in which the organization enters.

Nevertheless, there are several concepts put forward by the researchers, which are consistent with their content in many respects, in this regard, the researcher can determine in two directions. The first approach sees strategic planning as a set of formal and informal human interactions that occur during the process of generating strategic plans (Raman, 2009: 58), and that it is a long-term planning process that focuses on the organization as a whole (Certo, 1997: 17).

While, the outcome of this process embodied in comprehensive plans of the organization that include a set of decisions dealing with strategic issues (Gerard and St-Hillier, 2001: 42). As well as broad and flexible objectives, policies for the realization and leadership of the organization well-defined in its vision (Williams, 2010: 435). So, this applied at the organizational level as a whole and sought to gain its place in its environment, through its priority use of resources and according to specific objectives in an attempt to guide its direction and development over a period (Kriemadis and Theakou, 2007: 28).

The second direction sees strategic planning as the obligation to think about the future and how to achieve it strategically, which is much more than just preparing a strategic plan (Nayga and Bagal, 1995: 365). In this regard, (Berry and Wechsler, 1995: 159) define strategic planning as a set of specific organizational tasks and procedures to ensure access to appropriate information, environmental forecasting, strategic options handling and evaluation in a consistent and timely manner. However, it is a methodological process for managing the organization and its future directions about the environment and the requirements of stakeholders.

Accordingly, (Andersen, 2004: 1275) mentioned the complements work to explore the competitive environment, analyze strategic alternatives, and then coordinate implementation moves across the organization. While, Korosec, (2006: 221) argues that it is a rethinking of the strategic factors faced by the organization in an attempt to achieve a better understanding of the stakeholders, the mission, and objectives of the organization. Moreover, to find more innovative strategies to allow the organization to work more successfully (Bdair, 2011: 12).

According to (Poister 2005: 1035), strategic planning provides a systematic process of collecting and using information on a comprehensive picture and establishing a long-term trend and then translating that trend into specific goals and objectives. Also, combining future thinking and objective analysis of goals and priorities that will shape the future course of actions that will ensure vital and active organization's term (Poister and Streib, 2005: 46).

However, (Torrington et al., 2011: 104), pointed out that strategic thinking concerns synthesis, mutation, and creativity, while strategic planning involves gathering the appropriate information to stimulate the visioning process and predicting what is required to do to arrive there.

1.1.2. Strategic Management

According to (Bhalla et al., 2009: 85) argues that strategic management was instinctive as a cross-discipline, affected by both sociology and economics. It may be a measured evolution of theories of organizations. It only began receiving more attention, from both the academic and the business worlds, in the 1950s, with its development fully underway in the 1960s and 1970s.

However, (Stead and Stead, 2008: 72) defined strategic management as a continuing process including the efforts of strategic managers to adjust the organization to the environment in which it operates while developing competitive advantages. These competitive advantages enable the company to seize opportunities and minimize environmental threats. More generally, strategic management is a broad term that includes determining the mission and objective of the organization in the perspective of its external and internal environments.

While, (Porth, 2002: 210) mentioned that the strategic management arose as part of strategic planning, which now regarded as one of its main instruments. It incorporated into strategic management, which united planning and management in the same process. Bowman et al., (2002: 44) strategic management emphasizes on issues concerning either the creation and sustainability of competitive advantage or the search for such an advantage.

Although, (Dess et al., 2007) argues that strategic management in an organization must become a process and a single path guiding actions throughout the organization. It consists of organizational analysis, decisions, and actions creating and sustaining competitive advantage. These authors define four critical attributes for strategic management: directed towards the overall organization objectives, includes multiple stakeholders in decision-making, requires incorporating short and long-term perspectives and, involves the recognition of trade-offs between effectiveness and efficiency.

However, (Chu and Tse, 1992: 47) claim that the strategic management expanded swiftly and produced both theoretical and practical models. Also, a broad range of models emerged out of market analysis in the 1960s, including the BCG Matrix, SWOT Model, the experience curve. Moreover, Portfolio Analysis, as well as essential concepts such as the economic analysis of structure, behavior, and

performance, distinctive competencies, skills, and the so-called strategic planning systems (Fairholm and Card, 2009: 25). Also, (Stead and Stead, 2008: 71) stated that strategic management is resulting from the concept of innovativeness policy. This concept explains the organization as a system in which economic resources efficiently applied to the company's functional activities coordinated around generating profit (Steen, 2010: 328).

Presently, strategic management is one of the most outstanding and relevant areas in the management field. It organizes a set of management activities that enable organization managers to keep it aligned with its environment. Moreover, on the actual path of development, thereby bringing about the achievement of its objectives and its mission, (Dess et al., 2007), (Jones, 1981: 44), (Morris and Johnson, 1992:469), and (Steinhorsson and Soderholm, 2002: 239).

Despite its importance, (Boyd et al., 2005: 843) reveal that strategic management has many features of a still immature field of study, with little consensus and low levels of productivity. This result furthermore explains the reason there are several definitions for the same concept.

According to (Ansoff and McDonnell, 1990) strategic management constitutes a systematic approach to the management of changes, comprising: positioning the organization through strategy and planning, real-time strategic reaction through the management of problems, and the systematic management of resistance during strategy implementation. (Porth, 2002: 220) believes that strategic management is definable as a cross-process of formulation, implementation, and evaluation of the decisions that enable organizations to define and achieve their mission and ultimately to create value.

Furthermore, (Grant, 2002: 87) stated that strategic management involves a complicated relationship between the organizational focus, the results obtained, and the broad spectrum of external and internal environmental variables of the organization.

1.1.3. The Importance of Strategic Planning

In general, planning and strategic planning are particularly critical administrative functions because they are the basis for these functions. As a management plan, this means that it will not be able to exercise other management

functions such as regulation, direction, and control. Planning is the fundamental criterion for performing these functions. The importance of strategic planning also highlighted by the challenges faced by the administration today. The most important challenges are the following (Al-Ghalebi, 1998: 18):

1. Accelerating quantitative and qualitative change in the business environment.
2. Increasing competition between organizations, and instability in market conditions:
3. In the business world, the boundaries of sovereignty between countries and regions have disappeared, with the increasing interdependence of economies, the growth of foreign competition in the local market, the scarcity of natural resources and the freedom of trade. All these and other factors have made business more global and less Local since it is accepted.
4. Technological change and lack of resources.
5. The transformation from industrial societies to knowledge societies
Knowledge has become a dominant strategic force in the developed western world in particular, and knowledge can be a long-term strategic advantage of management and technology. However, knowledge is the basis of capacity in product creation. Alternatively, development and improvement of existing products based on the ability to reach high levels of technical quality and innovation.

The importance of strategic planning is not only reflected in its response to the challenges facing business organizations in the present. However, as an integrated system for future strategic planning that reflects the best alternatives. Moreover, opportunities available to the organization. Strategic planning can also implement efficient staff incentive systems, achieving competition among working groups and between formal and informal regulators, provide a real opportunity to apply practical management methods, and manage TQM, such as managing objectives, maximizing the use of information technology, and their applications in business (Al-Dmour 2008: 28).

In general, the basis for theoretical and practical consideration to the strategic planning process is the environmental uncertainty, which has become the basis of today's organizations (Handrick, 2003: 494).

According to (Pearce et al., 1987; 658) strategic planning is a procedural approach to decrease the degree of uncertainty and risks related to variables outside the control of the organization. By providing organizations with the thought that is the most crucial element within them, helping them anticipate issues that can occur in their environment, and helping managers set priorities to deal with the main issues facing them. As well as assisting them to take advantage of future opportunities and avoid the threats they pose. It also helps management to manage beyond the limits of what can control, identify and anticipate surrounding environmental variables and try to allocate the assets and resources available to face those changes.

In the same context, (Asgher, 2011: 1123) emphasized that the importance of strategic planning stem from helping to focus the organization's attention and resources towards goals and strategies that will help it grow, progress and adapt in a situation where change is the only continual. What the results of the controversy over the importance of strategic planning among the theorists in the field of strategic management have resulted in strategic planning is one of the success factors (Leontiaes and Tezel 1980: 65).

According to (Mara, 2002: 212), strategic planning has two functions: allocating scarce resources to the requirements of a competitive environment, and strengthening and establishment the financial capacity of the organization. More specifically, (Zahra et al., 2004: 363) indicate that strategic planning doubles the positive impact of creative capabilities on the organization's performance, as it helps the organization to accurately assess how resources are allocated to assume greater creativity and risk tolerance. Greater strategic planning should, therefore, help the organization integrate and employ its resources better to achieve a competitive advantage (Ketokivi and Castaner, 2004: 346).

1.1.4. Strategic Planning Process and Practices

According to (Ansoff and McDonnell, 1990), active strategic planning practice is the product of the best minds inside and outside the organization. Consequently, the process considers future implications of current decisions, adjusts plans to the emerging business environment, manages the business analytically, and links directs, and controls complex enterprises through a practical, working management system. While, Strategic planning practice contains a formulation of

vision and mission statement, the performance of situational analysis and finally strategy implementation and choice (Pearce and Robinson, 2008: 290).

However, (Decenzo and Robbins, 2008) mentioned that efficient strategic planning system for an organization links long-range strategic goals with both mid-range and operational plans. The nature of strategic planning itself defined strategy planning as an on going, never-ending, joined process requiring continuous reassessment and reformation. Strategic planning is thus deliberate and emergent, dynamic and interactive.

In this regard, (Chimbugia, 2011: 983) suggested that effective planning as a practice, but not as rational and analytical as it has portrayed in the literature. Further argues for the lost art (rather than science) of planning. Also, stated that planning is both a general activity whose success determinants are partially independent of the area in which it applied and an area where judgment, intuition, and creativity are still significant. The formality of strategic planning has associated with the field of strategic planning from its earliest foundation.

According to (Bresser and Bishop, 2003), formalization is the degree to which the norms of the organization are explicitly defined. Further, distinguishing between “formalization,” referring to whether these norms are written down in manuals and other documents. Strategic planning realized as a dynamic process that redefines the organization's resources and core competencies. It involves the exploration process to build a direction in harmony with internal conditions, increasing capacities and collaborative capacities that connect the organization to the interests it serves and is, therefore, the source of several functions and thus adapted together Unusual There are dynamic possibilities (William, 2002: 219).

According to (Thompson and Strickland, 1993) strategic planning is an organized process through which an organization approves of building commitment between stakeholders to realize significances which are crucial for attaining its vision and mission while at the same time responding to the operating environment. However, strategic planning processes will design to fit the specific need of the organization. While, every efficient model must comprise vision and mission, environmental analysis, setting objectives, and strategic analysis (McCarthy, 1986).

However, the identification of the organization's vision and mission is the first step of any strategic planning process. The strategic management process

concerned with forming objectives and goals for an organization and keeping a set of relations between the organization and the environment. So, this enables the organization to pursue its objectives that are dependable with organizational competencies, and continue to be responsive to changing business trends (Ansoff and McDonnell, 1990).

1.1.5. The Benefit of Strategic Planning

The strategic planning and the resulting goals and their transformation into programs, initiatives, and action plans are the basis for contemporary organizations. The top management in the organizations has increased the strategic planning because of its effectiveness in clarifying the future vision and in understanding and absorbing the environmental variables in the field of work. As well as its effectiveness in distributing resources optimized organization. In the light of the multiplicity of sources of pressure faced by the organization, the strategic planning of the organization provides some benefits (Schermerhorn, 2001: 137).

According to (Fraser and Stupak, 2002: 1205), strategic planning enables the organization to identify the opportunities and risks in the external environment as well as to analyze the strengths and weaknesses of the internal environment that identify appropriate alternatives and make the right decisions to achieve the desired goals. Also, it helps to obtain information, clarify strategic direction, establish priorities, improve the quality of decisions taken, communicate and understand the strategic intent and organizational response, achieve adequate performance, and find coherent teams.

While, (Larsen et al., 2000: 277) mentioned that improving profitability and achieving leadership in industry and achieving communication and harmony. Moreover, assessing market positions and determining what will be adhered to and guided by staff in both individual activities and daily decisions (Williams 2002: 219). Helping organization focus its attention on significant environmental trends and define the organization's objectives to contribute to its performance (Hoffmann, 2007: 28).

Hence, strategic planning promotes coordination and oversight by reviewing performance and progress towards achieving objectives, exploring and identifying future market opportunities, enhancing internal communication among employees,

encouraging them to adopt positive attitudes towards change, and enhancing the overall performance of the organization (Aldehayyat and Anchor 2010: 163).

However, the researcher believes that strategic planning facilitates the internal and external learning and demonstrate the legitimacy of the organization in the face of stakeholders and the harmony of objectives in the mental image or influence them by revealing appropriate information. Moreover, avoid deviating from the desired direction and ensure consistency and ability to bring together the leaders of the organization and stakeholders to formulate a strategic orientation in the light of environmental uncertainty.

1.1.6. The Characteristics of Strategic Planning

According to (Tayeh, 2012: 390), (Al-Dajani,2011: 52), and (Abdul Mahdi, 2013: 82) strategic planning described by the following characteristics:

1. Focuses on both internal and external environment and depends on quantity and quality information together
2. Strategic planning achieves interaction and constructive dialogue between the three administrative levels in planning (upper, middle, and functional level) about the future of the organization, means of success, development, and guides the decision-making in the administrative process.
3. Strategic planning aims to bring about significant changes in the organization in the long term significant costs, and significant efforts.
4. Strategic planning is flexible so that it can cope with potential changes in implementation.

1.1.7. The Objectives of Strategic Planning

The strategic planning aims to make decisions and plans that affect the future of the organization. Therefore, strategic planning requires an assessment of the external environment of the organization. Which can lead to opportunities, risks and an assessment of the internal environment of the organization, external environment with an assessment of the internal environment to define the strategic gap and how to deal with it (Al-Hindi, 2001: 337).

According to (Paul, 2000: 9), the primary objectives of strategic planning can be summarizing in three primary objectives, as follows:

1. Improve the value of shareholders' equity.
2. Make the organization a better place to work reputable reflection.
3. Helping the prosperity of society.

However, (Rizk,2007: 7) argues that strategic planning represents the process of implementing long-term goals by setting policy policies that are in the form of sub-strategies called regulatory policies. While (Al-Sakarna, 2010: 5) realizes that the objectives of strategic planning are:

1. Determine the strategic relationships between the organization and its methodology.
2. To formulate the organization's mission, goals, and objectives.
3. Determine the organization course of action and its trends.
4. Defining the strategic goals and objectives of the organization.
5. Identify the requirements for improving performance and availability, and achieving the organization's growth and progress.
6. Ensure that the strategic objectives linked to the aspirations, objectives of the fund holders, management and the interest of Members.
7. Direct resources and potentials for economic use.
8. Direct research efforts to develop the organization's performance and strengthen its competitive position.
9. Ensuring the coherence of the organization's mission, objectives, and policies, rules, and systems of action.

1.2. Dimensions of Strategic Planning

The implementation of strategic plans is one of the essential determinants of the effectiveness of strategic planning (Veliyath and Shortell, 1993: 361). While many studies dealt with aspects of drafting strategic planning or the impact of strategic planning on organizational performance, other studies have adopted implementation issues in strategic planning in the light of the fact that strategic planning can be used only to the extent to which plans successfully implemented (Capon et al., 1994).

However, (Veliyath and Shortell, 1993: 362) studied strategic planning by measuring the implement plans, market research, employee participation, assist planning staff, and innovate strategies as indicators for measuring strategic planning.

While, (Li et al., 2006) by the depth of environmental monitoring, arranged, focused, and flexibility in planning as a dimension of strategic planning. (Schaffer and Willaher, 2003) internal dynamics, the culture of mutual trust, planning and decentralization in strategic planning as indicators of measurement of strategic planning. By previous studies in the field of strategic planning that adopted a multi-dimensional perspective to measure strategic planning. The current study will measure strategic planning through its dimensions namely: vision, mission, strategic objectives, internal orientation, and external orientation.

1.2.1. Vision

According to (Shapiro,2001: 5) vision is the starting point of any strategic planning or framework while it forms the outline and gives the organization the fundamentals to response whether its general and specific goals and activities are in the vision of the organization.

