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ISTANBUL GEDIK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

THE RELATIONSHIP BETWEEN STRATEGIC PLANNING AND IMPROVING INSTITUTIONAL PERFORMANCE

MASTER'S THESIS

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Business Administration Department

Business Administration Master in English Program

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DECLARATION

I Ali Waleed Khalid ALBADR as a result of this declare that this thesis titled “The Relationship between Strategic Planning and Improving Institutional Performance” is original work I did for the award of the master's degree in the faculty of Business Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (16/11/2023)

Ali Waleed Khalid ALBADR

DEDICATION

It is in my pleasure to dedicate my thesis work to my beloved parents (Father and Mother). They taught me many lessons that become the guide of my life. They still encourage me to work hard and achieve my goals. I also dedicate my thesis work to my dear and lovely wife and kids. They always stands for me and gives support. I dedicate my thesis work to my amazing brothers and sisters. I feel so greatly privileged to have them in my life.

PREFACE

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November 2023 Ali Waleed Khalid ALBADR

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ABBREVIATIONS

SP : Strategic Planning
IP : Institutional Performance
APP : Appendix

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THE RELATIONSHIP BETWEEN STRATEGIC PLANNING AND IMPROVING INSTITUTIONAL PERFORMANCE

ABSTRACT

The globalization phenomenon have led most organizations around the world to focus more on strategic planning. Strategic planning practices become common business management field. Universities in Iraq are affected by these changes in the world of businesses, and they are working now under high competition markets. That encourages them to start focusing on strategic planning (SP) practices and improving their institutional performance (IP). The purpose of the study is to tests the effect of SP on the IP in two of main and important Iraqi universities. The contribution of this study is that it provides statistical analysis to test the effects of SP on IP. This study was applied on two of Iraqi universities that have applied SP practices. The population of the study is 1000 employees, who are the managers, professors, and employees working in different positions in the universities. A random sample method was used to draw a sample. Using SSPS 17.0 software, all the statistical tests and analyses including factor analysis and regression analysis were performed. The results showed that the sample is good since it has a high percentage of participants with a high level of education and work experience. The results revealed that General Planning has positive and significant impact only on Mission Statement and Goals. The results revealed also that Institutional Support has positive and significant impact only on Planning and Integrity. The results showed that Financial Support and Psychological Support has no impact on any dependent variable. That means, SP can partially affect IP in Iraqi universities. The study concludes that SP can partially improve the IP of Iraqi universities. Even the role of SP is limited in improving the IP; it still has positive effect on IP. The study recommends that the Iraqi universities need to advance their SP practices to improve their IP.

Keywords: *Strategic, Performance*

STRATEJİK PLANLAMA VE KURUMSAL PERFORMANSIN İYİLEŞTİRİLMESİ ARASINDAKİ İLİŞKİ

ÖZET

Küreselleşme olgusu dünya çapında çoğu organizasyonun stratejik planlamaya daha fazla odaklanmasına neden olmuştur. Stratejik planlama uygulamaları ortak işletme yönetimi alanı haline geliyor. Irak'taki üniversiteler iş dünyasındaki bu değişimlerden etkileniyor ve rekabetin yoğun olduğu piyasalarda çalışıyorlar. Bu onları stratejik planlama (SP) uygulamalarına odaklanmaya ve kurumsal performanslarını (IP) geliştirmeye teşvik eder. Çalışmanın amacı iki ana ve önemli Irak üniversitesinde SP'nin IP üzerindeki etkisini test etmektir. Bu çalışmanın katkısı SP'nin IP üzerindeki etkilerini test etmek için istatistiksel analiz sağlamasıdır. Bu çalışma, SP uygulamalarını uygulayan iki Irak üniversitesi üzerinde uygulanmıştır. Araştırmanın evrenini üniversitelerde farklı pozisyonlarda görev yapan yönetici, profesör ve çalışanlardan oluşan 1000 çalışan oluşturmaktadır. Örnek oluşturmak için rastgele örnekleme yöntemi kullanıldı. Faktör analizi ve regresyon analizi dahil tüm istatistiksel test ve analizler SSPS 17.0 yazılımı kullanılarak yapıldı. Sonuçlar, örneklemin yüksek eğitim ve iş tecrübesine sahip katılımcıların yüzdesinin yüksek olması nedeniyle iyi olduğunu gösterdi. Sonuçlar, Genel Planlamanın yalnızca Misyon Bildirisi ve Hedefler üzerinde olumlu ve anlamlı bir etkiye sahip olduğunu ortaya çıkardı. Sonuçlar ayrıca Kurumsal Desteğin yalnızca Planlama ve Dürüstlük üzerinde olumlu ve anlamlı bir etkiye sahip olduğunu ortaya çıkardı. Sonuçlar Finansal Destek ve Psikolojik Desteğin herhangi bir bağımlı değişken üzerinde etkisinin olmadığını göstermiştir. Bu, SP'nin Irak üniversitelerindeki fikri mülkiyeti kısmen etkileyebileceği anlamına gelir. Çalışma, SP'nin Irak üniversitelerinin IP'sini kısmen iyileştirebileceği sonucuna varıyor. IP'nin iyileştirilmesinde SP'nin rolü bile sınırlıdır; hala IP üzerinde olumlu etkisi var. Çalışma, Irak üniversitelerinin IP'lerini geliştirmek için SP uygulamalarını geliştirmeleri gerektiğini önermektedir.

Anahtar Kelimeler: *Stratejik, Performans*

1. INTRODUCTION

Companies all around the world have increased their strategic planning in response to the rising pressures of competition and globalization. That is because strategic planning has become one of the most significant factors in increasing institutional performance. In general, the phrase strategy refers to the art of leadership. This term was used to describe the use of all available resources to meet the objectives. Strategic planning is a concept that is now widely used in the field of corporate management. It refers to an organization's use of all resources to achieve its primary objectives (Steiner 2010).

The word "strategic planning" refers to long-term planning. All external and internal variables are frequently included in this form of planning. It also specifies the competition strategies and identifies all target segments and industries. Strategic planning is regarded as an essential component of strategic management. It is contingent on gaining knowledge of the institution's future state and then working to prepare for it. It answers a number of critical questions. These questions are “What is the future vision of the organization?” What should be the relationships of integration and interdependence between the aspects of the organization? What are the various activities of the organization? What is the nature of the relationship between the organization and its surrounding environment? (Ashworth et al. 2010).

It is critical to note that the type of firm or organization determines the concept of strategic planning. As a result, several concepts of strategic planning exist. For example, strategic planning in the development of sales plans differs from strategic planning in the development of marketing plans. Even generating e-marketing plans requires different strategic planning than developing marketing plans. Over the years, great efforts were made to define the concept of strategic planning (Ward & Peppard 2002).

However, there is no universally accepted definition of strategic planning. This is because the strategic plan is based on the ambitions and objectives of the organization. As a result, a strategic plan is created for each period. It changes as goals alter or as changes outside the business occur. Changes in regulations, as well as local and worldwide events, may have an impact on the organization's strategy. The general process of strategic planning is depicted in figure (1.1).

Figure 1.1: The General Process of Strategic Planning

Source: www.pinterest.com.

The absence of a specific concept of strategic planning has led it to become an independent science. It is now an important factor for the survival of any company or institution. Therefor the important question here is "Why is strategic planning necessary and important?" Clearly, it helps to define the goals of the organization. The goals can be evaluated to ensure that they are not deviated from the plan (Dye & Sibony 2007).

This job is being done in a systematic and orderly manner, in accordance with the organization's vision and goals. It is an effective method for assisting decision-makers in reaching their objectives. Furthermore, it aids in the process of adjusting them in response to the institution's internal or external variables. As previously stated, such changes in policies or regulations, as well as emergencies, can occur, necessitating a revision in the strategic plan.

In reality, this strategy aids in the definition of all employees' duties inside the company. It makes people aware of their responsibilities and ensures that they complete them. The requirement is that they fully comprehend the institution's objectives. This can assist them in meeting the needs of their organization. Specifically, when employees are involved in the planning process and their opinions are taken into consideration (Bryson 2012).

In the event of any modifications or challenges, the strategic plan is referred to help with the problem-solving, and decision-making process. It also saves time, effort, and money by preventing investments in projects that are unrelated to the institution. When the goals are defined, it is easy to determine whether or not this project is appropriate for them. A company's or organization's future features are defined via strategic planning.

Institutional performance, on the other hand, is defined as the organization's entire performance. It is regarded as the organization's integrated (outcome) system of production. It functions in the context of the company's internal and external interactions. Efficiency and effectiveness are the two major components of institutional success. That is, the organization is defined by its performance, which is comprised of both effectiveness and efficiency (Kettunen 2008).

Efficiency is the first factor, which is defined as the value of the resources that used in producing different products. It can lead to rationalize the use of human, material and financial resources, and available information. The measurement of efficiency depends on two basic indicators the availability of human, material and financial energies and available information. In addition. The ways to use these resources to achieve the goals (Chousa et al. 2005).

Effectiveness is the second factor, which is an indicator of the extent to the achieved goals. For this reason, it is concerned with the goals that set by the organization and the extent of their achievement. In addition, it helps improving the organization internal processes and obtaining resources. These resources are described as scarce from the environment in which it operates.

1.1 The Study Topic

This study's topic is found in the literature to be related to organizational environment studies. It is specifically dedicated to researching strategic planning and its impact on institutional performance. It is an essential topic because numerous studies have shown that strategic planning is critical for all organizations. That is because without a strategic plan, the institution or company will not be able to improve its performance. Furthermore, because every institution strives to be the best it can be (Kenno et al 2021).

This research investigates the link between strategic planning and institutional performance. In addition, it responds to certain queries on the subject. It answers the question of whether strategic planning has an impact on institutional performance, for example. Answering the question of whether strategic planning may help institutions improve their performance. Providing an answer to the topic of how strategic planning affects institutional performance.

1.2 The Problem of the Study

Due to increased competition and an open market, the universities in Iraq are currently facing numerous obstacles. This circumstance has compelled the universities' administrators to upgrade their operating systems. Adoption of new strategies was one of these modifications. However, no or few studies tested the effectiveness of these plans. In addition, the universities' management still have problem evaluating their plans using statistical analysis. That can be a problem, since it may negatively influence their goals. Therefore, it is important to provide statistical analysis that tests the effect of these plans on the university outcomes.

1.3 The Purpose / Importance of the Study

The study's major goal is to see how, statistically, strategic planning affects institutional performance. It investigates the impact of strategic planning on the institutional performance of Iraqi universities. The study also includes a theoretical discussion of institutional performance and strategic planning. Also, the relationship between them and the methods for conveying the effects.

The significance of this study is from the material it contains, which is extremely beneficial in expanding knowledge in the subject of strategic planning. This research could be one of the few in Iraq that looks at the influence of strategic planning in institutional success.

The function of strategic planning in institutional performance is examined to see how variables can influence the interaction between the organizational environment and planning. As a result of this research, the universities can gain a wealth of knowledge in the field of organizational environment and the relationship between strategic planning and institutional performance. The findings will help institutions build a positive work environment for employees and determine which strategy plan is the most effective.

1.4 Literature Review

This section reviews some studies from the literature. These studies are related to strategic planning, institutional performance, and the relationship between them. The following past studies are examples from that literature:

The study conducted by Bryson et al (2018). It was a review paper, which started with the discussion about the strategic planning of public sector. The paper showed that the goal of the discussion was to eliminate the confusion about the exact meaning of strategic planning. It also reviewed and discussed the contributions and the importance of strategic planning. The paper provided wide information about the research of strategic planning. The information focused on strategic planning themes and how the past studies were related to these themes. The study specified these themes as the ways that define strategic planning. These ways of studying strategic planning include its work and its outcomes. In addition, it included its contributes to institutional success.

Spee and Jarzabkowski (2011) did research on the structure of strategic planning as a communication process. The research demonstrated that the interaction link between text and direct dialogue could be used to develop strategic planning. The findings of this study revealed that there are numerous parties participating in the strategic planning process. The findings revealed that when people used talk to communicate their opinions about the current strategic, they changed their text. This could result in future text versions of the strategic plan being altered. The outcomes of the study contributed to the literature on strategic planning and organizational communication.

Andersen (2000) found that strategic planning received less emphasis than independent management and organizational learning in his study. However, the study found that most businesses continue to use strategic planning. As a result, the study concluded that it is critical to evaluate the impact of strategic planning in light of the presence of autonomous management actions. When taking activities with low-level managers, the study found that strategic planning is critical. Some scholars, however, think that autonomous management actions are critical to strategic plan adaption. Others say that central strategy planning is required for speedy and positive response. As a result, the research looked into the consequences of strategic planning and independent actions in the strategic planning process.

The study's findings revealed that strategic planning has a favorable impact on the performance of various industries when independent activities are present. The findings suggest that managers can make decisions to increase performance even when the work environment is rapidly changing.

The study conducted by Shin (2010) Showed that in the nineteenth, most of the states in the United States of America started using new responsibility that are based on performance. For example, they started setting their budgeting based on performance. In addition, they started setting their funding and reporting based on performance. The main goal of the study was to analyze the development in institutional performance because of adopting the new method. The paper used many variables to assess institutional performance. It used graduation rates and research funding levels, for example.

Shin (2010) covered the years 1997 to 2007. The growth analysis model was employed in the research. The study's findings revealed that the new strategy did not improve institutional performance. Coffé and Geys conducted a study (2005) showed that many studies on the impact of social capital on institutional performance were done. The majority of these research found that higher levels of social capital could contribute to improved institutional performance.

The goal of (Coffé & Geys 2005) was to assess local institutional performance. The study examined the impact of social capital on institutional performance using local data. The study's findings revealed that social capital could lead to improved local government performance.

Garrick and Aylward (2012) investigated the relationship between transaction costs and water allocation system institutional performance. Columbia used the study as part of an evaluation of water policy improvements. According to the report, transaction expenses may cause a delay in adoption. The transaction costs of water allocation systems were reported in three dimensions in the study. Budgets for programs, water recovery, and other expenses were among them. The results of the study revealed that institutional performance was very volatile over time. This was due to the importance of institutional capability, which differed amongst nations. The findings revealed that transaction costs have a considerable impact on institutional performance.