Additionally, (Thompson et al., 2004: 212) argue that the conceptual difference between mission and vision is that a mission defines the present scope of an organization's business and purpose (what we do, why we exist and where we are now). The vision, on the other hand, portrays a company's future business scope; where we are going or want to be.

Although, (Pitts and Lei, 2003: 113) note that vision statements are designed to capture the mind of the public and as well stimulate the efforts of employees at all levels such that its emotional appeal challenges them to commit their full energies and minds to believe it is the best. Vision does not have to contradict the mission statement and the objective of the organization. It focuses on its image, what it wants to achieve, and what form the organization is in achieving its objectives. (Hilal, 2008: 13).

The strategic vision formulation process is not only a race in the selection of attractive logos and beautiful phrases but is an approach to the strategic thinking of the future of the organization. The quality of its activities required and its expected market position, which helps to set the organization in a strategic direction ongoing commitment to management (Martin Elli, 1999: 5).

While, (Kotler and Murphy, 1981: 479) point out that a compelling strategic vision has the following characteristics: Imaginary: any image that can visualize the

form of the future through them. Focus: explicit efforts and resources can focus towards them. Flexibility: characterized by generality, comprehensiveness, and vitality to allow use as a base for specific initiatives. Rooted: derives its origins from the organization's past and present. Collective: shared by all workers. Media and connectivity: characterized by the ease of language so that it can be explained and communicate its meaning to the majority of people and communicate with them. Moreover, attraction attracts hearts and captures the minds of the categories of dealers by expressing their aspirations and aspirations.

1.2.2. Mission

The Mission represents an essential element and the foundation of the organization in defining its goals. The organization's mission reflects the overall objective that guides and monitors the decision-making process at various levels of the organization. (Abu Kahaf, 1992: 37) defined the organization's mission as those unique characteristics of the organization that distinguishes it from other similar organizations. It is a verbal formulation that reflects the underlying orientations of the organization, both written and implicit.

According to (Ghunaim, 2005: 456) it identifies the steps the organization must take and the outputs that are consistent with the society's needs. It is also time-bound and responds to specific questions namely: who we are, what we want, what we stand. In this regard, (Yasin, 2010: 53) defined the mission of the organization as the fundamental purpose for which the organization, or its core mission, found its justification for existence and continuity. It is also an expression of the public vision on the one hand and a more favorable characterization of the activities, products, interests and fundamental values of the organization.

According to (Certo et al., 1995: 123), the organization's mission is the primary purpose for which the organization lives, whereas it provides the answer to organization's existence. The organization's mission according to (Pitts and Lei, 2003: 112) defines the organization regarding the business it is in, the clients it serves and the skills it intends to develop to fulfill its vision. Also, (Thompson et al., 2004: 211) confirms its linkage with vision, a mission statement is the overriding and distinctive purpose of a company.

1.2.3. Internal Orientation

According to (Williams, 2002: 218), strategic planning can have seen as foresight in the future of the organization, including a systematic review and assessment of tangible and intangible resources for the development of the future series of actions. To followed by the organization, as well as an examination of past performance, internal qualities and features. Moreover, their potential to mobilize to achieve their mission and to deal with opportunities and threats faced by the organization (Ram et al., 1986: 350).

Through strategic planning, the organization identifies priorities and then interprets them into resource allocation plans. Strategic planning thus becomes a guide for managing the reliability that horizontal and vertical diversity finds across units and organizational levels (Ketokivi and Castaner, 2004: 340). As the environment is continuously changing, the organization in its assets and resources is the most stable basis in which to define the organization's identity. Thus, the diagnosis of what can do by the organization may provide a basis for more strategic approach, such as:

Functional coverage, the commitment to planning and the provision of financial and human resources will enhance the organization's surveillance capabilities and provide useful information that can use to develop strategic initiatives as well as to respond to the reactions and movements of competitors (Ardekani and Haug, 1997). Understanding and supporting top management is one of the most critical success factors for strategic planning. For effective action, strategic planning requires commitment from those who will be affected and broad participation by managers (Armstrong1982: 198). The strategic planning process also deals with long-term goals, which requires the participation of top management (Hassan, 2010: 37).

However, ensuring that organizational members are aware of the central management of the organization's goals and relative importance is not only necessary for successful implementation. However, also for the success of the planning process. It is also critical to ensure that middle management managers develop strategic initiatives on a continuous basis and make consistent moves with organizational priorities (Ketokivi and Castaner, 2004: 341).

Through strategic planning by integrating the contributions of various functional areas within the overall management perspective (Galbreath, 2010: 514). The critical point in increasing internal integration and becoming organic structures is to strengthen the organization's capability to reply quickly to sudden changes in an uncertain environment (Daft, 2004: 148).

The strategic planning process is uniquely designed to meet the unique needs of the organization (Berry 2007: 333). Strategic planning, therefore, requires allocation of resources (Hassan, 2010: 37). Such as time spent by the executive director and other managers in the planning process and the capital (invested capital). To confirm that the organization reaches its objectives, the commitment to use several inputs in the planning process may be necessary, While the executive director and other directors are the primary inputs to the planning process, the inputs and perspectives of several actors within and outside the organization are essential (Galbreath, 2010: 514).

1.2.4. External Orientation

The process of achieving relevance between the organization and its environment is one of the issues that should give sufficient attention. In this regard, the literature has pointed out that strategic planning is the cornerstone of this harmony because it is an appropriate way to appropriately interact with the environment and achieve harmony between the organization and its environment (Ghezzi et al., 2010:216). However, (Laycock, 1990: 51) mentioned that it is designed to help the organization adapt to environmental changes. Also, assessment of opportunities and threats and assumption of future conditions (Williams, 2002: 218).

However, (Ansoff and Sullivan, 1993: 14) noted that the organizational performance increases when its strategic behavior is consistent with the environment. As (Thwaites and Glaister, 1992: 36) stated that, for success in any area, the organization must choose a strategic behavior pattern consistent with the level of environmental disturbance, and that the level of environmental complexity and increased changes require increased use of the environmental analysis strategic planning process. So, that requires the organization to carry out environmental analysis (Rhyne, 1985: 321).

Strategic success requires systematic external research to adapt to the environment (Javidan 1984: 381). Moreover, identify environmental opportunities and threats and their potential (Hitt et al., 2001: 52), (Hendrick, 2003: 492). So, enabling them to adapt to the demands and pressures of the environment. To assist the organization in detecting early warning signals, and to gather information that will help it overcome responsive behavior and adopt proactive behavior that can influence its environmental conditions (Raman jam et al., 1986: 351).

However, according to (Daft,1992: 84), the more uncertain the level of uncertainty is, the higher the need for planning to help it mitigate and mitigate adverse impacts and external transformations by assisting analysts in their survey of the environment, identifying potential movements and influencing actions by other organizations. (Pick ton and Wright, 1998: 102) as organizations strive to achieve positive results, decision-makers and planners need information on the processes and conditions under which they can obtain by scanning the organization's environment and contributing to a clear picture of the organization's position.

In the area of strategic planning, theorists have pointed out that understanding the environment is a critical element in the formulation of the Lynch strategy (Lynch, 2000:104). Also, getting information about competitors, customers and stakeholders is the first step in understanding the organization's environment (Hitt et al., 2001: 49).

CHAPTER TWO

ORGANIZATIONAL PERFORMANCE

2.1. THE CONCEPT PERFORMANCE

Performance is a fundamental and significant concept for business organizations in general. It represents the common denominator of the attention of management scientists. It is almost universal and central to all branches and fields of knowledge management, including strategic management. Performance is a broad concept, and its content renewed with the restoration, change, and development of any component of the organization of all kinds, and the higher management in business organizations continues to think about performance as long as these organizations exist. (Bani Hamdan and Idris, 2009: 383).

According to (Al-Naimi, 2007: 43), the use of the term performance in different knowledge fields led to the existence of multiple and different concepts, values and meanings of organizations; it is a comprehensive concept that contains many meanings of success and failure, efficiency and effectiveness. (Miller and Bromiley, 1990: 75) indicates that performance is a reflection of how the organization uses its material and human resources and exploits them in such a way as to enable them to achieve their goals.

The concept of performance refers to the outputs or objectives that the system seeks to achieve (Khatab, 2001: 11). However, a concept that reflects both the objectives and the means to achieve them, that is a concept that links the activities to the objectives that these activities seek to achieve within the organization (Abdulmuhsin, 1997: 3).

In this context, (Idris and Al-Ghalebi, 2009: 45) mentioned that performance is an intense image that reflects the outcome and level of the business organization's ability to exploit its resources. Besides, its ability to achieve its objectives through its various activities according to the themes of the institute and the nature of its work.

While, (Hawari, 2010: 75) defining performance as the results achieved as a result of the interaction of internal factors on different types and external influences and exploitation by the organization in achieving its objectives. However, (Issa, 2012: 14) performance is a functional behavior of an individual or a group of

individuals or an organization that consists of deliberate actions, activities, and movements to achieve specific objectives.

2.1.1. The Concept of Organizational Performance

Many studies dealt with the concept of organizational performance, and the definitions differed to it. The term organizational performance is multi-faceted, and the dimensions are similar and overlap with several similar terms and concepts. There are those who made the performance a function of efficiency and one considered by the effectiveness. Organizational performance reveals the ability of an organization to fulfill its stakeholders' requirements and survive in the market (Griffin, 2003:1244). It also is known as the outcome of the engagements or activities carried out by the staffs of the organization to measure how well an organization has accomplished its objectives (Ho, 2008; Chung & Lo, 2007: 85).

There are those who expressed performance in other terms such as productivity and outcome and even competitiveness, although it differs entirely from these concepts and we will try to see some of the definitions that dealt with organizational performance as well as distinguish it from the terms close to it. Mahkemar et al. (1999: 11) define organizational performance as the integrated system of the results of the organization's work in the light of its interaction with the elements of its internal and external environment, and the concept of organizational performance includes three dimensions:

- a) The performance of individuals within their organizational units.
- b) The performance of organizational units within the framework of the general policies of the organization.
- c) The organizational performance within the context of the economic, social and cultural environment.

In this regard, (David, 2001: 308) sees organizational performance as the outcome of activities that are expected to meet established objectives (Amiri, 2002: 48) define organizational performance as the ability of the organization to achieve its objectives by using available resources efficiently and effectively. (Muhammad and Salem, 2004: 141) argues organizational performance as one of the entrances to the effectiveness of the organization, which differs in its definition of the organizational performance according to these approaches:

1. The goal approach that the organization wishes to achieve.
2. The system resources approach, which the organization should provide from material and human resources.
3. The internal process approach, which defines the efficiency of the organization in the management of its internal environment.
4. The stakeholder's approach and the public benefiting from its services.
5. Competing values approach, which includes achieving better outcomes for the organization.

However, (Beard and Dess, 1981: 66) defined organizational performance as the result of the suitability of strategy and factors to the internal environment of the organization as a human resources strategy.

Organizational performance has also defined as achieving organizational objectives using resources efficiently and effectively. Organizational performance requires focusing on the unique elements that characterize the organization from other organizations. Which are the focus of assessment and thus include financial and non-financial indicators and the measurement of tangible and intangible assets, including broad aspects of organizational performance on strategy, operations, and human resources. (Ayish, 2008: 44).

According to (Al-Barwari, 2006: 21) the organizational performance depends on two main components: the ability to achieve and the desire to work. The ability to achieve is the result of the knowledge and skill acquired by the worker. The desire to work reflects the individual motivations of the worker to carry out the work. So, organizational performance reflects a range of staff views and intellectual orientations towards the work and environmental factors in which staff works.

While, (Al-Dawa, 2010: 227) consider organizational performance as a reflection of how the organization uses its material, human resources and exploits them efficiently and effectively to achieve its objectives. In this way, performance is the product of the interaction of two essential elements: the way in which the resources of the organization used, of that use, which means the factor of effectiveness.

Thus, (Al-Nuaimi, 2007: 43) shows that changes or differences in organizational performance concepts are due to two main reasons:

1. Concept orientation: Many concepts focused on the outcome measures of profit and survival, growth and achieving the objectives of the organization. On the other hand, many definitions directed towards the attention to processes and structures.
2. Purpose of use of the concept: The goal may refer to limited organizations, or to organizations in general. It also confirms that performance is management itself and is the organization's ability to survive and adapt.

However, the researcher defines organizational performance as a logical expression of the goals achieved in all organizational areas over a given period and of a certain quantity of available resources and of a quality that matches the criteria established as a result of the relationship between the achieved result and the effort made.

2.1.2. The Importance of Organizational Performance

Organizational performance is crucial because it is directly related to the achievement of multi-stakeholder goals, whether those goals are shared or independent, and the organization's performance often linked to the achievement of society's goals. Stoner went to the same direction as Drucker, calling the social performance of the organization an expression of the relationship of the performance of the organization to the goals of society. Which are determined according to three foundations, namely the economic basis, the legal basis, and the moral basis (Stoner et al., 1996: 557).

The organizational performance also linked to stakeholder goals (Certo and Peter, 1995: 147). Where stakeholders know that any group within or outside the organization has an interest in the performance of the organization (Daft, 2001: 69).

While, each or group of stakeholders has an active interest in, or several activities carried out by, the organization to achieve one or several specific objectives (e.g., shareholders, workers or unions, lenders, suppliers, government, and customers). For example, the government pays attention to the organization's compliance with laws, regulations and its contribution to the exploitation of society's resources. Clients are concerned about the quality of the goods and services provided by the organization (Al-Amri, 2002: 50).

2.1.3. The Characteristics of Organizational Performance

As for the organizational performance characteristics, (Al-Adlouni, 2002: 23) referred to the following points as characteristic of organizational performance.

- a) Maintain the stability of work and continuity through accumulated experience and previous experiences that enrich the organization, and the legacy of these experiences from generation to generation so that the organization is not affected by the absence or change of leadership.
- b) Rely on collective performance and participation in decision-making by specialists and experts to manage the organization, and ensures the work of the organization is not unique to the head of the organization management and decision.
- c) Maintain the organization's administrative and financial stability through the adoption of approved policies, regulations and laws.
- d) Investing the efforts of all individuals working in the organization towards the development of the organization within a clear framework of duties and responsibilities and collective participation in achieving the objectives.
- e) The selection of the best management methods and theories that achieve excellence in the level of services provided by the organization.
- f) Focus on the human element and its development, rehabilitation and attract the best talent through a sophisticated policy adopted by the organization in employment.
- g) To strengthen the loyalty and belonging of employees to the organization and its systems, as an organization for all that requires hard work to maintain and work for its advancement.
- h) Organizational work ensures the creation of alternative leadership and allows distinguished persons to exercise their positions in higher positions. The fact that individual work shows the fingerprints of the owner is evident, weakened in one aspect, obscured by another, or neglected in the third must be reflected in work, but does not accept the same level of shortcomings in the collective organizational work that Seeks continuous evaluation of performance.

However, (Al-Saleh, 2006: 129) emphasized the characteristics of organizational performance as follows:

Organizational performance is a broad concept: Performance is different depending on the groups or individuals who use it. For the owners of the organization, it may mean profits. For the administrative leader, the return may mean friendly and competitive, whereas for the working person it may mean good wages or an adequate work environment. Means the customer has the quality of the services and products provided by the organization, so performance remains a matter of perception that differs from individual to group and from organization to organization. So, this raises the difficulty of being accepted and accepted by standards adopted by all actors within and outside the organization. The system is to be in good standing on all standards.

Organizational performance is an evolving concept: Performance components evolve, as the criteria on which performance determined, whether internal to the organization or those determined by the external environment, are variable. The factors that control the success of the organization in the first stage of market entry may be inappropriate to judge the performance of the organization in the process of growth or maturity. Besides, there may be a particular combination of human factors, technical, financial and organizational performance make high in a particular situation or situation without being in a position or other circumstances, because these combinations are multiple and variable over time. So that the critical challenge facing management leaders is finding the right combination for high performance.

Organizational performance is comprehensive: some researchers prefer to use a comprehensive approach when studying performance, so they suggest to administrative leaders a wide range of integrated indicators to measure, as they are articulated, and are relevant to the organization's many objectives. Financial standards alone are incomplete and insufficient to express The organization's performance, so the management leaders should use the non-financial standards, especially human standards.

Organizational performance is a rich concept of discrepancies: performance determines by a combination of factors, including complementarity, which is contradictory. For example, when management pursues to achieve the goal of reducing production costs while striving to improve quality of services and goods or strive to reduce the costs and burdens of workers. While maintaining their morale

high, so the components of performance require permanent wisdom, and since the components of performance are not all of the same relative importance.

Organizational performance affects the behavior of managerial leaders: if results achieved far from objectives, it must review the programs and plans and even strategic options, so know the level of performance by measuring and evaluating aims to take corrective actions to achieve the targeted performance.

2.1.4. Standards and Indicators of Measuring Organizational Performance

According to (Al-Haj et al., 2008: 15) organizational performance standards and indicators are the results of organizational experiences, formulated at standard points to use in the evaluation process for their performance. Some of these indicators differed depending on the environment in which the organization operates and the prevailing organizational culture, and whatever standards they are, the standard is defining as a basis for comparison and estimation, and it is a benchmark that can use to assess organizational performance.

Most of the literature with management mentioned indicators of performance measurement in business organizations that aim to make profits and consider them to be one of their performance indicators. However, according to (Mekhemer et al., 1999: 15) some researchers mentioned the indicators of measuring the performance of non-profit organizations as follows:

1. Quality indicators for the services provided by the organization.
2. Indicators on the efficiency of the use of economic resources, and the ratio of total costs to the size of outputs (cost of service provided).
3. Indicators of effectiveness.
4. Indicators regarding the appropriateness of the programs provided by the organization to the needs of beneficiaries.

However, the authors and researchers differ in their attitudes toward the definition of performance areas and methods of measurement while (Smith et al., 1985: 90), (Freeman, 1984: 179), (Wheelen and Hunger, 1989: 90), (Certo and Peter, 1995: 146) and (Miller, Dess, 1996: 12) are some of them consider stakeholders and rights objectives as critical areas of performance. The organization should measure

organizational performance according to standards that are appropriate to each of its associated parties.

2.1.5. Improving Organizational Performance

According to (Al-Marabah, 2004: 65) improving performance is the use of all available resources to improve output and process productivity and to integrate the right technology that optimizes capital utilization. Improving the performance of an organization requires balancing the following elements: quality, productivity, technology, and cost. The balance of these elements confirms that the expectations and needs of organization stakeholders have taken into consideration. While, (Al-Shawamra, 2010: 98) mentioned five steps to improve performance to ensure that the organization achieves its objectives:

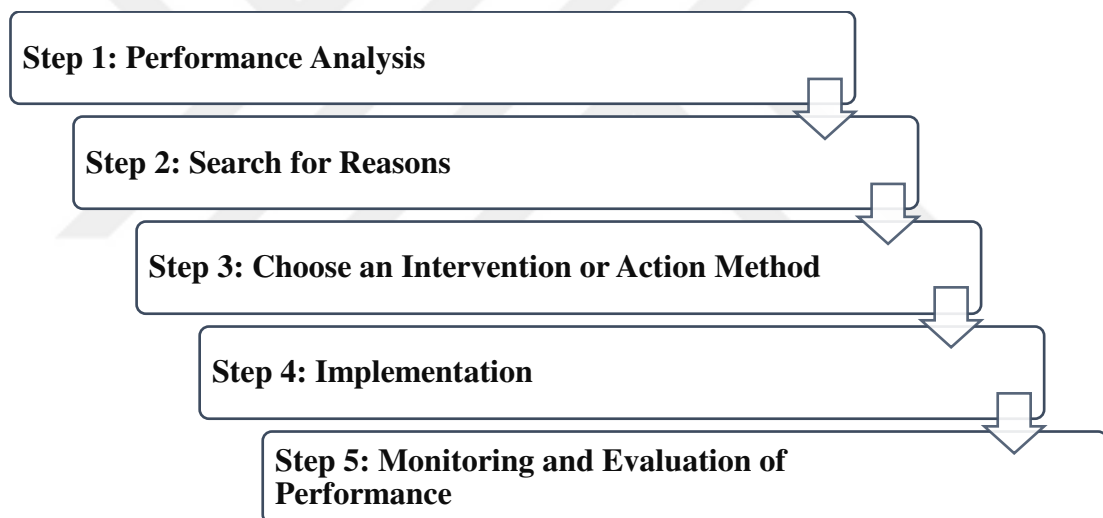


Figure 1: The Steps of Improving Organizational Performance

Step 1: Performance Analysis

Performance analysis is carried out by testing the performance of the organization in its priorities and capabilities, which is to define and analyze the current and expected situation of the problems in the performance of work and competition.

Step 2: Search for Reasons

The reasons of cases analyzed in the gap between desired and realistic performance, besides failure to address performance problems usually done because the proposed solutions aim to address only the external symptoms and not the real causes of the problem. Nevertheless, when the problem addressed at its root, it will produce better results. So that an essential link between performance gap and appropriate measures to improve performance.

Step 3: Three: Choose an Intervention or Action Method

Intervention in choice is a systematic, inclusive and integrated way to respond to performance problems and causes. Besides, the most appropriate ways to overcome them. Typically, the response is a set of measures that represent more than a means of improving performance.

The organization's appropriate procedures, financial position and expected cost based on the desired benefit, is measured by the extent to which the performance gap is reduced and measured by the extent of performance improvement and results achieved by the organization. So, any strategy to improve performance development should take into consideration changing the organization's objectives before implementing the strategy to ensure acceptance and applied at all levels.

Step 4: Implementation

After selecting the proper method is put into effect, then design a system to follow up and try to analyze or include the concepts of change want in the daily business while trying to pay attention to the effect of direct and indirect things for change to ensure effective and efficient organization.

Step 5: Monitoring and Evaluation of Performance

According to (Mahkemro et al., 1999: 73) this process must be continuous because some methods and solutions have direct effects on improving and developing performance. So, there should be means of monitoring. Besides, monitoring that focus on measuring the change that has been made to provide early feedback on the outcome of these methods and to assess the impact of trying to close the gap in performance.

Therefore, the formal assessment of the actual desired performance must continuously compare and evaluated. Consequently, we have obtained information from the evaluation that can be used and used in other assessments again (Momn, 2012: 59).

2.1.6. The Organizational Performance Dimensions

2.1.6.1. Job Satisfaction

Many managers in the organization emphasize the importance of evaluating organizational performance through human-related metrics and see job satisfaction as an essential indicator for assessing organizational effectiveness (Abuzaida, 2011: 889). However, job satisfaction can define the group's emotional feelings towards the work it is currently doing may be negative or positive. Factors influencing job satisfaction can divide into four main factors:

1. Individual factors such as learning, personality, age, and abilities.
2. Social factors as relationships with co-workers and informal groups.
3. Organizational factors such as organizational structure, procedures, nature of work and leadership style.
4. Environmental factors such as economic, political and social conditions.

Job satisfaction is one of the most important topics that have attracted the attention of researchers in the field of human resources and organizational behavior, both old and new. So, this concern seems reasonable in light of the correlation between job satisfaction and many organizational outcomes that directly affect the employees and the institution and therefore the ability of the institution to survive and prosper.

2.1.6.2. Organizational Commitment

The subject of organizational commitment is an important issue that is of interest to many organizations due to its close association with employee behavior, presence and absence, and more importantly, their productivity and performance. So, this reflects on the performance of the organization and its relation to the external environment.

However, refers to the quality of the relationship between the individual and the institution and establishes the positive feeling of the employee towards the

institution and reflects the extent of his association with a desire to remain an active member in it also has the following characteristics (Abu-Tayeh et al., 2012: 168):

- The organizational commitment is an intangible state that inferred from regulatory phenomena that follow the behavior of individuals.
- The employees of the organization and their behavior, which reflect their loyalty.
- Organizational commitment is the outcome of the interaction of many human factors, organizational and other administrative phenomena within the organization.
- The organizational commitment to achieving it takes a long time because it reflects the state of complete conviction of the individual, and the abandonment does not. It is the result of the influence of external surface factors but may be the result of strategic impacts.

However, if the organizational commitment includes workers' feelings and beliefs about working in the workplace, the researchers identified two typical patterns of the regulatory obligation (Al-Karshoum, 2011: 173):

- a) Reasonable commitment: expressing satisfaction of employees in their relationship with each other and their organizational relationships. The high sense towards the hospital and its loyalty to what required of them from work and performance.
- b) Continuing commitment: Expresses employees' awareness of the reality of welfares and benefits they will receive the continuity of the institution or hospital compared to the loss of such privileges and benefits in the event of leaving the hospital.

2.1.6.3. Innovative Thinking Skills

The shift from failure to success requires the expertise and human minds capable of innovation. However, is characterized by unique mental skills capable of generating many profits and benefits to the hospital or institution through improvement continuous productivity and evaluation of innovative products and services that meet the changing needs of customers.

However, according to (Al-Ahmadi, 2001) innovative thinking is a complex and purposeful mental activity directed by a strong aspiration to seek solutions or

arrive at original products not known before, and is characterized by the totality and the complex and consists of a set of skills are:

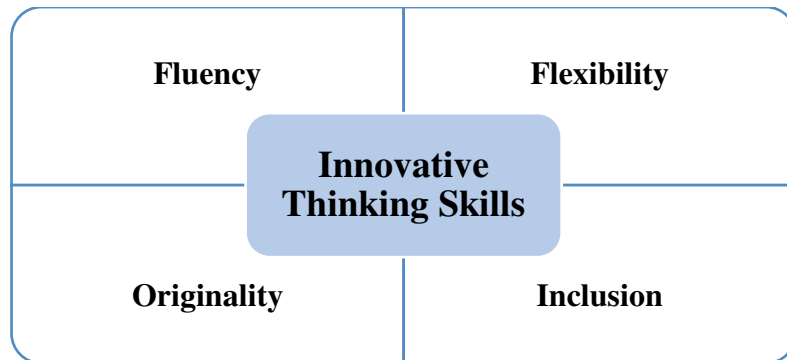


Figure 2: The Innovative Thinking Skills

Fluency: The ability to generate a large number of alternatives, synonyms, ideas or uses quickly and easily when responding to a particular stimulus. Besides, the pioneer of many imaginings may be fluent verbal, or fluency forms or fluency meanings (Intellectual). Moreover, verbal prominence is particularly crucial to De Bono, considered it in the book of teaching thinking one of the most critical thinking tools, where De Bono pointed out that fluency and ability to express synonym is considered the essential tools of thinking, and storm sessions.

Flexibility: Innovative thinking is concerned with breaking the mental stalemate that surrounds old ideas, which in turn leads to change trends and tendencies, where behavior is modified, as the effect indicates that God does not change what people even change what they. Furthermore, the human mind as De Bono described it as a healthy environment that allows information to form in different patterns.

Originality: This is the most skillful skill associated with creative thinking, and the essence of originality, as Kenneth Hoover points out in the guidebook of teaching methods; the ability to produce strange ideas; Unexpected and unusual response. Such responses result from the ability of the mind to make distant and non-binding connections. Directly between the knowledge in the system. The skill of independence may fall under the category of originality if we look at individuality.

As a criterion of originality and this uniqueness or the violation of others is the result of the most significant ability to perceive and see positions from different angles. Sensitivity to problems can also include in the original.

Inclusion: the ability to add different solutions or ideas about a particular problem or situation. This skill grows by training staffs to keep the problem in their minds even after they come up with solutions.

2.1.6.4. Additional Role Performances

The additional role performances can define as behaviors that are optional, in addition to the official role of the individual. Which helps to achieve organizational effectiveness, in other words, the behaviors not defined by the hospital or institution, which are optional behaviors the individual to help others and provide constructive suggestions for the development of performance within the hospital (Abuzaida, 2011: 890).

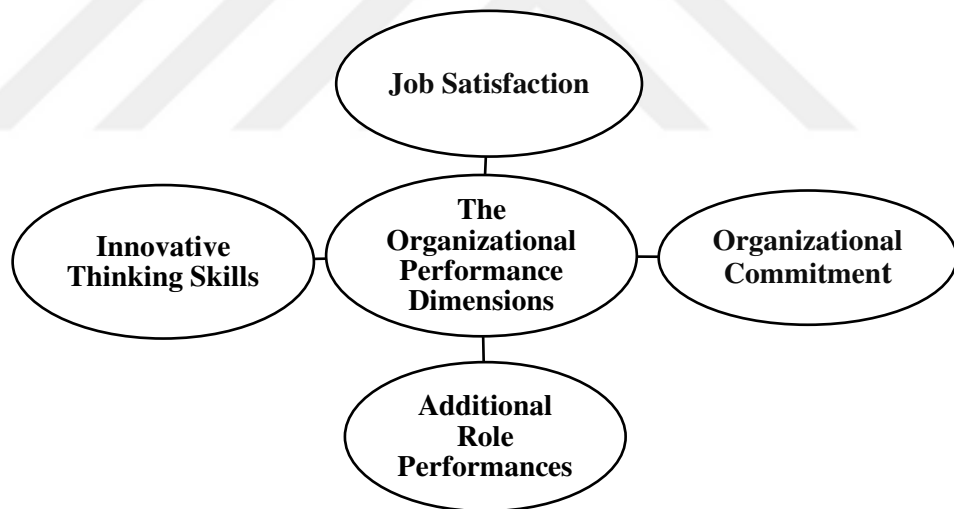


Figure 3: The Organizational Performance Dimensions

2.2. THE THEORETICAL RELATIONSHIP BETWEEN STRATEGIC PLANNING AND ORGANIZATIONAL PERFORMANCE

The term performance is essential for all organizations according to the different activities they are practicing. Given the development of the global business environment, thus, attention has paid to the issue of performance and how it can measure for service organizations.

So, this can explain by some transformations taking place in the world today. On accurate indicators to determine the right direction of the organization and to highlight the success of its strategy and achieve its objectives. Where each organization seeks to raise the efficiency of its performance so as not to become a vision limited to the areas of profitability at present only, but it is thinking more deeply and comprehensively in how to change its activities and work in the future to become more potent in the environment in which it is active. (Zoabi, 2014: 53).

The performance of various types is a function of many variables and factors that impact negatively or positively, both internal and external, both at the level of subsystems or at the level of the organization as a whole. The goal of most of the research dealt with directly or indirectly; researchers sought to Identify factors affecting performance and work to maximize their positive impacts and reduce their adverse effects. Strategic planning is one of the most critical factors impacting organizational performance (Abdel Samad, 2008: 56).

Strategic planning is an essential component of organizational performance. The planning process measured through the comprehensiveness of plans for strategic issues, how the organization sets out its mission, how it defines its strategic objectives and the process of applying and developing plans and alternatives to address the factors and challenges. (Dajni, 2011: 67).

In this context, (Hafar, 2001: 67) argues that the planning works to adopt a developmental concept that aims at continuous improvement in the quality of working life, ensuring participation for all, and developing the infrastructure of operations, from confusion and randomness. The participants and contributors gain confidence in themselves and their attitudes and represent a motive for achieving the goals of the organization. Because achieving specific goals in an optimal manner requires:

- a) Numerous statistical data and technological data.

- b) Analyzing the implications of each step of the scientific analysis.
- c) Compare the results of multiple alternative steps.
- d) Balancing the requirements to achieve the objectives and the resources available.

The principles and values of quality of organizational performance represented as an essential basis in the process of building the objectives that are at the core of the strategic planning process. Moreover, reflect the outcomes of its various stages, and TQM and change management cannot be applied and worked independently of the understanding of strategic planning objectives and concepts.

Successfully implement applications of organizational quality of performance. To elaborate the relationship between strategic planning and organizational performance and to identify the points of engagement between them, it is necessary to refer to the principles on which both processes based, and the outputs that result from them or between them.