The study by Dowsett (2020) investigated, in general, the institutional performance of high ranking universities. The study indicated that institutional performance had become as part of the global competition. The study examined the institutional performance of four Australian universities for a period of more than 50 years. The study analysis depended on the annual reports and strategic plans of these universities. The study tested the effect of the university ranking on their institutional performance. The test included also the effect of the universities strategic plans on their institutional performance. The results of the study showed that the changes in strategic plans could improve the universities market positions. In addition, they could contribute to increase their ranks.

The study by Al-Harethi and Al-Maamari (2018) examined the effect of strategic planning on institutional performance. The study was applied on a sample of private educational institutions in Malaysia.

Al-Harethi and Al-Maamari (2018) showed that the relationship between strategic planning and institutional performance has received great attention in the literature. However, there was no sufficient studies in this field related to the private universities in Malaysian. The study showed that the institutional performance of the universities are very important factor in developing the country. That is because the education sector could play crucial role in increasing the income of the country. It used the questionnaire method to collect the data. The author of the paper sent 120 questionnaires to the respondents. The study used statistical tools for the analysis such as (SPSS) software. The study results indicated that the strategic planning had positive and significant impact on the institutional performance. These results could assist the universities owners or managers to make the right decisions regarding their firms strategic planning.

The paper by Darji and Jani (2009) investigated the relationship between the improving the institutional performance by strategic planning. The study showed that the institutional performance is a set of responsibilities that could lead to meet the customers' needs. The customers are the users of the product and services provided by the institutions. They could be students, parents, and business. The study mentioned that for institutions to meet costumers' needs, they must be in high quality. In addition, they must deliver knowledge and skills in accurate and efficient manners. The study showed that strategic planning is continuous and systematic process that clarifying the direction of the organization. The study results showed that the strategic planning could play significant role in improving the institutional performance.

1.5 The Study General Hypothesis

The general study hypothesis state that strategic planning has positive effect on improving the institutional performance. This general hypothesis can be divided into several groups of hypotheses based on the number of dependent variables.

1.6 The Study Plan

The study plan will be as following:

1. Introduction.
2. Chapter I: The strategic planning theory.
3. Chapter II: The institutional performance theory.
4. Chapter III: Statistical analysis including data, the model and variables, and the results and discussion.
5. The Conclusion.

2. STRATEGIC PLANNING

2.1 Overview

The process by which organizations define their plans and directions is known as strategic planning. Strategic planning also includes making resource allocation decisions. It is a way that can be used to control mechanisms of govern strategy implementation. During the 1960s, strategic planning became popular in businesses. It remains a crucial part of strategic management. It is carried out by strategic planners or strategic specialists. In their analysis of the organization and its link to the environment in which it competes, they include several parties and research sources (Ojha et al. 2020).

Setting strategic goals, defining steps to attain goals, and mobilizing resources to implement actions are all part of the strategic plan. The plan explains how the final goals will be met with the resources available. In most cases, the strategy is defined by the organization's top leadership. The strategy must be carefully designed. It can be seen as a pattern of activity that emerges as the company adjusts to its changing environment. The formulation and execution phases are included in strategy.

The strategic planning aids in the coordination of these two activities. Strategic planning, on the other hand, is analytic in nature and entails connecting the dots. Synthesis and connecting the dots through strategic thinking are all part of the strategy creation process. As a result, strategic planning relies around strategy formulation (Abusharekh et al. 2020).

Inputs, activities, outputs, and results are all part of the strategic planning process. Like other processes, this one has restrictions. It can be formal or informal, and iterative processes with feedback loops are common. Some aspects of the process may be continuous, while others may be implemented as discrete projects with a clear start and finish date. Strategic planning informs strategic thinking, which in turn informs the development of actual strategy (Ehrlich et al. 2020).

Assessment of the organization's mission and strategic concerns to improve existing procedures are common strategic planning activities. Identifying the need for new modulation is also strategic planning activities. As a result, the organization's strategy, includes an assessment of the environment and competitive landscape. It also contains a guiding policy for the organization's goals, as well as important projects or action plans to attain the goals. The general company strategic planning process is depicted in figure (2.1).

Figure 2.1: The Business Strategic Planning Process

Source: www.assignmenthelp.net

The act of documenting and defining direction for businesses is also part of strategic planning. To put it another way, it can be the evaluation of where firms are now and where they are headed. A strategic plan allows an organization to document its mission, vision, and values, as well as long-term goals and action plans for achieving them. A well-designed strategic plan can be critical to its growth and success since it demonstrates how to best respond to opportunities and difficulties (Boyne 2010).

Despite the advantages of having a strategic plan, an increasing number of business owners are focused on short-term goals. However, strategic planning is still a forward-thinking process that should encompass the entire organization and can result in significant changes. It entails conducting a company analysis as well as establishing realistic goals and objectives. This results in an official document defining the company's future beliefs and objectives.

2.2 The Strategic Planning Theory

2.2.1 The principles of strategic planning

Strategic planning is long-term planning that takes all external and internal variables into account. In addition, it uses competition methodologies, determines all target segments and industries. This planning provides an answer to the question of where the company is headed, taking into account the company's long-term goals (Wolf & Floyd 2017). It also considers the interconnectedness and integration of all facets of these businesses. It engages in a variety of actions and partnerships that connect businesses to their surroundings. This form of planning is one of the most important aspects of strategic management. It is dependent on insight into the future position of the company and trying to prepare for it (Candy & Gordon 2011).

Since the beginning of humankind, it was from human nature to set goals for life and way of living. They do not want to be random or instinctive, but rather they want to be organized in a scientific and methodical way. Therefore, they started the adoption of scientific thinking. Strategic planning is one of the methods of scientific thinking. It has two conditions. The first one is not to expect the achievement of a specific goal without positive human intervention. The second one is the necessity of anticipating events before they occur, and controlling their occurrence according to specific plans.

From this point of view, people began to pay attention to planning, albeit in a simplified way. This important increased in intensity with the passage of time and the awareness of individuals and groups led to the extent of its role in various aspects of their lives. They work on harnessing the available resources, and using them in a manner that provides benefits and developments (Bryson et al. 2009).

That has led businesses to make planning as one of its functional priorities. That is because it helps them avoid the risk of falling into several problems. In general, all aspects of life such as social, economic, political, and others depends on planning.

The planning process in itself requires following a scientific pattern and a specific methodological path. Planning is a condition for the success of any endeavor to achieve specific goals. Planning is a science and art, and its location is occupied in a middle point of all kinds of sciences. Planning for every field of human knowledge is practiced in one way or another. Only one dimensionality of thinking is no longer acceptable. The old methods of thinking and management have become inappropriate to face the challenges of the future. That is, the rapid and successive changes in the world of business makes the old methods collapsed. Therefore, the need to use new and innovative methods emerged (Papke et al. 2017).

Since the beginning of this century, the world has been facing major economic, political and social transformations. They have turned into complex challenges for different organizations, and for governmental and non-governmental institutions. This has led to a radical change in the fields, patterns and standards that govern the work of these organizations. This required providing a clear vision of what the work will be in the future. As a result, planning was one of the strategic bases that take into account the available capabilities and the environment in which the organizations coexist (De Toni & Tonchia 2003).

In implementing strategic planning at the time, the linkage and interaction between planning and strategy evolved. Strategic planning has evolved into a practical system for formulating effective plans and ensuring their flexible execution. Strategic planning in the modern era has evolved into a multi-dimensional process involving reference, scientific, and cognitive levels. It is defined by consistency, beginning with the establishment of the organization's future vision and goals. It monitors progress during implementation to ensure that the plan is adjusted as needed to achieve the desired long-term goal. It considers the available resources in order to attain the desired outcomes.

The strategic planning process is no longer just an economic exercise, as it was often thought. It has evolved into a collaborative approach including a group or team of planners from several disciplines (Ramírez & Selsky 2016).

The nature of their specialties varies in accordance with the practice of projecting the future toward improved resource utilization and achievement of the intended goal. Most developing countries, including Iraq suffer from the failure in planning. That is because they do not achieve their goals, and because they lack of strategies that are characterized by stability and clarity. That reflected in the failure of the planning process to achieve the desired goals.

The other reasons for that failure is the lack in human and material resources. It is well known that all resources are limited, so it is very important to use them efficiently. The organizations must deal with their available resources by subjecting them to achieve desired goals. The progress of organizations is measured on the basis of their ability to direct their resources. In addition, work and harness their potential in their organizational, production and service bodies through advance planning. That planning is based on understanding the surrounding data and looking to the future positively and flexibly.

In catching up with global development and advancing, strategic planning is an important approach of leading organizations towards a better future. Those who strive and plan are more likely to reach what they want than those who do not plan at all. The good planning is the only way to put everything in its right place. It is necessary to take and follow the strategic approach in guiding and organizing work. That is because strategic planning is the crucial way that leads to catch up with the progress that is happening in the developing world (Glushchenko 2021).

Adopting strategic planning is the crucial way to reduce the lack of willingness and determination to succeed. This effort is an attempt to contribute to highlighting the importance of this trend towards strategic planning. The goal is to make strategic planning the platform for the organization. That platform constitutes a basic building element in the development process. To achieve this desire, the methodology of integration and compatibility should be adopted between planning action and economic activities that interact within their own systems.

The strategic planning is based on a network of developmental interactions. These interactions are derived from several things. For example, the interactions between the existing data in the system within the organization and its surroundings. The other example is interactions with the level of the external environment that is controlled by the mechanisms of the national economy (Morrison & Misener 2021).

The interactions with the external relationship that is relevant to the organization's work. The interactions between the organization's future route and the future perspective. Strategic planning is important because it is not black-and-white, and there is uncertainty about the scope of its meaningful application. To improve employee performance, it's critical to simplify strategic planning in a way that's easy to understand.

2.2.2 The development of strategic planning

Strategic planning was a purely military concept. The first model of strategic planning appeared in business administration was in 1920, and it was called the Harvard model. In 1950, the first model in strategic planning appeared to carry out industry and marketing development. During the period from 1950 to 1955, it was known that all organizations have strategies, whether they announce them or not. In the years 1960-1965, the long-term plan was considered as the strategy through which the organizations try to reach what they needs (Mallon 2019).

In 1960, strategic planning was adopted as a management tool in all business organizations in the private sector. In the period 1960-1965, the concept of strategic planning took over instead of the term long-term planning. That is because loopholes have begun to appear, which covered the shortcomings of long-term planning at the level of organizations. In the year 1980, the public administration (public sector) became strategic planning a major tool in it.

New interpretations of strategy, as well as certain associated sciences, were debated in 1986. Attempts to create strategic planning, strategic thinking appeared as an alternative to strategic planning, and that occurred between 1992 and 1996. From 2001 until the present day, strategic thinking has trumped all other strategic words. The reason for this is that strategic thinking is the starting point, and strategic plans cannot be implemented without it (Halevy 2020).

2.3 Types of Strategic Planning

Strategic planning is separated into many types based on each institution's field and the objectives that must be met. Some of these types are discussed in this section. The first type is the integrated strategic planning (Johnsen 2018).

This type is concerned with a long-term plan for small and medium businesses of more than five years, and large businesses of more than ten years. This style of planning is distinguished by its capacity to react flexibly with changing specifics based on reality and its lack of detail stagnation. This sort of planning establishes broad guidelines, regulations, and values. Furthermore, it establishes the plan's strategic objectives and leaves a lot of room for implementation.

Tactical planning is another type that focuses on medium-term strategies, which in small businesses run from one to three years. In medium-sized businesses, it takes three to five years, while in large businesses, it takes five to ten years. It's a type of strategic planning that breaks down a big goal into smaller, more manageable ones. This style of planning is based on these objectives.

Executive or operational planning is another type. This is the element of the strategic planning that deals with the details. It occurs after the strategy plan has been written, presented to top management, and approved. It then moves on to implementation, where the plans are divided into aspects by the organizations. Then they analyze and research the situation, including resources and requirements for each element, as well as short-term goals. They accomplish this by establishing a deadline, specifications, accountable parties, and auxiliary parties. They also establish markers for achieving goals. Planning for procedures, programs, and tasks is another type. The daily duties and procedures are the focus of this planning type. The strategic plan is broken down into tactical plans, which are then converted into executive plans. The executive plans are then translated into daily and weekly schedules (Kachaner et al. 2016).

Strategic planning based on function and industry has also some types of planning. According to the function and field, there are various types of strategic planning. For example, financial planning, population planning, structural planning, and production planning. Strategic planning according to the goals is another type (Kalkan & Bozkurt 2013).

It is regarded as one of the most effective methods of strategic planning. This is because it relies on the entire work team's participation in determining their own objectives. The goals are then included into the organization's plan and vision, ensuring that everyone is included. This is a critical component of achieving the plan since everyone strives to achieve his or her goals within the organization's aims.

This type of strategic planning has many steps. The first step is that the work team meet to set goals of their organization. The next step is analyze and study the available resources and know the capabilities and skills of each individual within the organization. The next step is establishing a general vision for the organization that includes its goals. Then, presenting this vision to the workers, explaining it to them, and ensuring its efficiency with them. After that, transforming vision into strategic and tactical goals. The next step is analyzing the gaps between the reality of the institution now and the goals set. Then, developing the operational plans for the various aspects of the institution. After that, allocate tasks and provide the necessary requirements to implement the plan. The final step is developing indicators for evaluation, control and performance measurement (Jung & Lee 2013).

2.4 Strategic Planning's Importance

Based on the whims of the business world, most organizations choose reactive rather than proactive strategies. Organizations waste a lot of resources and effort with reactive strategies because they are short-term. Strategic planning allows businesses to plan ahead of time and have an effect rather than merely reacting to events. The most essential benefit is that it aids in the formulation of better tactics utilizing a logical and systematic pattern. According to studies, the strategic planning process has a higher impact than the choice itself. It helps businesses and employees communicate more effectively. Communication is crucial to the strategic planning process's effectiveness, which begins with involvement (Nickols 2016).

Then there is a discussion between managers and staff on how they are going to achieve organizational goals. Managers and staff can also demonstrate dedication to the organization's aims by using strategic planning. This is because they understand what the organization is doing and why it is doing it. Organizational aims and objectives are also made concrete through strategic planning.

Strategic planning helps employees to be able to understand the link between their performances and their pay. Employees and managers become more professional and innovative, which increase the organization's growth. Increased conversation and communication throughout the process empowers employees and enhances their sense of effectiveness, initiative, and imagination (Rashid et al. 2016).