However, (Zoabi, 2004: 74) points out that strategic planning contributes to improving or raising the performance of organizations by:

- Enables the organization to fulfill its obligations towards society by providing products, services, and knowledge.
- The organization can reduce unnecessary operating costs that do not adequately contribute to improving product or service quality.
- The health organization can develop its services through its social responsibilities.
- The organization can obtain the modern and advanced educational techniques necessary for the success of the organized goals.

According to (Lainie, 2005: 44) strategic planning also increases the awareness and sensitivity of the two to the winds of change, threats, and opportunities. Moreover, the process of taking crucial decisions and approving actions that will lead the organization to what it wants to be and what to do and why. While, (Thabit, 2006: 11) mentioned that a set of elements considered by the benefits of planning for the organizations are:

1. Explains the framework and direction that leads and supports the management of the organization.

2. Establishes a shared vision and goal for all staffs of the Organization.
3. Increase the level of commitment towards the organization and its objectives.
4. Improves the quality of customer services and methods of measuring these health services.
5. Increases the likelihood of providing support and developing individuals.
6. Identify priorities and resources.
7. Increased ability to deal with external risks and assistance in crisis management.

In the same regard, (Shapiro, 2003: 5) proposes the following areas of strategic planning:

- The necessity to undertake the strategic planning process when the strategic framework for the functions of the organization desires to develop, clarified or merged and can verify through a particular form to clarify the need for this process.
- There are different times in the life cycle of the organization that makes the planning process meaningful.
- The strategic planning process can also carried out if the organization discovers errors in its work, such as failure to achieve results that are consistent with the set goals, or a striking gap in the performance of the organization, which is far from what expect. Allowing it to change the parameters of the Organization's work to the direction it deems more appropriate to achieve the Organization's objective. (Al-Qatamin, 1999: 92).

The efficiency of performance in organizations linked to the optimal use of the financial and human resources available in the organization. Through the use of appropriate methods to achieve the objectives of the organization and thus are based on clear and objective that can implement to achieve the best level of organizational performance (Al-Othman, 2003: 67). The effectiveness of the organizational performance is defining as the extent to which the system succeeds in achieving the goals for which it achieved. The objectives of the system are not limited to achieving the goal of efficiency but include the objectives of survival, growth, flexibility, and adaptation, and therefore include both strategic objectives or long-term objectives and tactical or short-term objectives. (Khatab, 2001: 11).

CHAPTER THREE

THE STUDY BACKGROUND AND METHODOLOGY

This chapter aims to present and discuss the elements and procedures applied in the study to examine the impact of strategic planning on organizational development a study of private hospitals in Erbil city. Furthermore, identifying the problem of the study, its importance, and objectives, and building its outline and hypotheses, as well as methods used in data collection and analysis the limitation of the study.

3.1. THE STUDY BACKGROUND

As writers and researchers previously argued that the connected research and studies have a considerable impact in conducting the scientific research, While, the previous academic efforts exemplify an awareness for researchers to continue and outlining their study variables. Consequently, to support the theoretical aspects and formulate the study problem, purposes and significant, thus, the researcher pursued to review some studies that related to current study topics as follows:

In the context of strategic planning practices, a research conducted by Ridwan and Marti, (2012), where the study about to discover the strategic planning practices and tried to comprehend the relationship between strategic planning practices, institutional context, and performance in the regional government-owned banks in Indonesia. However, the study applied a qualitative method. Consequently, studied the relationship between strategic planning, institutional context, and organizational performance such as growth in asset and ROI will improve the considerate of the fundamental characteristics of successful strategic planning practices. Further, the researchers used the semi-structured interviews as a method of data collection of both head and staffs of the planning department and non-planning members in three banks were selected due to a commitment to strategic planning and having high performance.

Nevertheless, the findings provided researchers an understanding relating to steps, processes of planning practices, corporate culture, types of the bank's decision making, bank's structures, and performance at each of three government regional-owned banks. The study findings also offer awareness into the effect of corporate

culture and types of decision making in developing an institutional context to enable effective strategic planning in organizational performance.

In this regard, a research conducted by Poku, (2012), to evaluate the impact of strategic planning on the performance of banks in Ghana concerning the operations of the agricultural development bank. This study applied secondary and primary data. Although, secondary data obtained from revising textbooks, publications, bank's financial records and internal records of an agricultural development bank. Besides, primary data collected through a survey questionnaire. Therefore, (160) questionnaire forms were sent to employees of the Greater-Accra region of ADB then (140) answers obtained representing a response rate of 87.5%.

The outcomes of the self-administered questionnaire presented a relatively high level of the covenant for the features of the various dimensions of a successfully managed bank. Though, this study displayed that structures put in place for bottom-up information flow were not known to all employees. This study too presented that employees may be ignorant, or there was an apparent disrespect for program evaluation at ADB.

While, another study conducted by Owolabi and Makinde, (2012), to analyze the impacts of strategic planning on corporate performance in university education: a study of Babcock University. The study further investigated how this has affected the management efficiency, and effectiveness of strategic planning is vital in corporate organizations. This study utilized secondary and primary data.

The study also used a survey questionnaire as a method of data collection from employees of Babcock University. Accordingly, data analyses used descriptive and inferential statistics. The hypotheses were tested using the Pearson's Correlation Coefficient to establish the significance of the relationship between the variables used in measuring performance. However, the outcomes of the hypotheses showed that there is a definite relationship between strategic planning and corporate performance. The study, hence, concluded that strategic planning is helpful to organizations in achieving set goals.

Taiwo and Idunnu, (2010), this study is about to examine the impact of strategic planning on organizational performance and survival. The efficiency of strategic planning can measure regarding the amount to which it influences organizational performance, which affects its survival rate. The essential purpose of

this study is to reconsider the planning performance relationship in the organization and determine the amount of which strategic planning affects performance in an organization, of which First Bank of Nigeria, Plc (FEN) will use a case study. Based on the above purpose, related literature thoroughly reviewed, and three hypotheses were formulated and tested in this study.

A survey questionnaire technique used to collect data with the administration of questionnaire forms to 100 respondents (of which 80 regained) containing both the senior and subordinate staffs in various First bank branches in Lagos metropolis. Consequently, the data collected were analyzed using the Statistical Package for Social Sciences (SPSS). Likewise, T-Test and Chi-square statistical methods used in testing the hypotheses using the SPSS v-16.

The three hypotheses were confirmed. Then this study implies that strategic planning enhances better organizational performance, which in the long-term has an impact on its survival and that managerial, environmental and organizational factors determine strategic planning strength. Although according to the researchers some of the particulars in the study may apply only to the faculty at Gumberg Library, the theory of this study is that other academic librarians requiring to develop similar promotional systems might benefit from what we have learned.

In the context of the development of performance, a research conducted by Ramadan, (2009), where this study struggled to examine the impact of the use of decision support systems on the development of organizational performance. So, this research purposed to examine the current reality of decision support systems and their influence on organizational performance development. While the researchers applied the descriptive method and the questionnaire as a tool for study data gathering.

Nevertheless, the researcher in this study used comprehensive staffs register technique for the research population, which consists of (230) staffs of supervisory jobs in the Palestinian education department in the Gaza Strip. Furthermore, the researcher has reached some results, the most significant that decision support systems impact the development of organizational performance through simplifying procedures, giving employees new skills and their ability to act in the critical acceptance, and the completion of work promptly accurately with quality and less effort.

Al-Atas, (2010), the research is about to examine the role of industrial policies in improving the organizational performance of institutions. This research aims to clarify the nature of industrial policies, types, principles, objectives, economic justifications and their impact on the performance of the economic institution. It also talks about the role of industrial policies in improving the performance of Yemeni industry. The study concluded that the measurement of performance is significant for all institutions in different organizational forms and activities because it gives a realistic picture of the current state of the institution. Also, performance indicators should translate so that these indicators can be understood. The laws, regulations, financial, and administrative regulations are rigid and inconsistent with the changes required to achieve obstacles and improved factory performance.

Dajani, (2011), this study tried to analyze the role of strategic planning in the quality of organizational performance. Accordingly, this research purposed to detect the reality of strategic planning in achieving the quality of the institutional performance and provide clear performance indicators and determinants of the efficient institutional performance of all its components among the organizational indicators and standards. That fit the Palestinian environment with the development of proposals to improve the quality of institutional performance according to performance indicators of the areas of institutional work.

As the results, this study came up with several outcomes, the most important of which are: There is a relationship between the level of the role of strategic planning and the standard of philosophy, mission and goals are one of the dimensions of the quality of institutional performance, quality of strategic planning should be available. In the dimensions of environmental analysis including internal and external environment, and there should be a relationship between the role of strategic planning and quality of institutional performance.

Harabi, (2011), examined the extent to which the leadership development program contributes to the development of organizational performance. This study purposed to recognize the developmental concepts in behavior and performance that the leadership development program sought to achieve, the adequacy of its objectives with the requirements of organizational performance development, classifying the effects achieved by participants and their performance from their supervisors. The

study used the descriptive method besides the questionnaire as a data collection instrument.

Further, this study used a comprehensive employee record method for the study population consisting of (189) officers from all civil defense officers who joined the program and their superior officers.

The study concluded that the most significant developmental concepts in behavior and performance that the program sought to achieve are: clarifying the program for the importance of participation among the president and lower-ranked officers. The program's most appropriate objectives with performance development requirements are its emphasis on knowledge development, instilling values and clarity of objectives, besides, that the most significant effects achieved for participants in the program are unbiased views, proposals, and teamwork.

Moumen, (2012), based on the researcher mentions this study aimed to investigate the role of management in operations and to improve the performance of the institution. While, this study purposed to: Improve the concept of operational management in the Algerian economic institution, gives solutions to the institution through concentrating on the institutional method of institutions, using the concept of operations that permit. To control the operation of the institution, and a condition in the context of continuous compatibility with strategies regulations and information systems. The study concluded with several results; the most important are: The department contributes to the improvement of performance, as an input to the leadership of the institution and its interest in satisfying all stakeholders. Also, most of the entries of the organizational performance of the institution are not significantly affect the jobs, and economic performance and these have led to improvement.

However, a research conducted by Dobre, (2013) to analysis the employee motivation and organizational performance. So, the researcher argued that motivation and organizational performance of the staffs' crucial tools for the success of any organization in the long run. On the one hand, measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization. On the other hand, there is a definite relationship between staff motivation and organizational effectiveness, reproduced in numerous studies. As the researcher mentioned that this research aims to analyze the drivers of employee motivation to high levels of organizational performance.

The previous relevant studies argument and the areas of contribution

As argued above the researcher reviewed ten studies, that linked to the present study variables strategic planning and organizational performance. While, the researcher supposed that the previous studies reviewed mostly use descriptive methods and survey questionnaire scale as the data collection method, that smaller the approach used in current study.

Consequently, the researcher is aware of that the strategic planning has competent to exercise substantial impact in organizational performance and particular private hospitals, while, the hospitals offer health services to the most valuable thing that humankind. Also, most researchers according to reserve the topics of strategic planning and the organizational performance of the different organizations.

The current study attempt to provide an academic framework for strategic planning to impact the organizational performance of hospitals, the researcher, is persuaded of the role of the private hospitals in promoting individuals health. Furthermore, the studies that reviewed have used to manage the scale adopted by this study. Hence, the researcher promoted from some of the terms, variables, and indicators offered by those studies related to the strategic planning, organizational performance, and their dimensions.

3.1.1. The Problem Statement

In a business environment which characterized by instability, acceleration of changes and pace of economic, social, political and cultural changes, it becomes necessary for organizations in general and hospitals, in particular, to manage themselves in a meaningful. Moreover, a conscious management style that can overcome their burdened reality and bring them to the stage innovative health services performance. That enables it to increase its chances of survival and success in achieving its objectives and within its character in the roles assigned to it in the best way and this will not achieve without strategic planning.

However, the strategic planning performs within private hospitals is a recognized practice designed to help the private hospitals to categorize and preserve an optimal arrangement with the most essentials such as health services. Besides, previous and current studies have made it clear that there is an increased internal and

external uncertainty due to evolving opportunities and threats, lack of the consciousness of needs and the facilities connected issues and environment and lack of course of action. Further, private hospitals play an important role in health development plans as the primary source of a wide range of health services and require them to continue to meet the expectations and desires of Beneficiaries and thus are in urgent need. Moreover, necessary to develop strategic plans to absorb this considerable amount of desires and keen to develop and improve their performance to reach the best performance based on the above.

Hence, the researcher has originated over investigational studies mainly those related to current study, that many private hospitals managers do not identify the real significance of strategic planning and its impact on the organizational performance. Therefore, we can formulate study problem by raising a question do strategic planning impact on organizational performance?

3.1.2. The Study Purpose

The purpose of this study is to examine the impact of strategic planning on organizational performance as the particular factor to improve hospital's health service performance. Also, other factors may impact the hospital's health service performance, but in the current study, only the most vital and joint factors will survey, and then the stress will narrow down to strategic planning and its impact on the health service performance. Accordingly, it is likely that this study reaches the following purposes:

1. Informing a theoretical context for the strategic planning and health service performance.
2. Identify the reality of applying the stages of strategic planning in the surveyed hospitals from the perspectives of the managers of those private hospitals.
3. Classify the levels of organizational performance and its dimensions in the private hospitals in question.
4. State the levels of strategic planning and health service performance of the surveyed private hospitals in Erbil city.
5. Building a model for the study to test the hypotheses.

3.1.3. The Significance of Study

The study derives its scientific importance from the significance of the subject dealt with, which is the strategic planning, that the most critical administrative concepts which have become popular in the business world because it is essential in improving the performance of organizations and helping them in achieving the mission and the goals for which it established.

The study also contributes to the addition and provision of an integrated source on the variables of study through the construction of a conceptual framework for the benefit of scholars and interested in this area. However, the study is vital because it will be a modest but earnest attempt to fill the gap in the field of scientific research related to strategic planning and organizational performance, which is few to the knowledge of the researcher.

Subsequently, the study derives its practical importance from being applied in a relevant and vital sector, which is the health sector, which has a significant role in the health field by providing modern and advanced services and achieving an increase in healthier society. Moreover, presenting multiple concepts and ideas about the impact of strategic planning on organizational performance which is hoped to contribute to the attention of stakeholders in the private hospital's sector.

3.1.4. The Study Questions

By appraising the previous studies that relevant to the variables of study, nevertheless, to frame the current study problem and identify the appropriate approaches to promote the positive impacts of the relationship between the variables of the study. Besides, to find suitable solutions to their negative aspects and reduce them to the serve organizational performance the researcher can classify the principal study questions as follows:

1. Are the surveyed hospitals practicing the strategic planning process?
2. What are the stages of strategic planning in the surveyed hospitals?
3. What are the levels of organizational performance dimensions in the surveyed hospitals?
4. Is there a relationship between the stages of strategic planning and the dimensions of organizational performance?

5. Do strategic planning lead to high organizational performance in the surveyed hospitals?
6. Are the levels of strategic planning and organizational performance different from the individual characteristics of the respondents?

3.1.5. The Conceptual Scheme

In light of the study problem and its purpose to examine the strategic planning on organizational performance, the study has formulated the conceptual scheme so to clarify the impact and relationship between the variables. Successively, to transform the study problem into applied variables, the study employed this scheme that relates the strategic planning and organizational performance as revealed in the figure below.

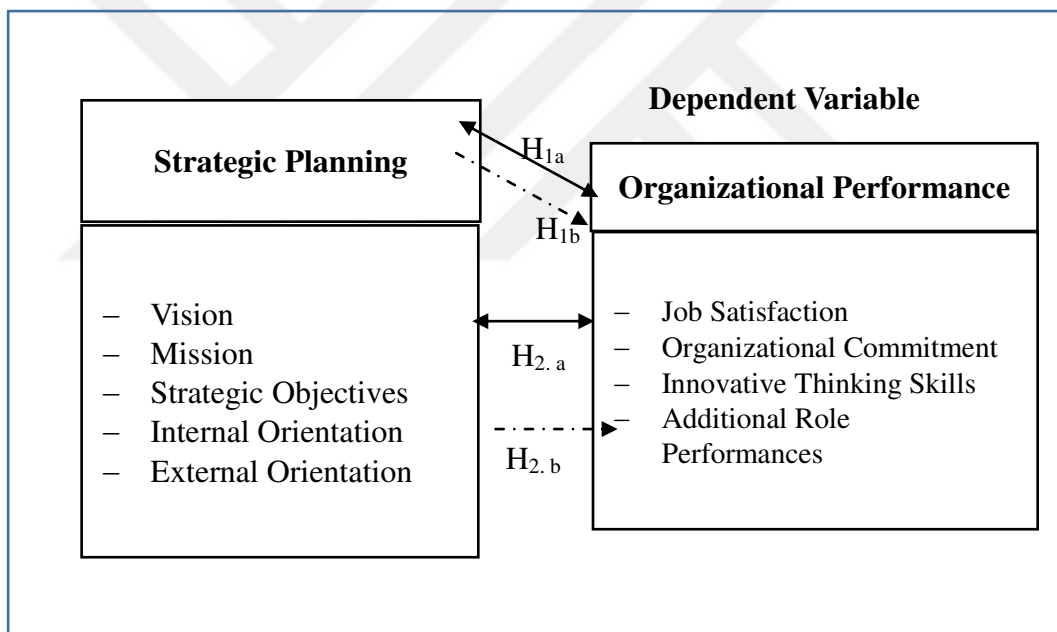


Figure 4: The Study Conceptual Scheme

3.1.6. The Study Hypotheses

In regard, of the subject of the above study conceptual scheme, the impact, and relationship between its essential variables and their dimensions, the study hypotheses can obtain as below:

H₀: There is no definite relationship between strategic planning and the organizational performance of the private hospitals in Erbil city.

H₁: There is a definite relationship between strategic planning and the organizational performance of the private hospitals in Erbil city.

- H_{0.1}: There is no definite relationship between hospital vision and organizational performance.
- H_{1.1}: There is a definite relationship between hospital vision and organizational performance.
- H_{1.2}: There is no definite relationship between hospital mission and organizational performance.
- H_{1.2}: There is a definite relationship between hospital mission and organizational performance.
- H_{0.3}: There is no definite relationship between hospitals' strategic objectives and organizational performance.
- H_{1.3}: There is a definite relationship between hospitals' strategic objectives and organizational performance.
- H_{0.4}: There is no definite relationship between internal hospital orientation and organizational performance.
- H_{1.4}: There is a definite relationship between internal hospital orientation and organizational performance.
- H_{0.5}: There is no definite relationship between external hospital orientation and organizational performance.
- H_{1.5}: There is a definite relationship between external hospital orientation and organizational performance.

Ho_{.2}: There is no impact of the strategic planning on organizational performance of the private hospitals in Erbil city.

H₂: There is an impact of the strategic planning on organizational performance of the private hospitals in Erbil city.

- Ho_{.2.1}: There is no impact of the hospital vision on organizational performance.
- H_{2.1}: There is an impact of the hospital vision on organizational performance.
- Ho_{.2.2}: There is no impact of the hospital mission on organizational performance.
- H_{2.2}: There is an impact of the hospital mission on organizational performance.
- Ho_{.2.3}: There is no impact of the hospitals' strategic objectives on organizational performance.
- H_{2.3}: There is an impact of the hospitals' strategic objectives on organizational performance.
- Ho_{.2.4}: There is no impact of the hospitals' internal orientation on organizational performance of the private hospitals in Erbil city.
- H_{2.4}: There is an impact of the hospitals' internal orientation on organizational performance of the private hospitals in Erbil city.
- Ho_{.2.5}: There is no impact of the hospitals' external orientation on organizational performance.
- H_{2.5}: There is an impact of the hospitals' external orientation on organizational performance.

3.1.7. Data Analysis

The un-parametric and parametric statistical tests are used to examine the formulated study hypotheses. The Cronbach's alpha also used to test the questionnaire reliability. Besides factor analysis applied to establish the underlying analysts of hospital manager perspectives toward strategic planning and the organizational performance. While the descriptive statistics is applied to the variables as well to describe the variable's dimensions meaningfully, nevertheless, correlation coefficient tested to identify the significant relationships between variables. Therefore, the Spearman correlation coefficient is applied when two variables and their scopes are linked.

Consequently, multiple linear regression (enter method) and simple regression analysis are used to perceive the statistical significance of the planned model and then to rank the significance of the various parameters comprise in the model. Besides, to simplify the impact of the strategic planning on organizational performance. However, the procedures do by observing the impact of some particular variables. The SPSS V-24 software employed for analysis and the outcomes revealed in tables and figures.

3.1.8. The Study Limitations

The private hospital's managers were very equitable with the relevant information to the study purpose and fearing outflow of essential information to competitors. Since the researcher selected hospital management, there was a kind of desire for information presented as they tried to reply positively to all the study questionnaire statements.

Likewise, time limitations detailed in the period of the study requirements to the private hospitals in Erbil city, which strong-minded by initial visits to the hospitals and meet with managers. To establish the study substances and to question the managers to retain their perspectives and proposals on the study purpose and distributing the questionnaires, then obtaining them back.

However, the researcher does not claim superiority as challenged with other limitations inherent in the survey design and implementation, besides, the human limitations that comprise human limits to look at the hospital's management and their managers in particular.

3.2. METHODOLOGY

This section aims to demonstrate the methodology performed in this study to examine the impact of strategic planning on organizational performance of the private hospitals in Erbil city. Consequently, the section preserves the study method, approach and design, sample selection and sample size, measurement, and data collection methods

3.2.1. Study Method and Design

This study adopts a quantitative method while a quantitative method presented an appropriate method for the study. So, this from a statistical perspective regarding the hospitals' managers view of the private hospitals in Erbil-Iraq. Also, a quantitative method is commonly applied in the study when working with statistical data. Hence, the study established relationship and impacts study design as it pursued to define and establish the impact of strategic planning on organizational performance. While it shares a large size of data and figures. Thus, a credible analysis method of this study is quantitative.

3.2.2. Study Population and Sample

The population for this study involved eighteen private hospitals providing health services in Erbil city. The management of the private hospitals selected as the population of the study as hospital managers is possible to better recall on health services strategic planning and organizational (hospital) performance, as they have well-informed this practice more presently.

Nevertheless, private hospitals in Erbil are the accurately selected population size, where this study pursues to explore their management attitudes and opinions on their health services strategic planning and organizational (hospital) performance. So, they can provide the data and information needed to support the study purpose and answer its questions; these two reasons verify the selection of the population of the study. However, the overall population is (32) hospitals, that particular engaged study population size, although, the study reviews to determine their manager's strategic management styles and strategic plans. Therefore they can provide the required data and information to sustenance the study purpose and reply to its questionnaire statements. So, as mentioned the data successfully collected from

(18) of them out of the (32) it means the response rate is (56.25%) that tells an ethical point of view for this study.

Consequently, (105) hospital's managers participated in the survey through responding to the questionnaire statements which were self-administered and distributed in the hospitals and their health departments in particular, to the managers who gladly accepted the request to participate in the study, consequently the response rate was (97.1) percent. However, responses (3) out the questionnaire forms which invalid and excluded from the sample. Therefore, the total valid responses are (102) which establishes the sample of the study.

3.2.3. The Survey Measurement

3.2.3.1. Conceptualization of the Strategic Planning Dimensions as the Study

Independent Variable

Strategic planning is a process of vision into the future of the organization, through which the organization looks to the future to define the vision, to find a mission, to develop values and guiding principles. Strategic planning also is the process of developing and maintaining consistency between the organization's objectives, resources, and its changing opportunities. However, Ansoff, (1991) conceptualizes strategic planning as the process of seeking a better competition between an organization's service/product, technology, and its increasingly turbulent markets. Also, looks at it regarding the change from a familiar environment to an unfamiliar world of alien technologies, strange competitors, new consumers' attitudes, new dimensions of social control. Moreover, above all, questioning of the organization's role in society.

3.2.3.2. Operational Definition

From the definitions have clarified the indicators below that will measure the independent variable as strategic planning and its dimensions:

First, Vision

Second, Mission

Third, Strategic Objectives

Fourth, Internal Orientation

Fifth, External Orientation

3.2.3.3. Operationalization of Independent Variable

The revealed indicators will measure the dimensions and level of strategic planning in the private hospitals in Erbil city. Through using statistical survey data (quantitative method) and applying the statements below. For each of the statements measured with the five-points Lecrtr scale, where one indicates as "strongly disagree", two indicates as "disagree", three indicates as "neutral", four indicates as "agree", and five indicates as "strongly agree".

1. The first indicator is hospital's vision that measures by asking the following questions.

Table 1: Strategic Planning Statements for the vision Indicators of Survey Data

Hospital's Vision	1. Identify access routes to achieve hospital's mission and objectives.
	2. Making the change affected by the hospital's internal and external boot.
	3. Develop and adjust the future vision of the work to achieve strategic plan objectives.
	4. The hospital's vision identifies future resources.
	5. Strengthen the hospital management center to compete with other hospitals.
	6. Motivate individuals to perform their roles.
	7. Increase the hospital's effectiveness and productivity.

2. The second indicator hospital's mission measure through asking the following questions.

Table 2: Hospital's Mission Indicators of Survey Data

Hospital's Mission	1. Enhance the confidence of the hospital director or management in formulating supportive policies to achieve the desired goals.
	2. Motivate staffs for innovative work inside the hospital.
	3. Develop appropriate plans, programmes and increase the principle of teamwork at the hospital.
	4. The hospital competes with other hospitals.
	5. Maintaining the prevailing organizational culture in the hospital.
	6. Direct efforts and hospital resources to obtain the most out of them.
	7. Develop a spirit of responsibility towards the hospital and its goals and linking the hospital's mission to its future vision.

3. The third indicator is strategic objectives will measure by asking the following questions.

Table 3: Strategic Objectives Indicators of Survey Data

Strategic Objectives	1. Activity planning of appropriate health services.
	2. Choose appropriate strategies that are appropriate for hospital conditions.
	3. Distribution of tasks and responsibilities to plan activities and leaders involved in the hospital.
	4. Increasing staffs' commitment to the health services tasks.
	5. Provide resources for the work at the hospital.
	6. Understand the needs of different beneficiaries.
	7. The hospital management awareness human resources.
	8. The hospital management is identifying the most urgent strategic goals and possible implementation.

4. The fourth indicator is internal orientation and measured by asking the following questions.

Table 4: Internal Orientation Indicators of Survey Data

Internal Orientation	1. Identify the hospital strengths and weaknesses and design its strategic objectives.
	2. Take advantage of the human capacity.
	3. Utilizing the material resources available to implement the strategic plan of the hospital.
	4. Develop corrective plans to strengthen staffs' weaknesses.
	5. Analysis of the health, social, economic and technical factors in the hospital.
	6. Develop areas of distinction available in front of the hospital in the future.
	7. Distribute tasks among staffs according to their abilities and improve hospital performance.

5. The fifth indicator is external orientation and measured by asking the following questions.

Table 5: External Orientation Indicators of Survey Data

External Orientation Implementation	1. Identify opportunities to invest and recognize challenges to avoid.
	2. External orientation analysis of trends and the health needs of individuals in the community.
	3. Analysis of the health, social, economic and technical factors in surrounding environment.
	4. Design of the hospital's strategic objectives and achieve desired goals.
	5. Determine the number of resources that the hospital can obtain.
	6. Develop the most responsive and relevant to the needs of the community.
	7. Develop the reality of the hospital to face the difficulties of success and excellence.

3.2.3.4. Conceptualization of Dependent Variable (Organizational Performance)

The organizational performance is an end achieved due to the collaboration of internal factors of different types and external impacts and exploitation by the organization in achieving its goals. Organizational performance is the result of the suitability of strategy and factors to the internal environment of the organization as a human resources strategy.

However, organizational performance has also defined as achieving organizational objectives using resources efficiently and effectively. Organizational performance requires focusing on the unique elements that characterize the organization from other organizations. Which are the focus of assessment and thus include financial and non-financial indicators and the measurement of tangible and intangible assets, including broad aspects of organizational performance on strategy, operations, and human resources

3.2.3.5. Operational Definition of the Organizational Performance as a Dependent Variable

From the definitions have illuminated the indicators below that will measure the dependent variable as organizational performance and its dimensions:

First, Job Satisfaction

Second, Organizational Commitment

Third, Innovative Thinking Skills

Fourth, Additional Role Performances

3.2.3.6. Operationalization of Dependent Variable

The above indicator will measure the level of organizational performance in the in the private hospitals in Erbil city. Through relating statistical survey data and using the following questions. Evry questions will measure with the five-points Lectr scale, as follows:

1. The first indicator is a job satisfaction that measured by asking the following questions.

Table 6: Job Satisfaction Indicators of Survey Data

Job Satisfaction	1. My job at the hospital is essential to me.
	2. I will not leave my job except for the absolute necessity.
	3. My job offers me opportunities to gain new skills and experience.
	4. I feel that time is passing quickly because of the pleasure of working and I have a sense of safety towards my work.
	5. My job provides me with opportunities to exchange information and experiences with colleagues.

2. The second indicator is an organizational commitment that measured by asking the following questions.

Table 7: The Organizational Commitment Indicators of Survey Data

Organizational Commitment	1. I feel so happy that I have joined this hospital and with much loyalty towards it.
	2. I cannot do my job at the same level as any other organization.
	3. This hospital raises my desire to achieve the best performance in my work.
	4. Any change in my current situation will not lead me to leave the hospital.
	5. I am ready to do more than expected for the success of this hospital.

3. The third indicator is the innovative thinking skills that measured by asking the following questions.

Table 8: The Innovative Thinking Skills Indicators of Survey Data

Innovative Thinking Skills	1. Hospital staffs can find new and practical ideas to improve performance.
	2. Proposes new ways to increase hospital services.
	3. Hospital staffs can find many innovative solutions that help solve health problems.
	4. A new approach often has to solve professional problems.
	5. Proposes new ways to perform health work tasks.

4. The fourth indicator is additional role performances that measured by asking the following questions.

Table 9: The Additional Role Performances Indicators of Survey Data

Additional Role Performances	1. Hospital staffs will attend additional training sessions in their times.
	2. Hospital staffs provide useful suggestions for improving hospital's performance.
	3. Hospital staffs Work before or after official working hours to complete the requirements of health work.
	4. Hospital staffs pursue to apply proposals constructively and actively.
	5. Hospital staffs Leave their job to help others solve problems that are relevant to their job.

3.2.4. Data Collection

To obtain the necessary data to complete the study and reach the results as well as achieve the objectives, the researcher has adopted the theoretical and practical aspects via some methods.

However, to cover the theoretical aspect of the study, it relied on many resources, which were references from books, as well as studies, researchers, periodicals, university papers, conferences and articles obtained through the libraries and internet. For the practical side, the researcher relied on a questionnaire scale which developed dependent on the previous literature. Moreover, the established questionnaire restrained as a critical study data collection instrument, meanwhile this was precisely designed for this purpose and succeeded to managers in the private hospitals in Erbil city.

3.2.5. The Survey Method

The survey questionnaire involved in this study as a data collection method to measure the primary variables and collect data from the sample population because of its relevance for the study method and design and for the potential benefits it provides. Consequently, the questionnaire divided into three sections. Each section of the questionnaire contained questions that could measure the variables definite in

the questions and hypotheses of the study. The description of each one of the sections presented in table (10) that also illustrate the questionnaire scheme, also sees the appendix (1).

Table 10: The Questionnaire Structure

Variables	Components	No. of items	Scale symbol
First: General Information	Gender, Age, Management Position, Overall job experience in the health sector, and Academic Degree	5	N/A
Second: Strategic Planning	Vision	7	X1-X7
	Mission	7	X8-X14
	Strategic Objectives	8	X15-X22
	Internal Orientation	7	X23-X29
	External Orientation	7	X30-X36
Third: Organizational Performance	Job Satisfaction	5	Y1-Y5
	Organizational Commitment	5	Y6-Y10
	Innovative Thinking Skills	5	Y11-Y15
	Additional Role Performances	5	Y15-Y20

3.2.6. Reliability and Validity Tests

It considered essential that the survey method used for collecting data can deliver valid and reliable data. That can produce accurate and dependable findings after analyzing. Thus, the questionnaire reliability and validity checked to convince the quality of the collected data.