Strategic planning demonstrates the necessity for corporations to decentralize. This can be accomplished by involving lower-level executives

Strategic planning aids in the improvement of organizational performance by highlighting the most pressing concerns and roadblocks. It must deal with situations and variables effectively and efficiently. Strategic planning is based on predicting events and clarifying the future. It assists organizations in preparing for anticipated changes and taking steps to address them. That is because it depends on validating the organization's key activities, strategic planning helps to improve decision-making. Furthermore, it is predicated on how they are accomplished, as well as deciding what effective decisions are to be made (Asobee 2021).

Strategic planning aids in the establishment of intentions and the required response. Strategic planning enables an organization to employ the logical process in selecting the optimal actions and behaviors to attain its objectives. It increases the knowledge of the organization. It aids in the development of informational foundations for many areas of its activity in the internal and external environments. Strategic planning assists companies in making the best use of their financial and economic resources. It assists in attaining the finest results for the company. Strategic planning aids in achieving organizational coherence by establishing suitable work systems that are free of conflict. Strategic planning improves teamwork and contributes to the organization's overall experience by allowing all employees to participate in developing strategies and defining goals (Farahmand 2016).

Many organizations now recognize the value and benefits of strategic planning and devote significant time and resources to developing them. The organizations will not stay in the market if they do not know where it is going. As a result, organizations consider how they might avoid losses and failing to meet their objectives. It is worthwhile to consider and prepare by focusing efforts on the strategic planning process, which keeps the business running and leads it to success. Strategic planning has numerous advantages for a business.

The key to effective strategic planning, however, is to develop protocols and implementation methods. These measures enable the organization to engage its staff and track results on a regular basis.

2.5 The Advantages and Disadvantages of Strategic Planning

2.5.1 The advantages of strategic planning

Strategic planning makes the organization proactive. Organizations can use a strategic plan to forecast their future and prepare for it. Organizations can predict certain circumstances and take preparations to respond to or prevent them through strategic planning. Organizations that have a good strategic plan in place can be proactive rather than reactive to problems as they emerge. Being proactive allows the company to keep up with shifting market trends and stay one step ahead of the competition. The strategic plan helps in defining the direction in which the organization should go. A strategic plan assists in the establishment of realistic goals and objectives in accordance with the organization's vision and mission. For example, a strategic plan provides the needed basis, from which an organization can grow, and evaluate its success. Additionally, it must compensate its staff and establish boundaries in order to make good decisions (Ketokivi & Castaner 2004).

Strategic planning increases operational efficiency. The long-term strategy serves as a road map for coordinating the organization's functional activities in order to meet its goals. It directs management debates and resource allocation decisions. Furthermore, it directs management of budget requirements to meet defined goals, resulting in increased operational efficiency. Strategic planning helps increasing profitability. The strategic plan aids the firm in gaining vital market and consumer segment insights. Furthermore, they offer items and services that may influence their success. It aids in the transformation of all divisional efforts in the organization in order to boost profitability and market share. Strategic planning helps maintains the continuity of organization. The strategic plan helps organization booming (Brews & Purohit 2007).

The organizations that lack of strong foundation will have difficulty-keeping pace with rapid changes. According to many recent research and studies, one in three leading companies in its industry may not exist in the coming decades.

2.5.2 The disadvantages of strategic planning

Strategic planning is clearly a human activity, and it is more prone to have flaws. The more faults that can be eliminated, the more excellent the strategy gets.

Some of the downsides of strategic planning can be discussed in this section. Inability to predict the future is one of these disadvantages. The science of the unknown is the science of the future. Strategic planning is primarily concerned with forecasting and planning for the future. Given this, it is feasible that something unexpected will happen in the future. Natural and fatal accidents, such as death and disease, are examples. Accidents drastically alter the direction of the plan, making it difficult to predict (Kerzner 2019).

Strategic planning takes a significant amount of time, money, and effort. As a result, if an unforeseen event occurs, all of this money and labor will be wasted. Based on the scenario-planning model, modern strategic planning models were able to treat a substantial part of this flaw. This concept is based on anticipating all future possibilities and options and establishing generic frameworks for ready-to-use preparations in the event of an unexpected event.

Difficulty in obtaining correct information is another disadvantage. The strategic planning process is mostly based on data, reality research, and historical study. In addition, it is also based on market analysis, as well as market control and influential forces. The downside of these analyses is that they are dependent on the individual's perspective. As a result, information differs depending on who is in charge of the planning process. It is quite difficult to collect accurate and realistic data. It is feasible that a single piece of planning information will render all plans invalid. There are currently companies that specialize in gathering data and information. They are doing several studies in an effective and competent manner, which has resulted in a significant reduction in this defect (Brews & Purohit 2007).

Planning process costs is another disadvantage. The plan is created in three to six months by an integrated team of experts. Except for assistance from other external and internal parties, the plan is completely disrupted during this time. During the formulation of the strategy, all of these challenges cost the organization a significant amount of money. According to planning experts, every hour of preparation saves four hours of execution

The strategic planning may not allow creativity and flexibility. This flaw depends on the planning method and the projected individual. The strategy can ensure originality and flexibility, as well as assist in job implementation. It can also assist in achieving objectives and provide shortcuts. It might be a rigid strategy with rigid rules and frameworks that do not accept any additional specifics and provide incorrect results. Planning is dependent on the future, which is uncertain. As a result, there must be a lot of leeway and the ability to deal with various details (Martin 2014).

Delay in making decisions is another disadvantage. The delay in making decisions is one of the major issues that planners and owners of strategic thinking encounter. This can occur as a result of the vast number of reviews as well as the large number of people thinking about and anticipating the possibilities. It can also occur as a result of hasty decisions made at the time. As a result, the strategic person must be able to apply some of the quick executive thinking at this moment.

In a nutshell, these are the most typical downsides of strategic planning. In all circumstances, though, having a strategy in place is preferable than not having one. The strategy combats chance, integrates efforts, and aids in the ability to adapt to change. The plan has become one of the pillars of success and expansion in light of the strong competition in new areas.

2.6 The Difference between Strategic Planning and Terms Close to it

Strategic planning includes a number of fundamental concepts and phrases. They make a significant contribution to the creation of corporate strategy. As a result, they can gain a competitive advantage. This competitive advantage allows businesses to stay in the market for the longest time possible while avoiding challenges from competitors. These are the terms long-run planning, strategic thinking, and strategic management (Nickols 2016).

2.6.1 The difference between strategic planning and long-run planning

There was no obvious separation between the concepts of long-term planning and strategic planning until the end of the 1960s. Although the two phrases are used interchangeably, the focus on the presumed environment differs. Long-term planning is devising a strategy for achieving a set of objectives over a period of several years.

It is assumed that present knowledge about future conditions is reliable enough to assure the plan's stability during implementation. Strategic planning assumes that organizations must respond to a changing dynamic environment, rather than the steady one that long-term planning presupposes. As a result, strategic planning emphasizes the need of making decisions that confirm the institution's ability to respond to changes in the environment successfully (Cummings & Daellenbach 2009).

2.6.2 The difference between strategic planning and strategic thinking

Strategic thinking is the process of planning for the future. It establishes a course for the organization to follow in order to capitalize on opportunities and future factors. It leads to the development of plans and the drawing of necessary actions to transform its vision into reality. Strategic planning varies from strategic thinking since strategic planning is an analytical process, whereas strategic thinking is an insight-based procedure. That is, strategic planning is a logical process that necessitates analytical skills in strategy development and implementation. Strategic thinking, on the other hand, relies on intuition and imagination to create new vistas and a vision for the organization's future. Strategic thinking is a continual activity, not just an annual plan that tries to uncover connection between the organization's present and future (Nickols 2016).

As a result, strategic planning carries out and supports the plans devised throughout the strategic thinking phase. It necessitates in-depth consideration and a broad perspective. It also necessitates the participation of the organization's numerous active elements in the thought process. Despite their differences, these two principles are complimentary and form the foundation of effective strategic management.

2.6.3 The difference between strategic planning and strategic management

One of the stages of strategic management is strategic planning. The development of the strategic planning concept led to the establishment of strategic management. This perspective backs up the notion that strategic planning is a key part of strategic management. Managing organizational change and culture is also part of strategic management. Furthermore, simultaneously managing resources and the environment culture is also part of strategic management (Bagheri 2016).

At the same time, strategic management is concerned with the present and the future. It is an internal look outward and an appraisal of the organization's current state from a future perspective. That is, strategic management is a process of deliberate creation, whereas strategic planning is a process of long-term projection. It foresees what will happen and allocates resources according to the plan.

2.7 The Process of Applying Strategic Planning

Strategic planning in the workplace is the result of difficult management decisions. It entails both desirable and undesirable actions. The creation and implementation of strategic plans is a well-thought-out strategy that is carried out in three key steps. The first step is the strategy formulation. The organization evaluates its present situation by undertaking an internal and external audit while establishing strategy. Identifying the organization's strengths and weaknesses, as well as opportunities and dangers, is part of developing plans. As a result, executives must discover new markets into which they can expand or exit. Determine how to allocate the organization's essential resources, as well as whether to expand through joint ventures or mergers. Business strategies have a long-term impact on an organization's success. Business leaders recognize the importance of these strategies and give permission to allocate the resources needed to implement those (León et al. 2010).

The second step is strategy implementation. Following the formulation of the strategy, the organization must identify short-term objectives (usually one-year goals). In addition, policies must be established and resources allocated for implementation. This step (strategy execution) is also known as the action stage, which is crucial in strategic planning. It includes the ability of the company to care for the environment determines the success of the implementation stage. It includes maintain a work environment that stimulates employees. During this phase, the manager's personal abilities are crucial. Developing a viable organizational structure, maximizing the use of information technology, and refocusing marketing efforts are all part of effective strategy implementation (Jaana et al. 2012).

The last step is the strategy evaluation. Any astute businessperson understands that today's success does not guarantee future success. Managers must evaluate various strategies once they have been implemented (Hamurcu & Eren 2020).

Three key activities make up strategy evaluation. The first step is to assess the internal and external elements that influence strategy implementation. The second step is performance evaluation. The third step is to take corrective action. The three steps of strategic planning take place at three levels of hierarchy, which are corporate, mid-level, and operational. As a result, improving communication and engagement between employees and supervisors at all levels is critical. This might assist the firm in working as a cohesive one.

2.8 The Structure of Strategic Planning

The Structure of strategic planning has four important components. Including future decision-making is the first component. This part is an organizational process for identifying future opportunities and risks. Its combination with relevant information gives the organization the appropriate ground for taking decisions. These decisions are related to avoiding risks. Thus, this element represents the process of identifying the future goals and the way to achieve them. The process is the second component. Strategic planning is the process that includes predetermining the types of organizational efforts required. The process is continuous in changing internal and external environment. Philosophy is the third component. Strategic planning is a direction and a way of life, a culture and a conviction that should be available to those in charge of it. Finally, the structure of ctrategic planning connects three different plans, which are strategic plans, medium-term plans or programs, and short-term plans or programs (Tavakoli & Skehan 2005).

2.9 Strategic Planning's Characteristics

Strategic planning has many characteristics. It considers both the internal and external environments, as well as quantitative and qualitative data. In planning, strategic planning establishes interaction and positive relationship between the three administrative levels (upper - middle - lower) (Papke et al. 2017).

They usually debate the organization's future and strategies for success and development. Furthermore, it assists in the administrative decision-making process. Strategic planning adds to the institution's future decision-making techniques in a scientific manner based on research, analysis, and expectation. That can lead to make the best and most feasible decisions.

Strategic planning strives to make fundamental and significant changes in the organization over time, with significant expenses and effort. Flexibility is a feature of strategic planning in order to deal with potential changes during implementation. Strategic planning is characterized by integrated work teams, which set the framework for work and competition. It helps identifies potential risks and possibilities in the future. It help defining the institution's goal and overall direction. The plan and its implementation are viewed as a road map to success. It helps improving problem-solving techniques and decision-making techniques. In addition, improving communication and knowledge of the institution's goals among its members.

2.10 Strategic Planning's Challenges

Many factors emphasize the barriers to strategic planning. For example, limited availability of resources, such as a scarcity of resources and the difficulty in obtaining them. Furthermore, the difficulty in controlling them, as well as a lack of the required talents. Due to the quick change in the elements of the environment, the external environment is turbulent, which may render planning obsolete before it begins (legal, political and economic). Gathering inaccurate information regarding environmental strategic variables is another barrier. Limited time and money is also barrier because strategic planning takes a lot of time and money. The strategic manager's incapacity to see real opportunities and hazards, which is also a barrier (Naghipour & Ahmadi 2017).

2.11 Strategic Planning Levels

The development and implementation of strategic planning is dependent on the various levels of administration that implement it. It aims to make the company more cohesive and integrated (Arend et al. 2017).

That is, all of its components must function together to accomplish the desired results. There are three stages of strategic planning based on this foundation. The first stage is the strategic planning at the senior management level. It is also known as comprehensive strategy planning, and it is decided by the board of directors. They focus their eyes on the overall project's goals, and as a result, the entire project is impacted. The overarching strategic planning focuses on the product, process, market, and consumer characteristics of the project's activity. The majority of these strategic decisions are long-term.

The second stage is strategic planning at organization units' level. This stage focuses on how each of the strategic organization units can contribute to the company's overarching strategy's promotion and success. The third stage is strategic planning at the career level. It is tailored to the needs of the institution's departments and components. These departments create their own strategies based on the unit's strategy. This strategy level is considered short-term and is linked to the department's operational aspects.

2.12 The Elements of Strategic Planning

The elements of strategic planning are illustrated in figure (2.2). They can be broken down into the few categories. Data and input is the first category. The most crucial component of strategic planning is data, which may be gathered by analyzing the outcomes of prior strategic plans. Furthermore, it may be collected by completing questionnaires and gathering data from employees. Conducting two analyses is part of this step. The first is termed (PESTLE), and it tries to examine the organization's operating environment. It is focused with external organization issues. It involves a review of the current and future state of the environment in which the company operates. It concentrates on the economic, social, legal, and technological circumstances (Poister & Streib 2005).

The second analysis is known as (SWOT), and it is used to evaluate and research the organization's status and capabilities. It is used to determine the organization's competitive position and assess internal issues. In addition, analyze external factors, opportunities, and threats to understand its strengths and limitations.