3.2.6.1. The Reliability

The Cronbach's alpha loading value for total the strategic planning indicators is (0.911>0.60), besides values of its dimensions namely: mission, vision, strategic objectives, internal orientation, and external orientation are (0.754, 0.836, 0.810, 0.838, and 0.820) respectively, that all the values bigger than 0.60.

However, the Cronbach's alpha loading value of organizational performance indicators is (0.904>0.60), although values for all its dimensions, like job satisfaction, organizational commitment, innovative, thinking skills, and additional role performances are (0.798, 0.770, 0.746, and 0.763) respectively. Which indicated a high level of reliability in the entire set of items the total scores (0.908>0.60). Hence, the survey method applied for data collection could restrain highly reliable as revealed in a table below (11).

Table 11: Reliability Test

Variables	Cronbach's Alpha	No. of Items	N	%
Strategic Planning	0.911	36	102	100.0
Vision	0.754	7	102	100.0
Mission	0.836	7	102	100.0
Strategic Objectives	0.810	8	102	100.0
Internal Orientation	0.838	7	102	100.0
External Orientation	0.820	7	102	100.0
Organizational Performance	0.904	20	102	100.0
Job Satisfaction	0.798	5	102	100.0
Organizational Commitment	0.770	5	102	100.0
Innovative Thinking Skills	0.746	5	102	100.0
Additional Role Performances	0.763	5	102	100.0
Overall	0.908	56	102	100.0

3.2.6.2. The Scale Validity

According to Plano and Creswell, (2015: 242), scale validity states to the marks from a scale are perfect indicators of the variable measure and enable the researcher to draw good explanations. However, Saunders et al., (2009:78) mentioned that the measures also necessity be continuous to make ultimate outcomes anywhere of the study. Therefore, the validity of the questionnaire checked through a variety of ways.

First of all, it is worth revealing that nearly all of the items and questions in the survey questionnaire adapted from related studies that were already validity tested. However, since some of the items were changed or rearranged the researcher checked the validity of the questionnaire through making it checked and assessed by professionals who are called content or face validity, appendix (2) demonstrate the arbitrators' characteristic.

3.2.7. Factor Analysis

The factor analysis verified to components reduction that principles at answers to different variables, their latitudes and analyses them into compound variables, recognized as factors that make an appraisal. Accordingly, strategic planning dimensions as Hospital's vision, mission, strategic objectives, internal orientation, and external orientation have a total 36 questions or statements.

Furthermore, the organizational performance has an overall 20 questions under four dimensions namely: job satisfaction, organizational commitment, innovative

thinking skills, and additional role performances, which is multipart to take and relate the outcomes. Also, to make further investigate and test easier the factor analysis used and revealed in the tables and figures below.

3.2.7.1. The KMO and Bartlett's Test for Strategic Planning

The Kaiser-Meyer-Olkin (KMO) applied to test the weight of factor analysis. In this regard, the higher load values are (between 0.5 and 1.0) So, when the values between these two identities that the factor analysis is appropriate. Subsequently, values lower than 0.5 reveal that the factor analysis may not suitable for analysis.

While the result showed that the KMO measure of sample adequacy is (0.796), that means offering high value and significant at ($p < 0.000 < 0.05$). Although, Bartlett's test of sphericity is (2258.118) df (630). Hence factor analysis is appropriate for strategic planning as revealed in a table (12).

Table 12: The KMO and Bartlett's Test for the Strategic Planning

KMO and Bartlett's Test	
	Strategic Planning
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.796
Bartlett's Test of Sphericity (Approx. Chi-Square)	2258.118
<i>Df</i>	630
Sig. or P-value	0.000

3.2.7.2. Rotated Component Matrix for Strategic Planning

As a table below (13) summarized that the rotated component matrix for strategic planning dimensions as an independent variable tested; thus, the rotation is necessary when extraction method intends two or more factors. However, the rotation of factors considered to give evidence of how the factors predominantly extracted vary from each other and to distribute a clear explanation of which component loads on which factor.

Nevertheless, the whole variable has the factor taking values the lower value of question twenty-nine "Distribute tasks among staffs according to their abilities and improve hospital performance." is 0.404, and the higher value of question twenty "The hospital management understand the needs of different beneficiaries" is 0.814.

Table 13: Rotated Component Matrix for Strategic Planning

Items	Component							
	1	2	3	4	5	6	7	8
SP 26	0.749							
SP 34	0.674							
SP 27	0.658							
SP 33	0.605							
SP 25	0.459							
SP 15		0.731						
SP 5		0.673						
SP 18		0.657						
SP 14		0.521						
SP 12		0.506						
SP 36			0.708					
SP 9			0.661					
SP 10			0.580					
SP 8			0.553					
SP 6			0.518					
SP 35			0.467					
SP 24			0.452					
SP 29			0.404					
SP 23				0.729				
SP 22				0.563				
SP 32				0.537				
SP 28				0.531				
SP 20					0.814			
SP 21					0.730			
SP 19					0.685			
SP 3						0.682		
SP 7						0.676		
SP 13						0.568		
SP 31						0.508		
SP 11						0.489		
SP 17							0.694	
SP 4							0.646	
SP 16							0.425	
SP 1								0.728
SP 2								0.722
SP 30								0.493

Extraction Method: Principal Component Analysis.

3.2.7.3. Percentage of Eigenvalue and Variance Explanations for Strategic Planning

As indicated in a table (14) and figure (5) the percentage of eigenvalue and variance details of determined factors for strategic planning dimensions offered as one, also as a result of various factor analysis eight factors of strategic planning dimensions loaded. Accordingly, the total variance amount of this eight factors is (67.62%). Nevertheless, the variance amounts revealed through the factors are (34.91%, 7.07%, 5.97%, 4.58%, 4.26%, 4.07%, 3.66%, and 3.07%) respectively. While the highest value is the stronger the factor creation of the scale.

Table 14: Percentage of Eigenvalue and Variance Explanations of the Determined Factors for Strategic Planning

Factors	Initial Eigenvalues		
	Eigenvalues	Variance Explanation%	Cumulative%
1	12.571	34.919	34.919
2	2.546	7.071	41.991
3	2.151	5.975	47.965
4	1.650	4.582	52.547
5	1.536	4.267	56.815
6	1.466	4.073	60.887
7	1.319	3.663	64.550
8	1.105	3.070	67.621

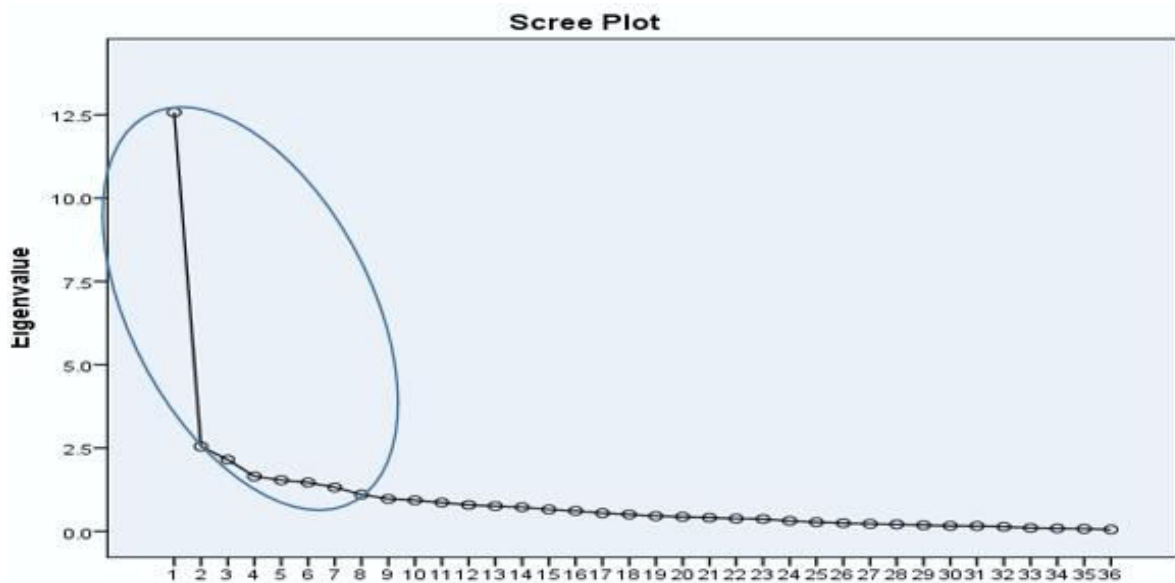


Figure 5: Load Graph for the Component Numbers of Strategic Planning

3.2.7.4. The KMO and Bartlett's Test for Organizational Performance

As the table (15) reveals the Kaiser-Meyer-Olkin (KMO) measure of sample adequacy used to test the significance of factor analysis. So, the KMO test outcome is (0.814) therefore, the organizational performance delivered high load value and significant at ($p < 0.000 < 0.05$). While Bartlett's test of sphericity is (1019.313) df (300) support the result of the KMO test, hence factor analysis is appropriate for organizational performance as the study dependent variable.

Table 15: The KMO and Bartlett's Test of the Organizational Performance

KMO and Bartlett's Test	
	Organizational Performance
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.814
Bartlett's Test of Sphericity (Approx. Chi-Square)	1019.313
Df	190
Sig. or P-value	0.000

3.2.7.5. Rotated Component Matrix for Organizational Performance

As summarized in a Table (16) the rotated component matrix used for the organizational performance dimensions. Subsequently, the rotation is vital when extraction method proposes two or more factors. Thus, the rotation of factors considered to give evidence of how the factors primarily extracted vary from each other and to provide a clear interpretation of which component loads value on which factor. However, the complete variable has the factor taking values the lower value is 0.565 on question five which stated that the job provides staff with opportunities to exchange information and experiences with colleagues, and the higher value is 0.800, loaded on question fifteen, that innovative thinking skills propose new ways to perform health work tasks.

Table 16: Rotated Component Matrix for Organizational Performance

Items	Component				
	1	2	3	4	5
OP 9	0.698				
OP 7	0.673				
OP 10	0.629				
OP 18	0.585				
OP 17	0.572				
OP 19		0.715			
OP 3		0.713			
OP 20		0.710			
OP 2		0.692			
OP 11			0.798		
OP 1			0.740		
OP 12			0.677		
OP 6			0.607		
OP 4				0.757	
OP 13				0.736	
OP 8				0.586	
OP 5				0.565	
OP 15					0.800
OP 14					0.653
OP 16					0.608

Extraction Method: Principal Component Analysis.

3.2.7.6. Percentage of Eigenvalue and Variance Explanations for the Organizational Performance

As shown in a table (17) the eigenvalue is reserved as one, as an outcome of continuous factor analysis, five factors of organizational performance dimensions determined. So, the total variance explained by these five factors is (65.81%). Nevertheless, the percentage of eigenvalue and variance explanations of the

determined factors for the organizational performance listed under the columns (2 and 3) and through the factors loading values (36.19%, 9.96%, 8.53%, 5.9%, and 5.21%) respectively. However, the variance established at the end of factor analysis while the highest value is the stronger the factor creation of the scale. See a figure below (6) the load graph for the dimensions' numbers of organizational performance.

Table 17: Percentage of Eigenvalue and Variance Explanations of the Determined Factors for the Organizational Performance

Initial Eigenvalues			
Factors	Eigenvalues	Variance Explanation %	Cumulative %
1	7.239	36.196	36.196
2	1.993	9.967	46.163
3	1.707	8.534	54.698
4	1.180	5.901	60.599
5	1.044	5.219	65.817

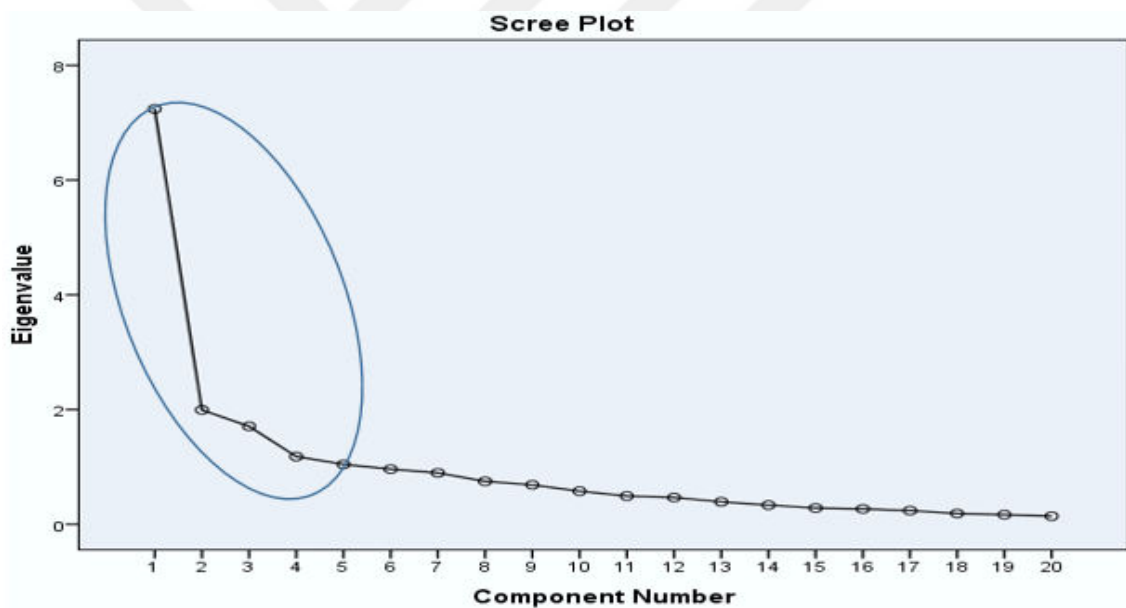


Figure 6: Load Graph for the Dimensions' Numbers of Organizational Performance

CHAPTER FOUR

DATA ANALYSES AND FINDINGS

This aim of this chapter is to demonstrate the data analysis and findings that starts with descriptive statistics for the demographic data. Which collected from the respondents the private hospital managements in Erbil city the demographic data or information comprises in frequency distributions. However, the second part of this chapter reveals the statistical results of the data analysis.

4.1. THE STUDY DEMOGRAPHIC DATA

The demographic data collected and clarified to deliver a close image of the survey sampling. Accordingly, the following demographic data collected; namely: gender, age, management position, overall job experience in the health sector, and academic degree of the managers at private hospitals in Erbil. So, to conclude the sampling demographic data and obtain more information on the study sampling as shown in the tables below.

As revealed in a Table (18) the private hospital male managers who willingly contributed in this survey came at the rate 65.7% of the overall survey sample, or (67) managers, while, private hospital's female managers came at the rate 34.3% or (35) female contributors. The percentage and frequency of contributors age groups, 46.1% or (47) individuals aged between 25-34 years old. Although 29.4% or (30) survey contributors aged 35-44. However, 15.7% or (16) individuals of the total survey sample aged 45 to 54 years. Finally, the managers who aged between 55-65 years old, participated in this survey came at last 8.8% or (9) managers only. Accordingly, it specified that most private hospital managers in Erbil are young and in middle ages.

It can see in a table below that the percentage and frequency of the contributors' management position, most managers who participated in the survey were in the department manager position at a rate of 57.8% or (59) individuals. Further, 28.4% or (29) of the overall study sample were administrative managers while hospital managers or directors came at a rate of 13.7% or (14) managers.

However, the percentage and frequency of the survey contributors' academic degree, 63.7% or (65) individuals' bachelor degree holders, where 13.7% or (14)

contributors in private hospitals hold master degrees. Likewise, the higher diploma and Ph.D. or board comes at 11.8% and 10.8% respectively. So, it means the entire private hospital's managers who participated in this survey high university certificates holders.