It also entails determining the magnitude of their impact on the organization's future predicament. It is worth noting that the correctness of this data and the plan's authenticity aid the strategy, as a result, identifying the capacity to make the best selections.

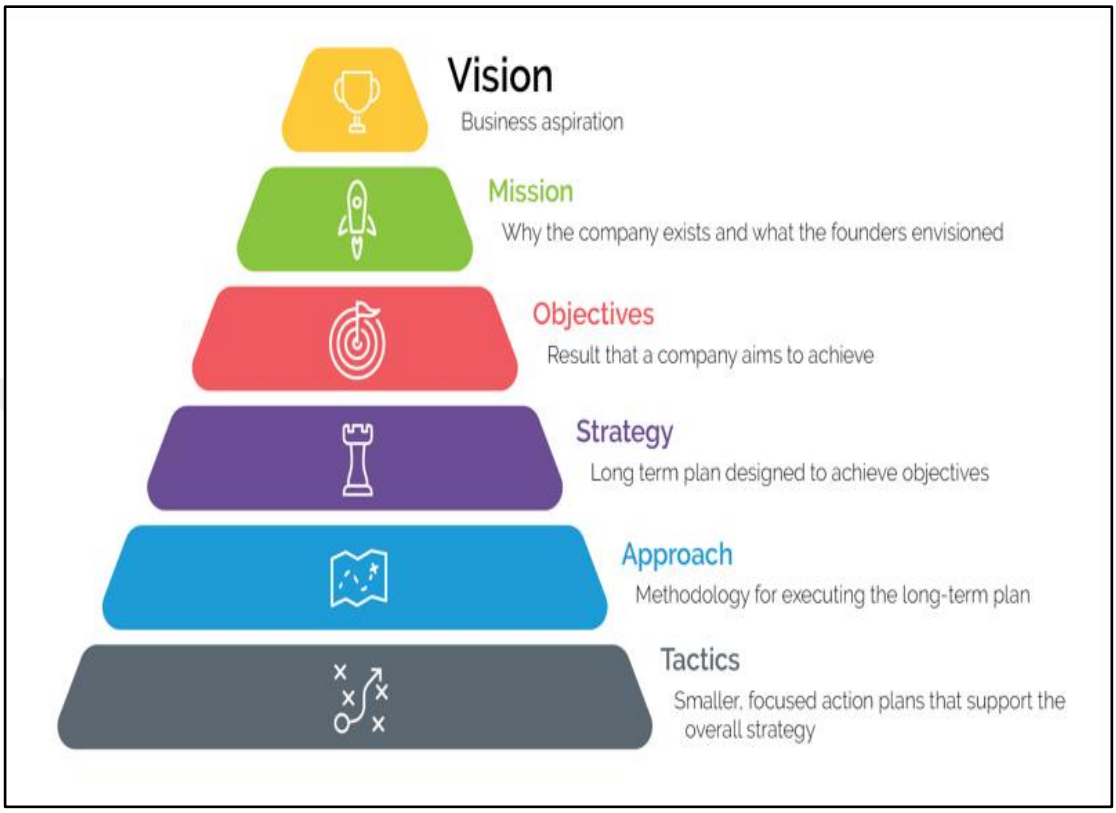

Figure 2.2: The Elements of Strategic Planning

Source: Dan Overgaag (2022).

The vision is another category. The vision is the long-term goal that the organization aspires to attain in three to five years or less. It symbolizes the organization's overall orientation as well as its working group. The strategy is built around the vision. The organization must know its destination. The vision must be apparent to all personnel and describe the company's long-term goals. The mission is another category. The organization's mission relates to the responsibilities it does in the short term. It outlines the benefits from the completion of certain duties as well as how to complete them. These responsibilities help the organization achieve its goals. It explains why the organization exists, what its goals are, and how to attain those (Rashid et al. 2016).

The values is another category. The company's values are a set of activities and behaviors that all employees adhere to. Everyone must understand and agree on these ideals. They can contribute to the organization's vision and mission. Long-term goals is another category. They are goals at a lower level of vision that govern how to plan to achieve the vision's realization. Annual goals is another category. Long-term goals are met by setting annual targets. These objectives must be specific, attainable, measurable, practical, and time-bound.

Risks and challenges is another category. This component entails recognizing risks, determining the level of their influence on the organization, determining how to prevent them, and ensuring that they are minimized. Communication plan is another category. To ensure that team members are completely informed of the organization's future, the strategic plan for the team must be stated. As a result, it is critical to develop an effective communication strategy. Unique features is the other category. The organization's distinctive traits set it apart from other comparable organizations (Hassanien 2017).

2.13 Examples of Strategic Planning

The first example is planning a trip. People use simple strategies and tactics in their daily life without realizing it. For example, planning a trip from USA to UK, it needs a strategy to do so. The strategy includes answering many questions such as, how do you want to travel (air or sea)? What resources do you have? When do you have to get to the destination? If decided to travel by air, the tactics for buying a plane ticket can be contacting a travel or tourism agent. It can be done using the website of a particular airline, or using a website that compares prices of different airlines (Seliverstov 2018).

Planning to find a job. The goal may be to find a new job as part of a long-term plan for financial stability. There are many different strategies that may be used to find a job, including the use of existing skills to find a new job. To become an apprentice in a trade, individuals may go to college to start a new job. If persons choose the strategy of using their existing skills in another job, therefore, the tactics will include the update of their CV. It may include telling their friends that they want a new job, so they can help them out (Soulard 2018).

They may search for job advertisements in newspapers and websites. In this case, as in most cases, they will likely use several different tactics as part of strategy for finding a new job. During the job search process, they may see that some tactics do not work, so they stop doing that and try new ones. These strategies can also applied on organizations in terms of identifying their goals and managing their available resources.

3. INSTITUTIONAL PERFORMANCE

The literature of institutional performance field showed, in general, that this concept has many components, but it has two main components. These components are the institutional efficiency and institutional effectiveness. In other words, the institutions that is characterized by good performance is the one that combines the factors of effectiveness and efficiency (Prasetyo & Dzaki 2020). Figure (3.1) show the general structure of the institutional performance.

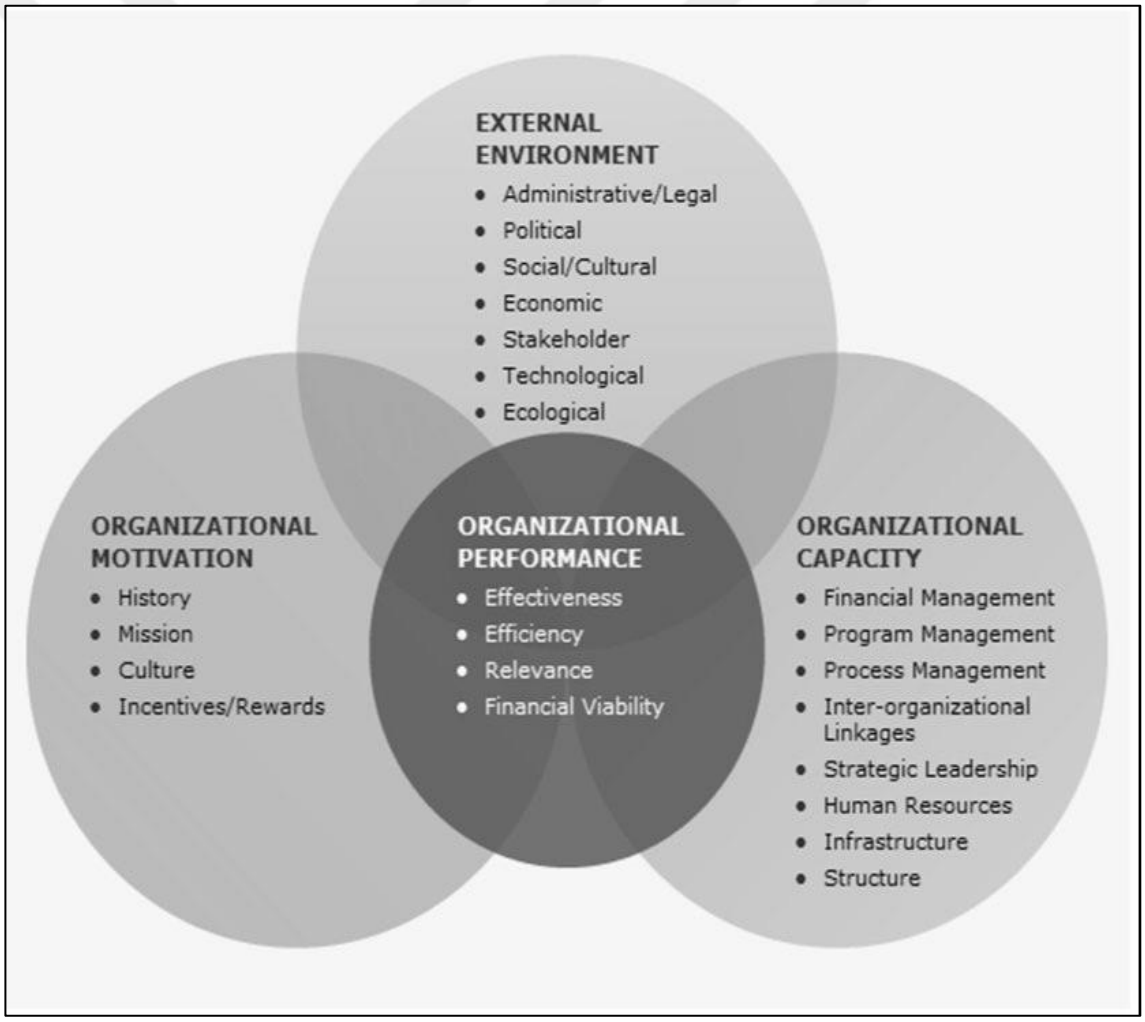

Figure 3.1: The Structure of Institutional Performance

Source: www.betterevaluation.org**.**

The efficiency of institutions is defined as the resources' value. Specifically, the value of the resources used in the production processes. Therefore, it is a concept that refers to rationalize the use of different resources. For example, the use of human, material, financial resources, and available information (Mondal et al. 2020).

The efficiency measurement depends on two basic groups of indicators. The first group of indicators includes the availability of human, material and financial energies, and available information. The second group of indicators are the ways of using these resources to achieve the institutions' goals. The effectiveness of institutions is an indicator of the extent to which the institutions' objectives have been achieved. Therefore, it is concerned with the objectives set by the institutions and the extent to which they are achieved. In addition, it is also concerned with improving the institutions' internal operations and obtaining resources described as scarce from the environment in which it operates.

The institutional performance is defined as the quality of products and service delivered to customers. For example, in the case of public institutions, the government focuses on the actions of various sorts of formal institutions. Specifically, the institutions that create, implement, or regulate public-sector operations to supply public goods. In this case, institutional performance is frequently referred to as the government performance or "government quality. It excludes other sorts of social institutions like family and religion. The institutions must be sensitive to people's wants and expectations. They must be able to formulate and implement policies that reflect these demands and expectations. The quality of institutional performance is usually measured in terms of two major categories, which are responsiveness and efficiency (Amam et al. 2020).

The idea of institutional performance can also be defined as the process of embodying two dimensions. The first one is effectiveness, which is concerned with the alignment of outputs with goals or other criteria. The second one is the efficiency, which is concerned with the relationship between outputs and inputs. The efficiency is relatively neglected when assessing institutional performance. In addition, it its relevance to economic ideas of efficiency and productivity is investigated (Falavigna & Ippoliti 2020).

Institutions play an important part in society's global growth. Their key stakeholders are increasingly interested in learning how well they are performing by looking at some issues. They usually look at meeting the demands of the clients. They look at the ways of adapting to changes in the external and internal settings in a competitive global world. They identify the institutions' added-value or specialty, which is critical to their success. They identify and resolve potential threats and challenges to their future viability, relevance, and the lack of absorptive capacity. The institutional performance evaluation can assist customers answer these issues, as well as determine what adjustments or enhancements are required. Inspire a strategic planning or institutional transformation endeavor. Finally, meet the needs of significant donors for accountability and risk management (Modell 2019).

3.1 The Characteristics of Institutional Performance

Institutional performance has been characterized by a number of scholars as the integrated system for the institutions' work outputs and qualities. One of its characteristics is maintaining work stability and continuity. This can be accomplished through a combination of past and cumulative experiences that enrich the institutions. These lessons are passed down the generations, ensuring that the institution is not affected by a change in leadership or the absence of one (Zhang et al. 2018).

The second characteristic is a reliance on communal performance and decision-making participation. This process is carried out by specialists and experts for the institution's management. The institutional work ensures that the institution's leader is not alone in terms of administration and decision-making. The third characteristic is keeping the institution's administrative and financial stability by adhering to established laws and regulations. The fourth characteristic is to put all of the people who work in the institution's development efforts into it. This can be done within a defined framework of roles and responsibilities, as well as group engagement in the achievement of the objectives.

The fifth characteristic is choosing the best management methods and theories that achieve superiority for the institutions at the level of services provided. The sixth one is focusing on the human element (Tsan 2019).

It indicated that developing and rehabilitating the human element is important. This involves the institution's ongoing efforts to acquire the greatest talent through a well-developed policy. The seventh characteristic is to increase employee loyalty and attachment to the institution and its processes. It is the institution’s responsibility to providing all that required diligent work to preserve loyalty and work for its progress.

The next characteristic is that the institutional work ensures the creation of alternative leaders and allows the distinguished to advance in senior positions. Finally, the last characteristic is staying in the market, and not to be alone in the industry. The individuals work shows their owner effort and contributions. Therefore, their weakness in one aspect must be reflected in the work. However, it does not accept the same level of shortcoming in the institutional collective work that seeks continuous evaluation of performance (Bjaalid et al. 2019).

3.2 Institutional Performance Appraisal

The institutional performance appraisal is a method of comparing actual performance to predetermined standards in an institutions' plan or strategy. Figure (3.2) depicts the steps of this process, which aid in detecting deviations and variations over time so that corrective action can be implemented (Bayo et al. 2020).

3.2.1 The objectives of institutional performance appraisal

Many objectives that the institutions seek to achieve through their application of the institutional performance evaluation process. The most important of which include assisting in verifying the extent to which the institutions' local units are able to achieve its goals. That can be done through the availability of a set of standards and measures used, to evaluate performance. The difference between what is planned and what has been actually accomplished can be determined. Thus, determine the institutions' strengths and weaknesses. The objectives include shedding light on the extent of efficiency in the administration’s exploitation of all the resources available. This is done through better investing of human resources. In addition, it is done through reducing the waste of financial resources, specifically, by reducing costs (Houldsworth et al. 2021).

The objectives include evaluation process. It helps the managers to know what they needs to achieve high performance commensurate with their set goals. Evaluation include a set of foundations that contribute to determining the right way to raise performance efficiency. If the institution followed these foundations, that will contribute to improving the performance level of it (Lamarca & Ambat 2018).

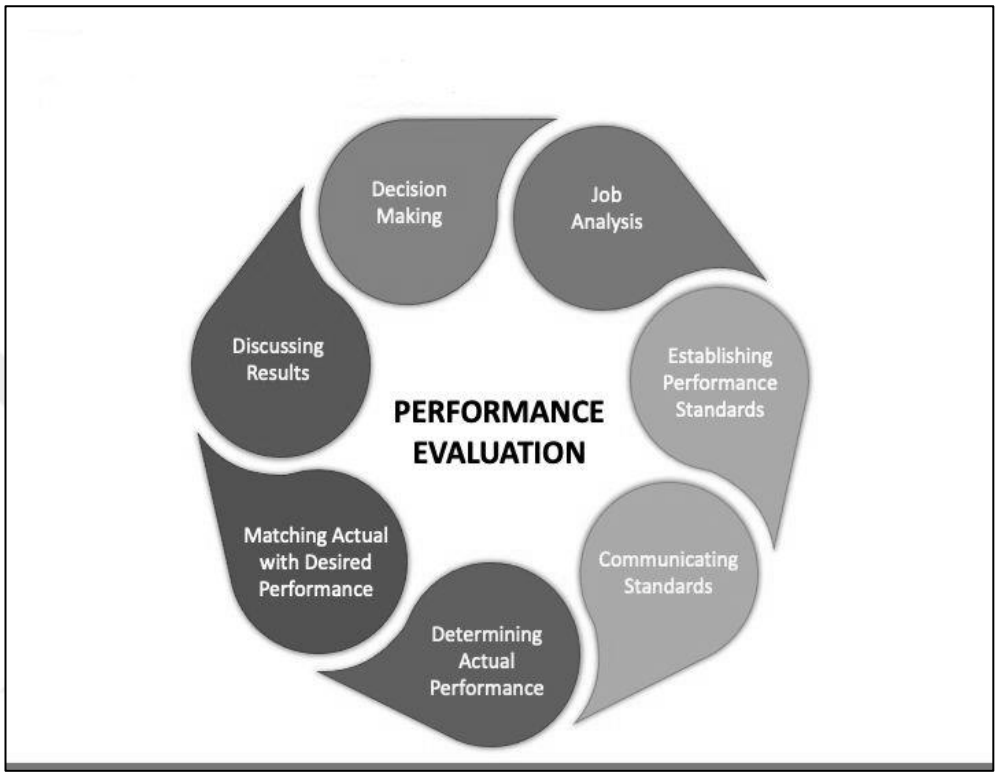

Figure 3.2: The Process of Institutional Performance Appraisal

Source: www.sketchbubble.com

The objectives include contributing to the development of the local departments of the institutions. That is done by diagnosing the problems and obstacles of each department within the institutions. Then, trying to address them after evaluating them through specific foundations and criteria. The objectives also include creating an atmosphere of competition between all departments within the institution by promoting the principle of reward and punishment. They finally include achieving a better level of customer and employee satisfaction alike. It is necessary to keep pace with development in order to continue providing the best to customers and employees. Specifically, by providing a set of criteria to measure their satisfaction with those services provided.

3.2.2 The performance appraisal and total quality standards

The process of performance appraisal is a very important process since it is part of the institutions' total quality. That is, working with it can benefit both the institutions, their managers, and their employees. It can establishing a climate of trust and ethical behavior. This could reduce the number of grievances lodged by employees against the institution. It can help improving employee performance, and investing in their abilities in a way that allows them to progress and develop. It can help analyzing and evaluating human resource management policies and programs. The outcomes of this approach will contribute to the institution's overall growth (Liu et al. 2017).

It can also encouraging managers and supervisors to improve their intellectual capacities. This can help them to be more creative and get the greatest potential results for their subordinates. It can help encouraging managers to form positive relationships with their subordinates and to get close to them in order to discover difficulties. It makes the workers more responsible, in order to increase their feelings that there is someone who cares about developing their abilities. It pushes the workers to work diligently, seriously, and with sincerity, to look forward to winning the moral respect and appreciation of his superiors.

3.2.3 The procedures of performance appraisal

The performance appraisal has three types, the first of which is the team's real work. The second one is the labor that each individual does as a team member. Finally, the team's overall performance and the extent to which it contributes to the institutions' overall performance. As a result, in order to be comprehensive, all three levels must be covered. To accomplish this, the team's performance must first be evaluated in order to reach the required inclusion. Second, one of some evaluation should be used. For example peer evaluation can be used where each team member assesses the performance of the others (Farndale & Kelliher 2013).

Customer satisfaction can be used where internal and external customers' satisfaction levels are measured. Self-evaluation can also be used where each team member assesses the team's overall performance.

Team leader evaluation can be used where team members assess the team's overall performance. Management evaluation can. The final one is when department manager assesses team members' performance by focusing on the outcomes.

3.2.4 The levels of institutional performance appraisal

It is known that there are three tiered levels of performance. The first level is the evaluation of the general performance. It aims at evaluating the general performance of the state or any of the other productive or service sectors. The evaluation of the state's social and economic development plans is to know what is required of them. In addition, is to identify their strengths and weaknesses is an example of the level of general performance. The evaluation of the performance of the service sector in the state is another example (Van Dijk & Schodl 2015).

The second level is the institutional performance evaluation includes evaluating the performance of ministries, departments, municipalities, institutions and institutions. This is done by developing a set of performance standards and measuring the level of actual achievement in light of those standards prepared for the required performance. The third level is the individual performance evaluation. This includes each of the employees in any department or institution. It is done by setting some foundations and criteria for evaluating individual performance. In addition, emanating from the analysis of the jobs performed by the workers. This evaluation is the cornerstone of performance evaluation as a whole (Iqbal et al. 2015).

The relevance of the interaction between institutional and individual performance is obvious from the preceding. Because there is a causal relationship between institutional and individual performance. Meaning that when individuals work in an effective environment, their high performance is reflected in institutional performance. This is because, in the event of a performance disparity, it must be scientifically diagnosed.

3.3 The Importance of Institutional Performance Appraisal

The importance of institutional performance appraisal can be divided into several terms. These terms are based on specific aspects, which are discussed in this section one by one.

3.3.1 In term of employees

The institutional performance appraisal constitutes an important points related to the employees. It is also an important means to achieve the goals of the institution, in terms of several aspects. For example, it can help increasing investment in human energies and extracting their capabilities and talents. It can lead to achieve job satisfaction and loyalty to institutions that support and reward efforts. It can help obtaining promotions based on the efforts made, thus increasing the employee's motivation (Van Dijk & Schodl 2015).

It increases the sense of justice and job security in an institutions that judges the quality of work, not social relations. It can help increasing the employees' confidence and sense of responsibility towards the institution that supports them in various ways in improving his performance.

3.3.2 In term of the institution

The institutional performance appraisal is an important issue for the institution. It is important means to achieve the objectives of the institution in terms of several points. These points include the increase in the efficiency of the production of goods, products and services provided to customers. It includes improving the performance of the institution, by providing feedback. It also includes increasing the total profits by increasing the number of customers and achieving their desires. It help determining the strengths, weaknesses, threats and opportunities that surround the institutions. Finally, it help improving the institutions' reputation. As a result, all of these can lead to achieving customer satisfaction and improving the quality of services and goods provided by the institution (Khan et al. 2020).

3.3.3 In term of the internal work environment

The institutional performance appraisal is an important point for the internal work environment and team spirit. That can be seen in terms of several points including the continuous improvement of performance and quality of services and products. The points include creating an environment of competition, support, cooperation, respect and appreciation among team members. The points include developing specific training programs to achieve more success (Sepahvand et al. 2020).

The points also include reducing financial losses in setting goals and strategy. Finally, the points include determining the path of the actual performance level with all objectivity and impartiality.

3.3.4 In term of the external work environment

Evaluating the performance of institutions in terms of the external work environment and the labor market is very important. It is an important means to achieve the objectives of the institution through several points. For example, it helps providing products and services to customers with the best quality, and low price (Aydin & Tiryaki 2018).

It helps encouraging economic competition for enterprises that provide the same goods and services. It helps achieving economic security for the country, and harnessing the efforts of its people to support its economy. It helps reducing the level of inflation, preventing economic depression and monopoly. It helps improving the country's budget, by reducing government expenditures on economic projects. It helps achieving financial stability in the country, by increasing the volume of highly qualified human resources. Finally, it helps achieving overall economic growth and prosperity in the country, financial liquidity and financial balance.

3.4 Measuring the Performance of Institutions

It is very important to measure the performance of institutions or institution since it helps knowing where they stands in the market. It also helps identifying what should be reviewed or added, and other important issues. Therefore, it is necessary to know and identify the performance measurement standards. The items of performance measurement in every work procedure are almost the same. These standards include evaluate the effectiveness of corrective and preventive interventions. For example, setting a 95% implementation rate for corrective activities. They include evaluating performance in terms of client complaints. Setting a standard, as an example, for the proportion of customer complaints resolved in a year as a percentage of overall complaints (Mia & Chandran 2016).

They include evaluating performance in terms of nonconforming service or product monitoring. The requirement for that is to take proper action in response to them. They include evaluating the performance of the supplier selection procedure.

Continuous evaluation of all supplies and suppliers is the standard that has been set for it. It is critical to pay close attention to the correlation of these standards in assessing institutional performance with the goals that have been established ahead of time. There are some issues related to performance measurement that should be taken into consideration. These are production, costs, reboot, and delivery on time. In addition, they also include reaction speed, fulfilling the competency standards, customer's reaction, income, and profits.

3.5 Enhancing the Institutional Performance

There is a direct correlation and link between high performance and the institution's predicted performance. Institutional processes, which are implemented to achieve high performance, help in maintaining high performance in the long term. That is because the practices of workers inside the institutions will be organized and directed well. Specifically, they directed to achieve the tasks and responsibilities assigned to them. These practices are classified into three categories (Kalyar et al. 2019).

The first categories is the basic practices. The basic practices includes direct and self-direction team. In this type, tasks are assigned to groups instead of assigning individually to employees. As the result, the team work will be significantly better because team members have to work on tasks together. That help in providing different knowledge, experiences and skills that will be combined with each other to achieve the task. In addition, their efforts will be higher and have better outcomes due to the sharing of information among them. The teamwork will enhance their ability to solve problems on their own to accomplish the task assigned to them. That can be done by the exchange of opinions and experiences to reach a solution and not stop work (Zhang & Chen 2015).

The basic practices also includes sharing information. It is an important practice, as the most professional managers in their work depend greatly on sharing information. They share information with their employees to informing them about to their tasks. They may share other information such as management goals or institutional goals. The aim is to raise their sense of belonging and dependence on them. That in turn will give them more incentive to do a better job. In addition, it can make them feel that they are valuable members of the institutions.

The second categories is the human resource practices. Improving the recruitment process and using the concept of justice and fairness in the employment process are two examples of these techniques. In addition, they include selecting qualified people with knowledge, experience, and skills without any discrimination. The process of selecting the right people in the right jobs for them means can help adding more value to the institutions. That will help improve its overall performance (Saasa 2007).

Another human resource practice helps maintain the quality of performance that should not be overlooked. This practice is the evaluation of performance. In this practice, the managers must evaluate their employees with regard to their performance. In addition, they must evaluate their employees concerning the level of their contribution to the performance of the institutions. The human resources management must review all performance evaluations. They must also obtain and discuss the employees' comments about their evaluation. That help ensuring that the evaluation is done in an ethical and fair manner. It also help ensuring that the evaluation is free from any practice that may cause harm to either the employee or the institutions.

The third categories is the practices of rewards. The practices of rewards is very important since they occupy a very vital part in the term "working on performance". These type of practices include financial rewards for the employee (increase or promotions). It can keep employees motivated and thus make them able to take on more work responsibilities. This practice is considered important as it enables to retain competent employees and appreciate their efforts in the institutions. This will be considered a catalyst to raise their performance and further development. As well as, making it sustainable to a large extent, this will lead to an increase in performance and productivity rates (Bianchi 2012).

The practices of rewards also include non-financial rewards for the employees. It is easy for the institutions to improve the performance of its employees by providing training. The training programs should be designed according to the scope of employees work in the institutions. Training may help employees acquire knowledge, experiences and skills that may be new (Murzi et al. 2015).

Training may help developing and refining the employees' previous experiences and skills. Thus raising the efficiency of facing new challenges. Training also has a role in obtaining responses positive action among the employees themselves towards institutions.

The commitment and applying the practice of flexible working time as much as possible is another example of non-financial rewards. It helps providing more options for employees to do their work. For example, it provides options like working at a different time or from different places that suit their lifestyle. It will make them continue to increase their commitment to the work specified for them.

Thus the institutions will retain good employees because the flexibility of working time. There is also a correlation between high performance work and employee well-being and their general level of satisfaction. Therefore, it is important to treat employee on the basis of fairness and fairness without any kind of discrimination. In addition, it is important to provide good reward and appreciation practices for employees. This will lead to a great commitment on the part of employees, which positively affects their performance (Shakya et al. 2018).

It is also important to keep good relationship and respect between direct managers and their employees. That can give greater confidence to the employees to do their utmost to maintain this appreciation and respect. Thus, they will work to achieve the goals and complete the work as required for the long term. Practices related to work to performance lead to a positive reaction from the employees. That is because of the commitment towards them and the appreciation they get from the institutions. This in turn will increase the competitive advantages of the institutions, as the total cost may decrease due to the positive situation of the employees (Yang & Modell 2013).

Employees' commitment to work will increase as their condition improves. It will decrease the number of missed working hours and absences or vacations of any kind. It will also help to keep employee dropouts, quitting jobs, and working for competitors at bay. Employees' positive reactions may help boost the institutions' market shares, either directly or indirectly. Because its personnel will be able to deal with any required changes, the market share will be strong enough to compete.