Table 18: Frequencies and Percentages of demographic Data

Gender		Frequency	Percent	Valid Percent
Valid	Male	67	65.7	65.7
	Female	35	34.3	34.3
	Total	102	100.0	100.0
Age Groups				
Valid	25-34	47	46.1	46.1
	35-44	30	29.4	29.4
	45-54	16	15.7	15.7
	55-64	9	8.8	8.8
	Total	102	100.0	100.0
Management Position				
Valid	Hospital Manager	14	13.7	13.7
	Administrative Manager	29	28.4	28.4
	Department Manager	59	57.8	57.8
	Total	102	100.0	100.0
Academic Degree				
Valid	Ph.D. or Board	11	10.8	10.8
	Master	14	13.7	13.7
	Higher Diploma	12	11.8	11.8
	Bachelor	65	63.7	63.7
	Total	102	100.0	100.0
Overall Job Experience				
Valid	1-10	33	32.4	32.4
	11-20	39	38.2	38.2
	21-30	10	9.8	9.8
	31-40	12	11.8	11.8
	More than 40 years	8	7.8	7.8
	Total	102	100.0	100.0

From the Table (18), cleared that most private hospital's managers who contributed in the survey their overall job healthcare experience are between 11-20 years, at the rate of 38.2%, or (39) individuals of the total sample. Moreover, from 1-10 years came at the rate of 32.4% or (33) contributors. Still, 11.8% or (12) individuals' job experienced are between 31-40 years. Furthermore, 9.8% and 7.8% respectively, of whole study sample experienced between 21-30, and 31-40 years respectively.

4.1.1. Descriptive Statistics

This section examines the study variables, so, these focused on participants answer to rate the significance of the strategic planning dimensions namely: hospital's mission, vision, strategic objectives, internal orientation, and external orientation, on five-point Likert Scale. However, descriptive statistics used to

quantitatively designate the essential features of the variables using statistical mean, standard deviations, the weight of agreement, Further, t-test also used to check the significance of each element as being qualified for analysis.

4.1.2. Variables Descriptive Statistics

Strategic Planning

As revealed in a table (19) the outcomes of statistical mean and standard deviation values for the independent variable strategic planning dimensions are (4.149, and 0.478) respectively. However, the weight of agreement came at the rate of 82.98% of the complete responses stated that strategic planning as a study independent variable important; which supported by *t-test* (87.612) *df* (101) at the *Sig* (0.000<0.05).

However, the statistical mean values of the hospital's vision, mission, and strategic objectives are (4.252, 4.143, and 4.158) respectively, and standard deviation scores are (0.504, 0.611, and 0.539) respectively. Whereas (85.04%, 82.86%, and 83.16%) respectively of the total responses agreed on the importance of the hospital's vision, mission, and strategic objectives. That supported by *t-test* (85.097, 68.401, and 77.789) respectively at the p-value (0.000, 0.000, and 0.000) respectively, is less than (0.05).

Therefore, all the dimensions significant (p-value<0.05). The result specifies that (X₁ and X₇) riches the hospital's vision “The vision identify access routes to achieve hospital’s mission and objectives.” Moreover, “The vision increases the hospital’s effectiveness and productivity.” Besides, (X₈ and X₁₀) riches the hospital's mission dimension “The mission enhances the confidence of the hospital director or management in formulating supportive policies to achieve the desired goals.” “The mission develops appropriate plans, programmes and increase the principle of teamwork at the hospital.” Furthermore, the result indicates that (X₁₅ and X₁₉) riches the hospital's strategic objectives “The hospital's strategic objectives activity planning of appropriate health services.” Moreover, “The hospital's strategic objectives provide resources for the work at the hospital.”

Table 19: The Results of Descriptive Statistics and T-tests of Strategic Planning

Variables	Descriptive Statistics			T-test		
	Mean	Std. Deviation	The rate of Agreement	t	df	Sig. (2-tailed)
Strategic Planning	4.149	0.478	82.98%	87.612	101	0.000
Hospital's Vision	4.252	0.504	85.04%	85.097	101	0.000
Hospital's Mission	4.143	0.611	82.86%	68.401	101	0.000
Hospital's Strategic Objectives	4.158	0.539	83.16%	77.789	101	0.000
Internal Orientation	4.102	0.587	82.04%	70.550	101	0.000
External Orientation	4.090	0.5607	81.8%	73.665	101	0.000
Variables	Questions	Descriptive Statistics				
		Mean	Std. Deviation	Rate of Agreement		
Hospital's Vision	X1	4.46	0.685	89.2%		
	X7	4.31	0.844	86.2%		
Hospital's Mission	X8	4.30	0.742	86%		
	X10	4.26	0.832	85.2%		
Hospital's Strategic Objectives	X15	4.29	0.778	85.8%		
	X19	4.25	0.737	85%		
Internal Orientation	X23	4.26	0.783	85.2%		
	X24	4.21	0.788	84.2%		
External Orientation	X30	4.23	0.673	84.6%		
	X36	4.20	0.906	84%		

$$\text{Mean} * 100$$

$$\text{* Rate of Agreement} = \frac{\text{Mean} * 100}{5 \text{ (Five-point Likert Scale)}}$$

From the same table that the statistical mean values of the hospital's internal orientation and external orientation are (4.102, and 4.090) respectively, and standard deviation values are (0.587, and 0.5607) respectively. Although (82.04%, and 81.8%) respectively of the total responses agreed on the importance of the hospital's internal orientation, and external orientation while they are the lowest agreement, compare to other three dimensions of strategic planning. Nevertheless, *t-test* (76.658, and 69.132) at the (p-value<0.05).

However, the results reveal the highest frequencies of the hospital's internal orientation are (X₂₃) and (X₂₄) “The hospital's internal orientation identify the hospital strengths and weaknesses and design its strategic objectives.” Moreover, “The hospital's internal orientation takes advantage of the human capacity.” Besides, (X₃₀ and X₃₆) riches the hospital's external orientation “Identify opportunities to invest and recognize challenges to avoid.” “Develop the reality of the hospital to face the difficulties of success and excellence.”

Organizational Performance

As seen in the table above (20) the statistical mean and standard deviation values for organizational performance are (4.165, and 0.5177) respectively. However, 83.3% of the total responses agreed on the importance of organizational performance as the study dependent variable. So, the overall t-test (81.257), p-value (0.000), is less than (0.05). Therefore, organizational performance significant (p-value<0.05).

As revealed in the same table (20) the statistical mean values of the job satisfaction, organizational commitment, innovative thinking skills, and additional role performances as the organizational performance dimensions are (4.223, 4.166, 4.162, and 4.107) respectively. And standard deviation values are (0.6673, 0.6905, 0.5484, and 0.6001) respectively. While (84.46%, 83.32%, 83.24%, and 82.14%) respectively of the total responses agreed on the importance of these dimensions. However, supported by t-test (63.916, 60.936, 76.658, and 69.132) df (101) at the Sig (0.000<0.05).

Table 20: The Results of Descriptive Statistics and T-tests of Organizational Performance

Variables	Descriptive Statistics			T-test		
	Mean	Std. Deviation	The rate of Agreement	t	df	Sig. (2-tailed)
Organizational Performance	4.165	0.5177	83.3%	81.257	101	0.000
Job Satisfaction	4.223	0.6673	84.46%	63.916	101	0.000
Organizational Commitment	4.166	0.6905	83.32%	60.936	101	0.000
Innovative Thinking Skills	4.162	0.5484	83.24%	76.658	101	0.000
Additional Role Performances	4.107	0.6001	82.14%	69.132	101	0.000
Variables	Questions	Descriptive Statistics				
		Mean	Std. Deviation	Rate of Agreement		
Job Satisfaction	Y1	4.39	0.733	87.8%		
	Y5	4.36	0.793	87.2%		
Organizational Commitment	Y6	4.28	0.916	85.6%		
	Y10	4.25	1.019	85%		
Innovative Thinking Skills	Y11	4.25	0.737	85%		
	Y15	4.25	0.780	85%		
Additional Role Performances	Y19	4.28	0.736	85.6%		
	Y17	4.17	0.705	83.4%		

The results reveal the highest frequencies of the job satisfaction is (Y₁) and (Y₅) regards the job necessary. Moreover, “The job provides with opportunities to exchange information and experiences with colleagues.” Further, (Y₆ and Y₁₀) of the

organizational commitment obtained the high agreement. The result also specifies that (Y_{11} and Y_{15}) riches the innovative thinking skills, moreover, (Y_{19} and Y_{17}) of the additional role performances obtained the high agreement.

Consequently, the above tables offered the descriptive statistics analysis that the responses on strategic planning explained that all its dimensions would impact on organizational performance. Nevertheless, the hospital's vision, and strategic objectives, respectively the critical feature motivating to the impact on organizational performance, while, the hospital's external orientation was the lowest essential influence compare to other four dimensions, with a rate of (81.8%) which is high agreement on it.

4.1.3. ANOVA and T-Test

The ANOVA and independence t-test used to simplify if there is a variance between survey sample answers according to demographic data. As revealed in the table below (21), ANOVA and independence t-test results indicated that for all demographic data in regards the strategic planning ($\text{Sig} > 0.05$), thus, there isn't variance in the values among male and female managers, while, $F (0.015; \text{Sig} 0.904 > 0.05)$.

However, for age groups $F (2.163; \text{Sig} 0.097 > 0.05)$, management position $F (0.304; \text{Sig} 0.739 > 0.05)$. Besides, overall job experience and academic degree $F (1.342, \text{and } 2.170; \text{Sig} 0.260 > 0.05, \text{and } \text{Sig} 0.096 > 0.05)$ respectively. Hence, there isn't variance in the values between them as revealed in the Table below (21).

The variance tests outcomes determine that for all demographic data in regards the organizational performance ($\text{Sig} > 0.05$), therefore, there isn't variance in the values between male and female managers, $F (0.018; \text{Sig} 0.895 > 0.05)$. Moreover, for other groups such as (age groups, management position, and overall job experience, and academic degree) respectively, there isn't a variance in the values among them, ($\text{Sig} 0.667 > 0.05, \text{Sig} 0.667 > 0.05, \text{Sig} 0.590 > 0.05, \text{and } \text{Sig} 0.657 > 0.05$) respectively, While, $F (0.524, 0.407, 0.705, \text{and } 0.539)$ respectively.

Table 21: ANOVA Test Results According to the Demographic Data

Strategic Planning	Sum of Squares	DF	Mean Square	F or T	Sig.
By Gender					
Equal variances assumed	<i>Levene's Test for Equality of Variances</i>				
				0.015	0.904
By Age Groups					
Between Groups	1.435	3	.478	2.163	0.097
Within Groups	21.674	98	.221		
Total	23.109	101			
By Management Position					
Between Groups	.141	2	.070	0.304	0.739
Within Groups	22.968	99	.232		
Total	23.109	101			
By Overall job experience					
Between Groups	1.212	4	.303	1.342	0.260
Within Groups	21.897	97	.226		
Total	23.109	101			
By Academic Degree					
Between Groups	1.440	3	.480	2.170	0.096
Within Groups	21.669	98	.221		
Total	23.109	101			
Operational Performance					
	Sum of Squares	DF	Mean Square	F or T	Sig.
By Gender					
Equal variances assumed	<i>Levene's Test for Equality of Variances</i>				
				0.018	0.895
By Age Groups					
Between Groups	.428	3	.143	0.524	0.667
Within Groups	26.641	98	.272		
Total	27.069	101			
By Management Position					
Between Groups	.221	2	.110	0.407	0.667
Within Groups	26.848	99	.271		
Total	27.069	101			
By Overall job experience					
Between Groups	.765	4	.191	0.705	0.590
Within Groups	26.304	97	.271		
Total	27.069	101			
By Academic Degree					
Between Groups	.439	3	.146	0.539	0.657
Within Groups	26.629	98	.272		
Total	27.069	101			

4.2. CORRELATION ANALYSIS

As shown in a table (22) the correlation matrix test result clarifies that all study variables related to each other were ($p < 0.05$). Though, the strategic planning significantly correlated with the organizational performance ($r = 0.672^{**}$; $p < 0.000 < 0.05$). Also, the hospital's vision, mission, strategic objectives, internal orientation, and external orientation positively correlated with the organizational performance.

Moreover, table (22) clarifies that the hospital's external orientation and, internal orientation through ($r = 0.631^{**}$, and 0.614^{**}) respectively, have strong

positive relationships with organizational performance, where a p-value of (0.000 and 0.000) respectively. Although the hospital's vision has the weakest relationship with organizational performance, compare to other three four dimensions. Therefore, the null hypotheses rejected, and the alternatives (H_1 , $H_{1.1}$, $H_{1.2}$, $H_{1.3}$, $H_{1.4}$, and $H_{1.5}$) accepted.

Table 22: Correlation of Strategic Planning its Dimensions and the Organizational Performance

Independent Variables		Organizational Performance
Strategic Planning	Correlation Coefficient	0.672^{**}
	Sig. (2-tailed)	0.000
Hospital's Vision	Correlation Coefficient	0.532^{**}
	Sig. (2-tailed)	0.000
Hospital's Mission	Correlation Coefficient	0.546^{**}
	Sig. (2-tailed)	0.000
Hospital's Strategic Objectives	Correlation Coefficient	0.502^{**}
	Sig. (2-tailed)	0.000
Internal Orientation	Correlation Coefficient	0.614^{**}
	Sig. (2-tailed)	0.000
External Orientation	Correlation Coefficient	0.631^{**}
	Sig. (2-tailed)	0.000

^{**}. Correlation is significant at the 0.01 level (2-tailed).

^{*}. Correlation is significant at the 0.05 level (2-tailed).

c. Listwise N = 102

4.2.1. Regression Analysis of the Variables

As indicated in a table (23) a multiple and simple linear regression analysis tested to examine the impact of the strategic planning on the organizational performance. So, the model summary revealed in the table below that the coefficient of determination R Square is (0.384) which proves that the variation explained dependent variable due to independent variables. Thus, this classifies the hospital's vision, mission, strategic objectives, internal orientation, and external orientation analyses for 38.4% of the private hospitals in Erbil.

Table 23: Regression Analysis (Model Summary)

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate		
1	0.619 ^a	0.384	0.377	.40849		
Model	Sum of Squares	df	Mean Square	F-test of Significance	Sig.	
1	Regression	10.383	1	10.383	62.225	0.000^b
	Residual	16.686	100	0.167		
	Total	27.069	101			

a. Dependent Variable: Strategic Planning

b. Predictors: (Constant), Organizational Performance

Nevertheless, the table (23) presented F-test of significance, where F (62.225) explains that a significant ($p0.00 < 0.05$) suitability of the proposed model, therefore, the model has it is statistical significance in valuing how the strategic planning impact on organizational performance. **Hence, null hypotheses ($H_{0.2}$) rejected, so, the alternative hypotheses (H_2) accepted.**

As the results presented in table (24) statically there is a significant impact of the strategic planning dimensions on the organizational performance of the private hospitals in Erbil city. As well-defined by an extent of B (0.619, 0.473, 0.480, 0.495, 0.613, and 0.581) respectively for the hospital's vision, mission, strategic objectives, internal orientation, and external orientation, and as revealed through a p-value of (0.000, 0.000, 0.000, 0.000 and 0.000) respectively. Besides, the t-test = (7.888; $p < 0.05$) for strategic planning as an independent variable, it means significant and support the results. So, the t= (5.364, 5.471, 5.704, 7.757, 7.141) for its dimensions respectively, the high impacts of the hospital's external orientation and, internal orientation, while the lower one was the hospital's vision between dimensions of strategic planning. **Then the hence null hypotheses rejected and alternative hypotheses as ($H_{2.1}, H_{2.2}, H_{2.3}$ & $H_{2.4}$) accepted.**

Table 24: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.384	.355		3.899	.000		
Strategic Planning	.670	.085	.619	7.888	.000	1.000	1.000
Vision	.485	.090	.473	5.364	.000	1.000	1.000
Mission	.406	.074	.480	5.471	.000	1.000	1.000
Strategic Objectives	.475	.083	.495	5.704	.000	1.000	1.000
Internal Orientation	.540	.070	.613	7.757	.000	1.000	1.000
External Orientation	.537	.075	.581	7.141	.000	1.000	1.000

a. Dependent Variable: Organizational Performance

However, table (24) reveals the collinearity statistics to differentiate collinearity could realize from correlation matrix among independent variables on the value of variance inflation factor (VIF). Therefore, if (VIF) value less than (5) and Tolerance value is above (0.1), it means there is no collinearity among independent variables. From above table, the Tolerance values and VIF values for

each variable were; (1.000 and 1.000) for strategic planning, (1.000 and 1.000) for the hospital's vision and mission respectively, and finally the same values (1.000 and 1.000) strategic objectives, internal orientation, and external orientation. **It means that VIF <5 and tolerance value > 0.1, so collinearity does not exist.**

Furthermore, as revealed in a figure below (7) the normality test used and the result showed that there is normality distribution in study contributions replies regards the impacts of strategic planning and its dimensions on the organizational performance of the private hospitals in Erbil city. Additionally, the figure (8) indicated the linearity test and the results specify that there is linearity relationship between strategic planning and the organizational performance.