3.6 Developing the Institutional Performance

3.6.1 The concept of developing the institutional performance

The development of performance of institutions has become an indispensable necessity now. There are many strategies and ideas of developing the institutional performance of different institutions. However, the success of implementing these strategies depend on understanding two important aspects. The first aspect is the importance of making the development in the institutional performance. Specifically, it is important to know why institutions would develop their institutional performance (Tvaronavičiene et al. 2009).

It is well known that the labor market is continually changing, thus, the evolution of institutional performance is critical. The advanced institutions are the ones that will survive, persevere, and thrive in the business race. That is because they can keep up with advancements and the speed of progress. As a result, every institution must grow from inside and learn from similar businesses, whether in the same country or outside. They must obtain the essential fresh experiences and skills in order to progress. This can help them stand out in the face of the daily scientific, technical, and technological advances that occur around the world (Chan et al. 2008).

The second aspect is related to understanding the consequences of not developing the institutional performance. There are several negative consequences arising from the lack of interest in developing the institutional performance within different institutions. The consequences including the inability of the institution to meet the needs of the market, as it will become higher than the level of the institution's capabilities. They include decreased profits and increased losses within the institution. They include low demand for the institution's underdeveloped products. They include customers' preference for dealing with institutions that use modern technologies and means, and thus neglecting other institutions. They include the disappearance of the name of the underdeveloped institution with the passage of time, because the names of the developed institutions will flourish (Tamazian & Rao 2010).

3.6.2 The ways of developing the institutional performance

Many ways may help in developing the institutional performance in different institutions. These ways include training employees on how to deal with customers. Employees must understand that the consumer is the institution's true capital. Any business that doesn't have customers is not investing. As a result, it will not be profitable and will surely close and perish. As a result, every manager or business owner must instruct all staff on how to deal with clients appropriately. Additionally, instruct personnel on how to genuinely care about the interests of customers. This is reflected indirectly in the institution's interest, the public's perception of it, and the level of customer appetite for dealing with it (Boon et al. 2009).

Encourage and reward employees is another way. Managers, which are successful, should always support their personnel, particularly if they are hardworking. Customers are crucial to the institution because they increase revenues, but employees are as important because work would fail without them. The more at ease the employees are, the more they care about doing a better job, and the more they excels at it. As a result, their labor must provide their basic needs for survival and prosperity. Rewards, material incentives, and moral incentives can considerably improve an employee's psychological state, according to any manager or business owner. This has a favorable impact on the institution's overall success (Siti-Nabiha & Jurnali 2020).

Pay close attention to customer feedback is another way. Customers' feedback on the institution should be taken into account at all times. They should be given special attention by the institution. These insights, simple as they may appear, shed light on the institution's flaws that may otherwise go unnoticed. Employees must work as hard as they can to correct any errors, no matter how minor. As a result, the occurrence of severe difficulties within the institutions will be avoided (Hossler et al. 2009). Keep collecting profits is another way. The consumer relationship must be kept in constant communication. It is not enough for an institution to be able to sell products to customers and make significant profits. The institution's relationship with the clients must continue after the transaction is completed. It is critical for the institution to give further services to clients (Siti-Nabiha & Jurnali 2020).

This ensures that contact between the institution and consumers remains constant. Customers' trust in the institution's services is also increased. Customers are more likely to refer the institution to their contacts, relatives, and friends. This is a logical outcome of their high level of trust in the institutions. As a result, the institution has gained more consumers and earnings.

Creating innovative services that can be provided to customers is another way. The consumer's preference for dealing with the institutions increases as the institution gives more services to them. The majority of institutions today provide both natural and after-sales services. As a result, most institutions are fairly similar in terms of what they offer to their clients. Therefore, they must consider fresh and unique services that have never been offered to clients before. This distinguishes the institution from its competitors. This necessitates the institution's work team to think creatively to come up with fresh and inventive concepts (Prasetyo & Dzaki 2020).

Studying market developments on an ongoing basis is the next way. The institutions must appoint a full-time team whose primary responsibility is to monitor the market condition on a continuous basis and report any changes. They must be aware of new technologies that appear to be cutting-edge, as well as competitors' policies and tendencies. In addition, they must determine their institutions' strengths and shortcomings. This can assist in assuring the institution's success and keeping up with changes throughout time. This is due to the prospect of learning about new job opportunities. Furthermore, it is about giving the institutions with what it requires to continue to develop.

The last way is taking the opinions of employees about the level of performance of the institution. It is insufficient for institutions owner to be concerned with the opinions of merely customers regarding the services offered. It is also crucial to pay attention to what employees have to say about the institution's policies. Listen to their thoughts on the scope of their success, as well as the reasons for failure and how to succeed. In addition, in order to develop the work, the managers must listen to their employees suggestions. This is due to the employees' ability to construct an integrated image of the institution's level of success (Ohemeng & Kamga 2020).

3.7 Strategies of Developing Institutional Performance

Choosing the right strategy is the most important step that businesses do when adopting new strategies. The majority of commercial and competitive decisions made by the institutions are effectively supported by the institutional performance development plans. As a result, it is critical that the decision be made appropriately. It is critical that strategies are not mixed up and that they are kept separate. This is due to the fact that each strategy caters to a different set of customers and has distinct institutional strengths and characteristics. For example, a small business may find it difficult to compete on price in an industry dominated by giant international corporations (Sutheewasinnon et al. 2016).

Institutions must look inside and discover their strengths in order to establish and maintain good institutional performance. One approach to do this is to perform thorough examining the institutions from every angle. This enables them to identify their own strengths and limitations, as well as, identify any special opportunities and challenges they may face along the route. The analysis is carried out in the context of overall strategies, and as a means of selecting the most effective among them. For instance, determining whether the institution can save expenses or has the capacity to develop differentiated products. Various analyzes can be used to help identifying tools and processes that are of value to an institutions and its products. This can aid in improving institutional performance.

In general, determining the best strategy requires knowledge of a variety of factors, including the institution's current position with regard to the analysis of strengths, weaknesses, opportunities and risks. It includes the current situation in general, growth expectations, and competitors' developments. It includes the primary sources of sales and revenues for the current business and its consequences. It also includes the nature of the client, and the new and unexplored opportunities offered by markets. It includes new areas, products, and sectors that are suitable for business expansion, which may constitute a qualitative addition to the institution's current activity. It includes long-term orientation, especially with regard to the proposed initiatives, and costs with potential options to reduce them (Marquis & Raynard 2015)

Many strategies can be part of the business development plan in institutions, including the following:

A. Comprehensive change strategy:

This strategy is not followed unless there is an executive directors who are confident in themselves and what they do. In addition, they must have people working with them who believe in them and their way of working, planning and implementing. This method is only implemented when the people in charge of it are able to control on all the surrounding circumstances, whether internal or external. That is because it simply means changing everything in the institution. Specifically, changing the institutional culture, the administrative procedures, and the tools used in implementing machines (Zink et al. 2008).

It also include changing the plants, methods of production, sale, distribution and marketing. Changing the institutional structure, the accounting and warehousing systems, and sales schedules. In addition, it also includes changing pricing lists, warehouse entry, the team leaders and team members, and the department and branch managers. It is necessary to train employees on the upcoming change before starting it by expert persons. It also requires enduring the recession period in the work that occurred before, during, and after the change. That should be continued until the employees get used to the new environment in everything. It also requires getting rid of many lazy, unproductive and negligent employees. That is because any mistake in implementing the change will lead to a halt or at least obstruction for the entire institutional process (Cummings & Worley 2014).

B. Team development strategy:

This method is employed when a product or service is at the pinnacle of its success, but the institutions' performance is insufficient to compete in the labor market. The institutions uses this method to rehabilitate or immunize its existing work teams with new experiences (employees - leaders). It could even mean bringing in entirely new expert teams. All of these processes are dependent on the institution's financial capability, the return on investment in human capital, and the institution's overall goal (Shuffler et al. 2011).

Some businesses are focused on making a rapid profit and are unconcerned with their market position or market share after five years. As a result, they concentrate on their teams and train them without growth in order to attain swift competition and profit.

C. Leaders development strategy:

Institutions, sometimes have unrepentant human capital, but they lack leaders. They specifically lack leaders who are capable of leading work teams and entering them into competition. As a result, these businesses try to attract leaders and appoint them to key positions such as team leaders. Hiring them as section managers or executive managers as an example. In certain cases, institutions look for leaders and important people within their own ranks. They seek to promote and improve them as well. When there is a time limitation, this strategy can be more effective. This is because it saves the institutions' money in terms of training costs (Hagemann & Stroope 2013).

Internal staff are well-versed in the institutions and can accurately recount its details. They merely require basic training and development. They will then be able to take up the new role and begin working to help the institution compete in the market.

D. Product or service change strategy:

The institution may change the product or service's appearance, specifications, packaging and promotion method to include a wider segment of the target market. The decision to change the product or service is in terms of specifications and body (Lawler & Worley 2009).

E. Product or service development strategy:

This technique is used when a product or service is popular and has a market, but it has reached the end of its life cycle. Furthermore, its market share has begun to dwindle in comparison to competitors. The strategy is based on adding features to the product or service. These features assure that the product or service's life cycle recovery and market share expansion. Producing and manufacturing enterprises employ this method.

F. The strategy of attracting and focusing on the customer:

Competition frequently leaves an institutions with insufficient time for change or development. As a result, the institutions' alternatives are constrained. For example, the institutions prioritizes client satisfaction through a variety of quick and effective marketing strategies. This strategy is considered somewhat successful because its costs are lower and its expenses are extracted from the customer and the sales operations. It also guarantees to some extent the expansion of the area of the business. It also guarantees ensuring the loyalty of many of customers and renewing the loyalty of others. The disadvantages of this strategy include the limited period and disability to continue for long time. That is because the continuing with it will generate greater costs than benefits. This strategy can be used by producing and manufacturing institutions and by agents and distributors alike (Appiah 2010).

4. THE STATISTICAL ANALYSIS

The main purpose of this chapter is to analyze the effect of strategic planning (SP) on institutional performance (IP) in Iraqi education institutions. This chapter also presents and discusses the results of this study. Specifically, this chapter tests and discusses the effect of SP on EP in Iraqi universities. The results of this analysis can show the degree of effectiveness of SP practices that applied in the sample universities on their IP. The universities leadership can use these results in evaluating the outcomes of SP practices that applied in their organizations.

The study is applied in two main universities that are located in Baghdad, which is the capital of Iraq. The universities were selected since they applied different SP practices to improve their IP (Khudair et al. 2019). The study model illustrate the relationships between SP and IP as shown in figure (4.1). As shown in the figure, the SP scales or variables effect the IP scales or variables, which is in line with the theory. The theory indicated that SP could have significant effect on IP (Al-Harethi & Al-Maamari 2018).

The model shows that SP dimension has four scales. They are general planning, institutional support, financial support, and psychological support. The model also shows that IP dimension has four scales. They are mission statement and goals, planning and integrity, assessment and quality assurance, and faculty performance (Darvish & Temelie 2014; Ohene & Essuman 2014; Alvi et al. 2020; Amin & Khan 2009). The number of items, the references, and the codes of the study dimensions are listed in table (4.1). According to the table, the strategic planning dimension has 31 items and coded as SPi. The institutional performance has 27 items, and coded as IPi.

4.1 The Sample and Data of the Study

The study selected two of Iraqi universities that are applying different SP practices. The sample of the study is drawn from these two universities.

These universities are located in in Baghdad province, which is the capital of Iraq. They are public big universities in Iraq.

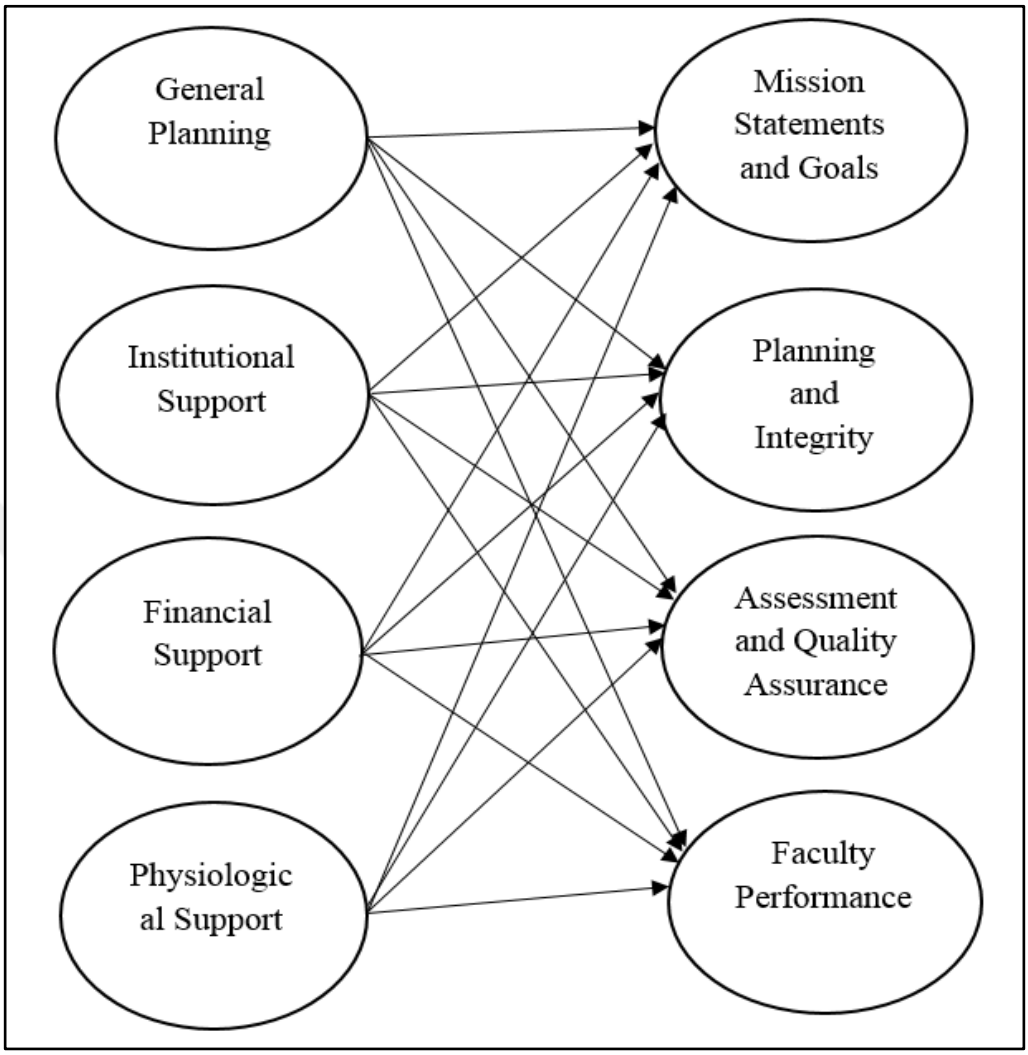

Figure 4.1: The Conceptual Model

Table 4.1: The Study Dimensions

Dimensions	Number of Items	The Sources
Strategic Planning	31	(Darvish and Temelie, 2014; Ohene and Essuman)
Institutional Performance	27	(Alvi et al., 2020; Amin and Khan, 2009)

The universities main goals of applying SP practices is to improve their IP, and stay in line with the most advance operation system. The universities are concerned with making their IP more efficient. Therefore, they started many SP practices to reach that goal (Khudair et al. 2019).

Most importantly, they started different SP practices for developing the capabilities of their members regarding education activities. They also try keeping pace with the progress of academic performance, and dealing with challenges to raise the level of their employees' performance.

The universities are public and have more than 3000 employees. The characteristics of the universities are shown in table (4.2). The table shows that the sample has two universities. The table also shows that the universities in the sample have applied SP practices. The universities employees represent the sample of this study. The population of the sample is 1000 employees, who are the managers, faculty, and employees working in different positions.

Table 4.2: The Characteristics of the Universities

The University ID	Ownership	Industry	Applying SP
1	Public	Education	Has SP Practices
2	Public	Education	Has SP Practices

Source: Ministry of Higher Education in Iraq

A random sample method was used to draw a sample. The sample size is calculated by the Slovin's formula (Tejada & Punzalan 2012):

$n = N/ (1+Ne^2)$……. Slovin's formula.

Where, (n) the sample size; (N) is the sample population; (e) is the confident level, which is 95%. Based on these givens, the minimum sample size is 286.

The questionnaire method was used to collect data of this study. The questionnaire was used since it is easy and allows collecting more information (Krosnick 2018). The questionnaire was formed based on past studies in the literature. The data of this study provides information on the study dimensions (SP and IP). The data also provides demographic information about the respondents. The questionnaire's references are shown in table (4.1), and a sample of it is shown in appendix A.The questionnaire formed based on five Likert scales. They are weighted as (1. Strongly Disagree, 2. Disagree, 3. Normal, 4. Agree, 5. Strongly Agree). The codes of the items are (SPi and IPi) for both strategic planning and institutional performance. The questionnaire sheets were sent to 500 employees of the three universities. After receiving the returns sheets and cleaning them, only 300 sheets were used as the sample size.

4.2 Demographic Results

This study used the SPSS software, version 17.0 to analyze the data and report the results. The results are reported in several parts. The first part of the results is the demographic information. The information about gender of the respondents was coded in the data as (1 for male, and 2 for female). The gender information of the respondents is shown in table (4.3). The table shows that males in the sample represent around 49% and the female represent around 51%. The distribution looks balanced since the number of females in the sample is very close to the number of males.

Table 4.3: Gender Information

Item	Frequency	Percent %
Male	146	48.7 %
Female	154	51.3 %
Total	300	100 %

The age information of the respondents was coded in the data as (1 for 18-30year, 2 for 31-40 year, 3 for 41-50 year, and 4 for more than 50 years). As shown in table (4.4), the categories 18-30 year and 41-50 year have close percentages of participants. Specifically, the category 18-31year represents 28.3%, and the category 41-50 represents 27.3%. The category 31-41 represents 20.7%, while the age category (more than 50) represents 23.7% of the sample. The age information indicates that the sample has majority of middle age employees. The education information of the respondents was coded in the data as (1 for high school (HS), 2 for diploma, 3 for bachelor (BA), 4 for Masters, 5 for PhD. As shown in table (4.5), the highest number of participants is with university degree (BA), which represents (36%).

Table 4.4: Age Information of the Respondents

Item	Frequency	Percent %
18-30	85	28.3 %
31-40	62	20.7 %
41-50	82	27.3 %
More than 50	71	23.7 %
Total	300	100 %

The participants with graduate degrees (MA and PhD) represent around (24%). The participants with diploma degrees represent around (16%). In general, sample has good levels of participants' education. That is important in getting good data.

Table 4.5: Education Information

Item	Frequency	Percent
HS	15	5.0 %
Diploma	48	16.0 %
BA	108	36.0 %
Master	62	20.7 %
PhD	67	22.3 %
Total	300	100 %

The information about work position of the respondents was coded in the data as (1 for manager, 2 for professor, and 3 for employees). As shown in table (4.6), the distribution of the participants according to their designation indicates that the majority of them are employees. The employee participants represent 45%, while manager participants represent 33%. The faculty participants represent 22%. That distribution is balanced, which can be good in providing good data.

Table 4.6: Work Designation Information

Item	Frequency	Percent
Manager	99	33.0 %
professor	67	22.3 %
Employees	134	44.7 %
Total	300	100 %

The information about work experiences of the respondents was coded in the data as (1 for 1-3 year, 2 for 4-10 year, 3 for 11-15 year, and 4 for more than 15 years).

As shown in table (4.7), the category (1-3 year) of experiences represents the highest percentage of participants (30%). However, the lowest percentage of participants is of those who have (4-10) years of experiences, which is (22%). In addition, the category (11-15) year of experiences represents (24%), and (more than 15) represents (23%) of participants. These results confirm that the sample is good in term of work experiences.

Table 4.7: Work Experiences Information of the Respondents

Item	Frequency	Percent
1-3 year	91	30.3 %
4-10 year	67	22.3 %
11-15 year	72	24.0 %
More than 15 year	70	23.3 %
Total	300	100 %

The participants in the sample were asked whether their related to strategic planning or improving the institutional performance. The results showed that 51% of participants have jobs that are related to strategic planning practices. The results showed that 57% of participants have jobs that are related to improving the institutional performance. These results indicate that the sample could provide good data.

4.3 Characteristics Values

The characteristics values represent different aspects related to the study variables. They measure the central tendency, the variability, and the distribution of these variables. The mean, median, and mode measure the central tendency. The means are used to specify values that represent the series. The mode is used to represent the most repeated value of the data. The median is the value that divides the data set into two equal parts (Turanli & Güriş 2015).

The scattering of the series values is measured by the measures of variability. These measures show how widely the series values are spread around the mean. The standard deviation will be used as a measure of variability. The Skewness and Kurtosis values measure the distribution of the data set. Skewness is the degree to which the data distribution deviates from symmetry (Yolsal 2020).

When skewness is negative, the data is skewed to the left. If Skewness is positive, the data distribution is skewed to the right. Kurtosis is the sharpness of the data distribution. This degree of sharpness is compared to the normal distribution's sharpness. The distribution is said to be flat if its kurtosis is greater than that of the normal distribution. If it is less, it is referred to as pointed. If most of these values are within the range of +1,500 to -1,500, the distribution is considered normal. The characteristics values of the study dimensions are shown in table (4.8).

Table 4.8: The Descriptive Statistics of the Dimensions

Item	N	Mean	Std. Deviation
SP (all variables)	300	3.00	0.442
IP (all variables)	300	2.91	0.399
GP (General Planning)	300	3.02	0.640
IS (Institutional Support)	300	2.95	0.836
FS (Financial Support)	300	3.01	0.047
PS (Psychological Support)	300	3.02	0.860
MG (Mission Statement and Goal)	300	2.98	0.928
PI (Planning and Integrity)	300	2.88	0.701
AQ (Assessment and Quality Assurance)	300	2.89	0.752
FP (Faculty performance)	300	2.93	0.768

As shown in table (4.8), the highest mean value (3.02) is of the General Planning. However, the lowest mean value (2.88) is of Planning and Integrity. The table shows that the variables averages are very close to each other.

4.4 Factor Analysis

The factor analysis requires understanding how to interpret the results. Specifically, it is important to understand several issues. The first issue is the KMO Fit Value. It is the Kaiser-Meyer-Olkin test, which provides information whether the sample size is sufficient for factor analysis. It is the first condition for the suitability of the scales for factor analysis. A KMO value below 0.50 indicates that data are not suitable for factor analysis. Although it is sufficient for the KMO value to be above 0.50, it is preferred to be higher (Shrestha 2021).

The second condition for the scales' suitability for factor analysis is the Bartlett test of sphericity. It demonstrates whether or not there is a relationship between the scales. This relationship requires that the Bartlett Test of sphericity to be significant (Cohen et al. 2007). The third issue is the Cronbach's Alpha for reliability test. The Cronbach's Alpha coefficient measures the internal consistency of the scales and their sub-dimensions. Cronbach's Alpha coefficient values range from (0 to 1). When the value is close to one, the scales' internal consistency improves. That means the scales' reliability improves, while it deteriorates otherwise (Yolsal 2020). The low Cronbach Alpha internal consistency coefficient indicates that the scale measures more than one feature simultaneously (Tavşancl 2014).

The next issue is the mean inter-item correlation values. Examining the mean correlation values between scale items and sub-dimensions is another way to test the internal consistency of the scales and their sub-dimensions (Yolsal 2020). A value less than 0.10 indicate that the items are insufficient to measure the scale. If the value was greater than 0.50, it indicates that the components are redundant. That is because they measure the same thing. It is specified in this context that this value should be between 0.10 and 0.50 (Silber et al. 2018). The final issue is the total variance explained. It is another factor to consider when performing factor analysis. It is the ratio of variance explained by each scale to total variance amount. The rate of 40% or higher is considered acceptable (Aksu et al. 2017).

The factor analysis of the strategic planning are shown in Table (4.9). The results indicate that one factor was extracted for each scale with low factor loadings. The total variance explained of these factors are low too. The Cronbach's Alpha are around 0.65 in average for these factors. The factor analysis of the institutional performance dimension are shown in Table (4.10). The results indicate that one factor was extracted for each scale with low factor loadings. The total variance explained of these factors are low too. The Cronbach's Alpha are around 0.65 in average for these factors.

Table 4.9: Factor Analyses of Strategic Planning Scales

Scale	**General Planning**		**Institutional Support**		**Financial Support**		**Psychological Support**	
	Item	**Loading**	**Item**	**Loading**	**Item**	**Loading**	**Item**	**Loading**
Questions in the scale	GP9	0.543	IS19	0.615	FS27	0.746	PS30	0.684
	GP10	0.524	IS21	0.614	FS25	0.728	PS28	0.681
	GP11	0.511	IS23	0.597	FS26	0.721	PS29	0.663
	GP4	0.503	IS18	0.596			PS31	0.493
	GP1	0.501	IS20	0.566				
	GP3	0.498	IS24	0.565				
	GP2	0.493	IS22	0.560				
	GP7	0.455	IS17	0.546				
	GP6	0.451						
	GP5	0.441						
	GP13	0.438						
	GP16	0.438						
	GP8	0.413						
	GP12	0.395						
	GP14	0.369						
	GP15	0.335						
Total Variance Explained	21%		34%		54%		40%	
Cronbach's Alpha	0.749		0.722		0.601		0.632	

Table 4.9: (Cont.) Factor Analyses of Strategic Planning Scales

Scale	General Planning		Institutional Support		Financial Support		Psychological Support	
	Item	Loading	Item	Loading	Item	Loading	Item	Loading
Cronbach's Alpha	0.749		0.722		0.601		0.632	
Kaiser-Meyer-Olkin Measure	0.808		0.821		0.628		0.648	
Bartlett's Test of Sphericity (Sig.))	0.000**		0.000**		0.000**		0.000**	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
**** Significant at 5% level.**

Table 4.10: Factor Analyses of Institutional Performance Scales

Scale	Mission Statement and Goals		Planning and Integrity		Assessment and Quality Assurance		Faculty Performance	
	Item	Loading	Item	Loading	Item	Loading	Item	Loading
Questions in the scale	MG3	0.688	PI11	0.689	AQ17	0.593	FP24	0.578
	MG2	0.667	PI9	0.653	AQ15	0.586	FP22	0.574
	MG1	0.658	PI10	0.647	AQ19	0.563	FP26	0.566
	MG5	0.637	PI7	0.501	AQ21	0.537	FP27	0.534
	MG4	0.605	PI14	0.458	AQ20	0.506	FP23	0.505
			PI8	0.445	AQ16	0.502	FP25	0.499
			PI12	0.412	AQ18	0.494		
			PI13	0.392				
			PI6	0.350				
Total Variance Explained	42%		27%		29%		30%	
Cronbach's Alpha	0.660		0.646		0.611		0.670	
Kaiser-Meyer-Olkin Measure	0.712		0.723		0.724		0.662	
Bartlett's Test of Sphericity (Sig.))	0.000**		0.000**		0.000**		0.000**	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
**** Significant at 5% level.**

In general, the results of factor analysis showed that the extracted factors are not good to be used as the study variables. That is because all of the factor loadings are low and the total variance explained are also low. Therefore, all the available information will be used instead of using the factors. Specifically, the average of all items related to each scale will be computed. These computed averages would be used as the study variables to test the study hypothesis.

4.5 The Regression Analysis

Performing the regression analysis requires identifying the study variables, and identify the study hypotheses to be tested. It is also requires checking for the normality distribution of the variables, and testing the correlation between them (Ludbrook, 2010). As mentioned before, the study variables are the computed average of each scale items, and they are listed with their types in table (4.11). Each one of them represents the average value of the items of specific sub-dimension. These variables divided into two groups. This study tests the effects of strategic planning on institutional performance. Therefore, the four variables of strategic planning scales are the independent variables. The four variables of institutional performance scales are the dependent variables.