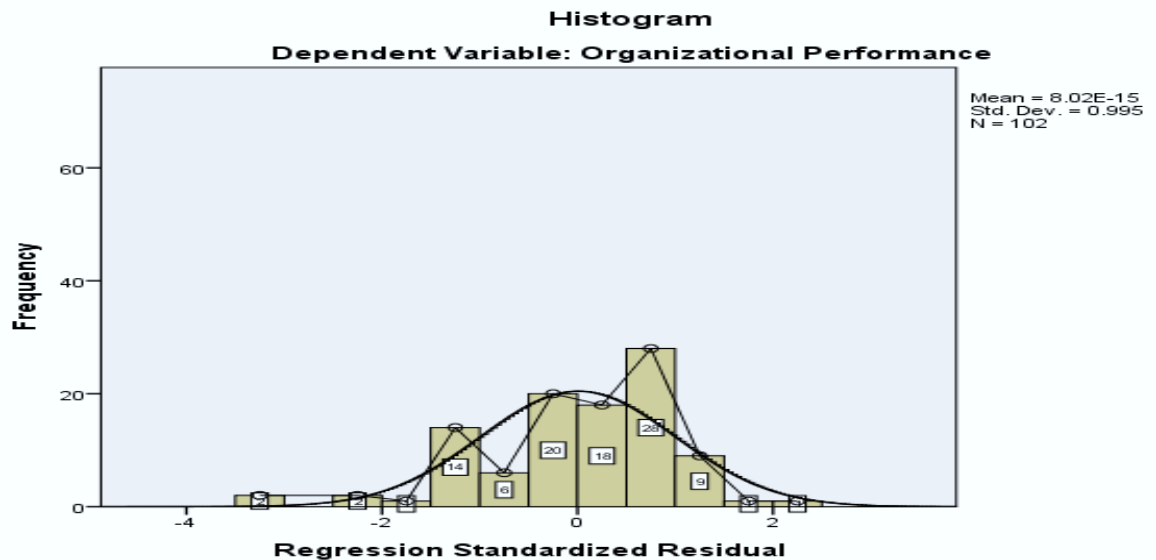


Figure 7: Normality test



Figure 8: Linearity test

4.2.2. The Result of Hypotheses Testing

As revealed in the Table below (25) the results proved that all planned alternative hypotheses in regards to relationships between the strategic planning and its dimensions namely; the hospital's vision, mission, strategic objectives, internal orientation, and external orientation and the organizational performance and the effects of independent variables on dependent variable are accepted.

Table 25: Result of Hypothesis

Hypotheses		Result
<i>H₁</i>	There is a definite relationship between strategic planning and the organizational performance of the private hospitals in Erbil city.	Accepted
<i>H_{1.1}</i>	There is a definite relationship between hospital vision and organizational performance.	Accepted
<i>H_{1.2}</i>	There is a definite relationship between hospital mission and organizational performance.	Accepted
<i>H_{1.3}</i>	There is a definite relationship between hospitals' strategic objectives and organizational performance.	Accepted
<i>H_{1.4}</i>	There is a definite relationship between internal hospital orientation and organizational performance.	Accepted
<i>H_{1.5}</i>	There is a definite relationship between external hospital orientation and organizational performance.	Accepted
<i>H₂</i>	There is an impact of the strategic planning on organizational performance of the private hospitals in Erbil city.	Accepted
<i>H_{2.1}</i>	There is an impact of the hospital vision on organizational performance.	Accepted
<i>H_{2.2}</i>	There is an impact of the hospital mission on organizational performance.	Accepted
<i>H_{2.3}</i>	There is an impact of the hospitals' strategic objectives on organizational performance.	Accepted
<i>H_{2.4}</i>	There is an impact of the hospitals' internal orientation on organizational performance of the private hospitals in Erbil city.	Accepted
<i>H_{2.5}</i>	There is an impact of the hospitals' external orientation on organizational performance.	Accepted

CONCLUSIONS AND RECOMMENDATION

Conclusions

This study purposed to examines the impact of strategic planning on organizational performance of the private hospitals in Erbil. So, to realize this study purpose, the researcher tested the relationship between strategic planning and the organizational performance through taking perspectives from a survey sample of the hospital management. Therefore, the researcher engaged the impact of strategic planning in this connection.

The descriptive statistics analysis reveal that the responses on strategic planning agreed on that all its dimensions essential and influential for hospital's health performance. Nevertheless, from responses perspectives the hospital's vision, and strategic objectives, respectively the critical feature motivating to the influence on organizational performance, while, the hospital's external orientation was the lowest essential guidance compare to other four dimensions.

The Anova and t-test of variance analysis indicated that there aren't variances among respondents' answers toward strategic planning and the organizational performance of the private hospitals, according to survey sample's characteristics.

The study found that there is a definite and significant relationship between strategic planning and organizational performance. Further, hospital's external orientation and internal orientation reached the most substantial positive relationship with the organization performance. Moreover, the results of regression analysis revealed that strategic planning impacts the organizational performance.

Recommendations

Based on the study findings the following recommendations made. So, results revealed that organizational performance depends on strategic planning. Hence hospital managements should accord priority attention to the components of strategic planning for example; having a recognized mission statement through enhancing the confidence of the hospital director or management in formulating supportive policies to achieve the desired goals. Develop appropriate plans, programmes and increase the principle of teamwork at the hospital. However, maintaining the prevailing organizational culture in the hospital. As well as direct efforts and hospital resources to obtain the most out of them.

Private hospitals in Erbil should establish core values, i.e., hospital's rules of conduct, set straight goals, the establishment of long-term goals, develop and adjust the future vision during the work to achieve strategic plan and its implementation and adequate follow-up.

For private hospitals in Erbil to have effective strategic planning, the organizational performance, as well as health services growth, and dependability, managers should practice effective strategic planning and its dimensions like strategic objectives, internal orientation, and external orientation, that will approve the success of the organizational performance. Through activity planning of appropriate health services. So, choose appropriate strategies that are appropriate for hospital conditions. Further, distribute tasks and responsibilities to plan activities and leaders involved in the hospital.

The researcher also recommends that the hospital management should employ less individual ways of setting goals, hospitals managements also take efforts to bring all hospital staffs to present new ideas to the success of the organizational (health) performance. Nevertheless, increasing attention in the search for some new ways to achieve organizational (health) performance. Through identify opportunities to invest and recognize challenges to avoid and analysis of trends and the health needs of individuals in the community. Besides, analysis of the health, social, economic and technical factors in surrounding environment. Moreover, the design of the hospital's strategic objectives and achieve desired goals.

The Study Contributes and Suggestions

As a researcher believes that this study will contribute to the strategic planning and organizational performance literature through providing a theoretical framework, also offer implications for the hospital management literature through presenting potentially useful planning which is probably helpful to hospital's service performance.

Therefore, for strategic planning to be active and influential in hospitals performance, there should be commitment and participation all over the hospital's service departments, particularly its board of directors and management. However, it is essential to overcome problems such as conflict among service divisions or operational departments, resistance to adjustment, and resource allocation. The

strategic advantages and guidelines set up by hospitals management in the form of mission and vision statements and targets. While, the linking of goals to budget, feedback, and assessment has shaped a management system much more privately affiliated with supervising effective hospital performance, and giving motivations.

Furthermore, the study results are combined the current practice of study literature which has experienced to find the significant relationship between strategic planning and effective hospital performance. Also, to obtain better considerate of strategic planning practices, the future study needs to incorporate some additional variables and examine for cross industries, the private sector, non-profit organizations, and small, medium enterprises. However, the future study needs to examine using the quantitative method with the more significant sample. Future research needs to consider strategy content and further constructs such as vertical integration and operating environment.

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APPENDIXES

Appendix 1: Questionnaire Form



T.C
BİNGÖL UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCE
BUSINESS ADMINISTRATION DEPARTMENT

Dear Respondent

This questionnaire is a part of the master thesis titled “**The Impact of Strategic Planning on Organizational Performance: A study of private hospitals in Erbil City**” in Partial Fulfillment of the Requirements for the Degree of Master in Management Science.

I will be pleased if accept to contribute to the survey by replying its statements that conferring to respondent experiences and knowledge as it would have a significant effect in outputting this study at the required level. All data will remain confidential. Hence, results will combine with sorts and testified only via statistical summaries.

Thanks in advance for your time and cooperation

Supervisor
Prof. Dr. Sait PATIR

Researcher
Bland Mohammed GHAFOR
Master Student

Please respond as candidly as possible to the following statements by mark (✓) in the appropriate place.

First: General Information

Information about the respondent	
• Gender: Male <input type="checkbox"/>	Female <input type="checkbox"/>
• Age Years	
• Job position	
• Overall job experience in the health sector Years	
• Academic Degree: Ph.D. or Board <input type="checkbox"/> Master <input type="checkbox"/> Higher Diploma <input type="checkbox"/> Bachelor <input type="checkbox"/>	

Second: The Scale of Strategic Planning

Q	statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A. Vision						
The participation of hospital’s director or management in formulating vision as part of strategic planning helps the management to:						
1	Identify access routes to achieve hospital’s mission and objectives.					
2	Making the change affected by the hospital’s internal and external boot.					
3	Develop and adjust the future vision of the work to achieve strategic plan objectives.					
4	Identify future resources.					
5	Strengthen the hospital management center to compete with other hospitals.					
6	Motivate individuals to perform their roles.					
7	Increase the hospital’s effectiveness and productivity.					
B. Mission						
The participation of hospital’s director or management in formulating mission as part of strategic planning helps the management to:						
8	Enhance the confidence of the hospital director or management in formulating supportive policies to achieve the desired goals.					
9	Motivate staffs for creative work inside the hospital.					
10	Develop appropriate plans, programmes and increase the principle of teamwork at the hospital.					
11	The hospital competes with other hospitals.					
12	Maintaining the prevailing organizational culture in the hospital.					
13	Direct efforts and hospital resources to obtain the most out of them.					
14	Develop a spirit of responsibility towards the hospital and its goals and linking the hospital’s mission to its future vision.					

C. Strategic Objectives						
The participation of hospital's director or management in framing strategic objectives as part of strategic planning helps the management to:						
15	Activity planning of appropriate health services.					
16	Choose appropriate strategies that are appropriate for hospital conditions.					
17	Distribution of tasks and responsibilities to plan activities and leaders involved in the hospital.					
18	Increasing staffs' commitment to the health services tasks.					
19	Provide resources for the work at the hospital.					
20	Understand the needs of different beneficiaries.					
21	Awareness of human resources in a hospital.					
22	Identifying the most urgent strategic goals and possible implementation.					
D. Internal Orientation						
The hospital's internal environment analyzes as a part of strategic planning helps the management to:						
23	Identify the hospital strengths and weaknesses and design its strategic objectives.					
24	Take advantage of the human capacity.					
25	Utilizing the material resources available to implement the strategic plan of the hospital.					
26	Develop corrective plans to strengthen staffs' weaknesses.					
27	Analysis of the health, social, economic and technical factors in the hospital.					
28	Develop areas of distinction available in front of the hospital in the future.					
29	Distribute tasks among staffs according to their abilities and improve hospital performance.					
E. External Orientation						
The hospital's external environment analyzes as a part of strategic planning helps the management to:						
30	Identify opportunities to invest and recognize challenges to avoid.					
31	Analysis of trends and the health needs of individuals in the community.					
32	Analysis of the health, social, economic and technical factors in surrounding environment.					
33	Design of the hospital's strategic objectives and achieve desired goals.					
34	Determine the number of resources that the hospital can obtain.					
35	Develop the most responsive and relevant to the needs of the community.					
36	Develop the reality of the hospital to face the difficulties of success and excellence.					

Third: The Scale of Organizational Performance

Q	statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A. Job Satisfaction						
1	My job at the hospital is essential to me.					
2	I will not leave my job except for the absolute necessity.					
3	My job offers me opportunities to gain new skills and experience.					
4	I feel that time is passing quickly because of the pleasure of working and I have a sense of safety towards my work.					
5	My job provides me with opportunities to exchange information and experiences with colleagues.					
B. Organizational Commitment						
6	I feel so happy that I have joined this hospital and with much loyalty towards it.					
7	I cannot do my job at the same level as any other organization.					
8	This hospital raises my desire to achieve the best performance in my work.					
9	Any change in my current situation will not lead me to leave the hospital.					
10	I am ready to do more than expected for the success of this hospital.					
C. Innovative Thinking Skills						
11	Hospital staffs can find new and practical ideas to improve performance.					
12	Proposes new ways to increase hospital services.					
13	Hospital staffs can find many innovative solutions that help solve health problems.					
14	A new approach often to solve professional problems.					
15	Proposes new ways to perform health work tasks.					
D. Additional role performances						
16	Hospital staffs will attend additional training sessions in their times.					
17	Hospital staffs provide useful suggestions for improving hospital's performance.					
18	Hospital staffs Work before or after official working hours to complete the requirements of health work.					
19	Hospital staffs pursue to apply proposals constructively and actively.					
20	Hospital staffs Leave their job to help others solve problems that are relevant to their job.					

Appendix 2: List of Questionnaire Arbitrators

S	Name	Scientific Tile	Experts	Workplace
1	Dr. Khalid Hama-Amin Mirkan	Professor	Strategic Management	Salahaddin University The College of Administration and Economics
2	Dr. Ahlam Ibrahim Wali	Assistant Professor	Strategic Management	Salahaddin University The College of Administration and Economics
3	Mhabat Nuri Abdullah	Assistant Professor	Marketing Management	Salahaddin University The College of Administration and Economics
4	Mr. Mudafar Hamad Ali	Assistant Professor	Human Resource Management	Salahaddin University The College of Administration and Economics

Appendix 3: The study population and sample (Private Hospitals)

S	Private Hospital's Name	Participated Managers	Valid Responses
1	SHIFA Hospital	4	4
2	SALAMAT Kurdistan Hospital	5	5
3	PAR Hospital	10	9
4	MOTHER Hospital	4	4
5	JORDAN CENTER Hospital	3	3
6	ERBIL PRIVATE Hospital	6	6
7	NAWROZ Hospital	6	5
8	SWEDEN Hospital	5	5
9	SORAN Hospital	6	6
10	CMC Hospital	7	7
11	RASUL PRIVATE Hospital	4	4
12	WOLFER Hospital	6	6
13	(RAHMA) Mercy Hospital	3	3
14	SHAMI Hospital	3	3
15	SADAM Hospital	8	8
16	SHAR Hospital	8	7
17	PAKI Hospital	8	8
18	WEST EYE Hospital	9	9
Total		105	102
All Sample		102	

Appendix 4: Curriculum Vitae

Personal Information

Name & Surname	Bland Mohammed GHAFOR		
Date of Birth	10/01/1984		
Nationality	Iraqi		
Contact			
Place & Address	Erbil – Iraqi Kurdistan		
E-mail			
TELEFON	+964750 4628509		
Education Level			
Degree	Field	University	year
Undergraduate	Business Administration	Salahaddin University- Erbil	2011
Postgraduate	Business Administration	Bingöl University	2018
Work Experience:			
Work place	Position	Year	
Erbil	Small Business Owner	2016 ongoing	