Table 4.11: The Study Variables

Variable Name	Variable Type
MG (Mission Statement and Goal)	Dependent Variable
PI (Planning and Integrity)	Dependent Variable
AQ (Assessment and Quality Assurance)	Dependent Variable
FP (Faculty performance)	Dependent Variable
GP (General Planning)	Independent Variable
IS (Institutional Support)	Independent Variable
FS (Financial Support)	Independent Variable
PS (Psychological Support)	Independent Variable

It is also important to specify the hypotheses of the study, which will be tested. The general study hypotheses states "There is a relationship between organizational culture and job satisfaction". Since there are four dependent variables, the study hypotheses are four groups, which are:

1. Group (1): The Mission Statements and Goals is the dependent variable

H_{11}: The (institutional support) can significantly affect Mission Statements and Goals of the sample universities.

H_{12}: The (general planning) can significantly affect Mission Statements and Goals of the sample universities.

H_{13}: The (psychological support) can significantly affect Mission Statements and Goals of the sample universities.

H_{14}: The (financial support) can significantly affect Mission Statements and Goals of the sample universities.

2. Group (2): The Planning and Integrity is the dependent variable

H_{21}: The (institutional support) can significantly affect Planning and Integrity of the sample universities.

H_{22}: The (general planning) can significantly affect Planning and Integrity of the sample universities.

H_{23}: The (psychological support) can significantly affect Planning and Integrity of the sample universities.

H_{24}: The (financial support) can significantly affect Planning and Integrity of the sample universities.

3. Group (3): The Assessment and Quality Assurance is the dependent variable

H_{31}: The (institutional support) can significantly affect Assessment and Quality Assurance of the sample universities.

H_{32}: The (general planning) can significantly affect Assessment and Quality Assurance of the sample universities.

H_{33}: The (psychological support) can significantly affect Assessment and Quality Assurance of the sample universities.

H_{34}: The (financial support) can significantly affect Assessment and Quality Assurance of the sample universities.

4. Group (4): The Faculty Performance is the dependent variable

H_{41}: The (institutional support) can significantly affect Faculty Performance of the sample universities.

H_{42}: The (general planning) can significantly affect Faculty Performance of the sample universities.

H_{43}: The (psychological support) can significantly affect Faculty Performance of the sample universities.

H_{44}: The (financial support) can significantly affect Faculty Performance of the sample universities.

Performing the regression analysis to test the study hypotheses requires also testing the normality of variables and the correlation between them. The normality tests are shown in table (4.12). The table demonstrates that the Skewness and Kurtosis values indicate whether or not the data distribution is normal. If the majority of these values fall within the range of +1.500 to -1.500, the distribution is considered normal. According to the table, all Skewness and Kurtosis values are within the range. Therefore, the distributions of all variables are normal.

Table 4.12: The Normality Test

Variable	Skewness	Kurtosis
Mission Statement and Goal	-0.007	0.038
Planning and Integrity	-0.737	0.793
Assessment and Quality Assurance)	-0.244	1.144
Faculty performance	-0.236	0.793
General Planning	0.640	1.163
Institutional Support	0.836	1.192
Financial Support	1.047	-0.654
Psychological Support	0.860	0.043

The correlations between the variables are shown in table (4.13). The table shows that there are significant correlations between Mission Statement and Goals and General Planning variables. There are significant correlations between Planning and Integrity and Institutional Support. However, there are no significant correlations between the other variables.

Table 4.13: The Pearson Correlation Matrix

Variables	GP	IS	FS	PS
MG	0.176**	0.018	-0.084	-0.032
PI	0.032	0.338**	0.019	0.026
AQ	0.088	-0.005	0.062	-0.067
FP	0.012	0.088	-0.095	-0.035

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

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

The results of regression models are presented in this section. Since there are four dependent variables, there will be four regression models in this study. This section, first presents and discusses the results of first regression model. Then, it gathers the results of all four-regression models in one table, and discusses them.

The first regression model includes Mission Statement and Goals (MG) as the dependent variable and General Planning (GP), Institutional Support (IS), Financial Support (FS), and Psychological Support (PS) as the independent variables.

The ANOVA analyses of the first model are shown in table (4.14). The ANOVA is a statistical test that show whether there are statistically significant differences of the independent variables' means. The ANOVA uses samples from each group to test variance within them. If there is a lot of variance within the groups, the mean of a sample is more likely to be different (Kim 2014). All of these variables are combined to produce the F value. The F value can be used to determine if the differences between groups are statistically significant. Table (4.14) shows that the F test is statistically significant at 5% level of confidence (p-value < 0.05). This result indicates that differences between groups are statistically significant.

Table 4.14: ANOVA (Analysis of Variance) of first model.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.900	4	2.475	2.948	0.021a
	Residual	247.643	295	0.839		
	Total	257.543	299			

a. Predictors: (Constant), PS, IS, FS, GP
b. Dependent Variable: MG

The estimated coefficients of the first regression model are shown in table (4.15). The (p-value) of each independent variable shows the significance that these variables explain the dependent variable. For example, if the (p-value) of a variables was less than 0.05, it explains that the independent variable can significantly affect the dependent variable at a 5% level of confidence. The standardized beta coefficients represents the contributions of the independent variables in explaining the dependent variable (Beale et al. 2010). Table (4.15) shows that only (General Planning) has significant impact on (Mission Statement and Goals). The other variables have no significant impacts on (Mission Statement and Goals).

Table 4.15: The Coefficients of Model (1)

Model		Standardized Coefficients Beta	t	Sig. (P-Value)
1	(Constant)		6.514	0.000
	GP (General Planning)	0.174	3.012	0.003
	IS (Institutional Support)	-0.002	-0.040	0.968
	FS (Financial Support)	-0.082	-1.434	0.153
	PS (Psychological Support)	-0.027	-0.465	0.643

a. Dependent Variable: MG

The Sig. (p) of variables with a value of less than 0.05 explain the dependent variable significantly. It is determined that variables with thE value greater than 0.05 do not have a statistically significant effect on the dependent variable (Ludbrook 2010). Acoording to at the results, the statuse of group (1) hypotheses are:

1: $p_{\text{General Planning}} = 0.003 < 0.050$ → (Acceptance of $\mathbf{H_{11}}$)

2: $p_{\text{Institutional Support}} = 0.968 > 0.050$ → (Reject of $\mathbf{H_{12}}$)

3: $p_{\text{Financial Support}} = 0.205 > 0.153$ → (Reject of $\mathbf{H_{13}}$)

4: $p_{\text{Psychological Support}} = 0.597 > 0.643$ → (Reject of $\mathbf{H_{14}}$)

In this context, hypotheses H_{11} is accepted since General Planning has a statistically significant effect on the Mission Statement and Goal. The H_{12}, $H1_3$, and H_{14} are rejected since Institutional Support, Psychological Support, and Financial Support have no effects on Mission Statement and Goal.

It is critical to examine the power of analysis (the interpretation of R^2), which shows a model's quality of fit. The R^2 coefficient is a statistical metric that indicates whether the regression forecasts correspond to the real data. If the R^2 value is (0.80 - 1.00), the regression predictions exactly match the data. If the R^2 number is (0.5 - 0.75), it suggests that the regression predictions match the data well. The R^2 number shows the independent factors' explanatory strength for the dependent variable. (Plonsky & Ghanbar 2018). The R^2 value of first model, which is shown in Table (4.16), is 16%, indicating very poor explanatory power.

Table 4.16: Model Summary of Model (1)

Model	R	R^2	Adjusted (R^2)	Std. Error
1	0.652[a]	0.425	0.420	0.716

a. Predictors: (Constant), PS, IS, FS, GP

b. Dependent Variable: MG

Using same way, the results of the other four regression models can be presented and discussed. The results of all four regression models are listed in Table (4.17). As shown in Table (4.17), the F test of the first and second models are statistically significant at 5% level of confidence. This result indicates that differences between groups of these models are statistically significant. However, the F test of the third and fourth models are statistically insignificant. This result indicates that differences between groups of these models are statistically insignificant.

Table 4.17: The Results of All Four Regression Models

Model	1	2	3	4
Variables	**Mission Statement and Goals (MG)**	**Planning and Integrity (PI)**	**Assessment and Quality Assurance (AQ)**	**Faculty performance (FP)**
GP (General Planning)	0.174**	-0.016	0.090	-0.005
IS (Institutional Support)	-0.002	0.341**	-0.022	0.096
FS (Financial Support)	-0.082	-0.002	0.063	-0.102
PS (Psychological Support)	-0.027	0.024	-0.060	-0.039
F (Sig.)	0.021**	0.000**	0.314	0.213
R^2	0.43	0.50	0.23	0.33

****. Significant at the 0.05 level (2-tailed).**

The estimated coefficients of the four regression models are also shown in table (4.17). The results showed that General Planning has positive and significant impact on Mission Statement and Goals. It has no impact on other variables. The results showed that Institutional Support has positive and significant impact on Planning and Integrity. It has no impact on other variables. The results showed that Financial Support and Psychological Support has no impact on any dependent variable.

The R^2 value of first and second models, which is shown in table (4.17), indicating moderate explanatory power. However, the R^2 value of third and fourth models indicate very poor explanatory power. According to these results the status of the study hypotheses are shown in Table (4.18).

Table 4.18: The Status of the Study Hypotheses

Hypothesis	**Status**
H11: $P_{\text{General Planning}} < 0.05$	H11 is accepted
H12: $P_{\text{Institutional Support}} > 0.05$	H12 is rejected
H13: $P_{\text{Financial Support}} > 0.05$	H13 is rejected
H14: $P_{\text{Psychological Support}} > 0.05$	H14 is rejected
H21: $P_{\text{General Planning}} > 0.05$	H21 is accepted
H22: $P_{\text{Institutional Support}} < 0.05$	H22 is accepted
H23: $P_{\text{Financial Support}} > 0.05$	H23 is rejected
H24: $P_{\text{Psychological Support}} > 0.05$	H24 is rejected
H31: $P_{\text{General Planning}} > 0.05$	H31 is accepted
H32: $P_{\text{Institutional Support}} > 0.05$	H32 is rejected
H33: $P_{\text{Financial Support}} > 0.05$	H33 is rejected
H34: $P_{\text{Psychological Support}} > 0.05$	H34 is rejected
H41: $P_{\text{General Planning}} > 0.05$	H41 is accepted
H42: $P_{\text{Institutional Support}} > 0.05$	H42 is rejected
H43: $P_{\text{Financial Support}} > 0.05$	H43 is rejected
H44: $P_{\text{Psychological Support}} > 0.05$	H44 is rejected

4.6 The Results Discussion

According to the results of this study, the sample looks good since it has high percentage of participants with high level of education and work experience. The sample also has balanced gender distribution. The sample has high percentage of participants with variety of jobs positions, which can improve the quality of data. The collected data provided information on the study dimensions Strategic Planning (SP) and Institutional Performance (IP). The study was applied on two of Iraqi universities. The findings showed that the data was reliable and suitable for testing the study hypotheses.

According to the results of this study, the SP has four components extracted from factor analysis. The factor analysis is performed based on principles component analysis. The SP has also four components extracted from factor analysis. All extracted factors had relatively low factor loadings. The total variance explaining was low for all factors, which indicated that the factors are not good to be used as dependent and independent variables. Therefore, all information was used to in this study to identify the study variables. That means, the averages of each scale's variables was computed to form one variable for each scale. The variables of SP were the independent variables. The variables of IP were the dependent variables.

The findings revealed a significant relationship between two of the dependent variables and the two of independent variables. Mission Statement and Goals, as a dependent variable, has significant correlations with General Planning as independent variable. Planning and Integrity, as a dependent variable, has significant correlations with Institutional Support as independent variable. According to the ANOVA analysis, the F test is statistically significant for the first and second regression models, while it is not for the others. This indicating that differences between groups are statistically significant only for the first and second models.

The regression analysis revealed that General Planning has positive and significant impact on Mission Statement and Goals. It has no impact on other variables. That is, changing General Planning can improve the Mission Statement and Goals by (β=0.174).The results of regression analysis revealed also that Institutional Support has positive and significant impact on Planning and Integrity. It has no impact on other variables. That is, changing Institutional Support can improve the Planning and Integrity by (β=0.341). The results showed that Financial Support and Psychological Support has no impact on any dependent variable.

The R^2 values, which express the independent variables' explanatory power for the dependent variable was (around 0.50) for the first and second models, while it was very low (around 0. 25) for the other models. These values indicates that the first and second models' explanatory power is moderate. However, the values indicates that the third and fourth models' explanatory power is low.

According to the literature, SP is expected to improve IP in the universities. The study by Al-Harethi, & Al-Maamari (2018), for example, investigated the effects of SP on IP in a group of universities.

They found that SP has a positive and significant impact on IP. The effectiveness of the SP practices in the sample universities can be good explanations for these findings. The study showed that SP has many advantages and values that can be translated into improved institutional performance. It is considered as the main factor that facilitates improved institutional performance. Therefore, the results of recent study are in line with the literature.

5. CONCLUSION

The globalization leads organizations around the world to focus more on their strategic planning. Strategic planning has become one of the most important factor of improving the institutional performance. Strategic planning practices are now very common within the framework of business management. It refers to the use of all resources of the organizations towards achieving their basic goals (Steiner 2010). The strategic planning is considered as crucial component of strategic management. It depends on insight into the institution's future status, and then work on preparing for it (Boyne 2010).

Iraq, as one of the developing countries has recently become more open towards the entire world. Universities in Iraq are working now under high competition markets, and facing many challenges of adopting with the modern organizations. That encourages most Iraqi universities' leadership to start focusing on strategic planning (SP) practices and improving their institutional performance (IP). The universities' aim of applying SP is to be in line with modern trends and to improve their IP, which by the end satisfy their customers. Therefore, these universities started many SP practices to improve their IP. The literature showed that good SP could lead to achieve competitive advantages for the universities. In addition, it could lead to achieve many goals, and success. Developing the EP is important for both the employees and the universities.

The purpose of the study is to evaluate the effectiveness of SP in a sample of Iraqi universities. This study tests the effect of SP on the IP in two of main and important Iraqi universities. The contribution of this study is that it provides statistical analysis to test the effects of SP on IP. The study hypothesis is that the SP practices have positive and significant effect on IP in the universities.

This study was applied on two of Iraqi universities that have applied SP practices. The universities have more than 3000 employees with different positions and locations.

These universities have applied SP practices to improve their IP. The population of the study is 1000 employees, who are the managers, professors, and employees working in different positions. A random sample method was used to draw a sample. Using SSPS 17.0 software, all the statistical tests and analyses including factor analysis and regression analysis were performed.

According to the results of this study, the sample is good since it has a high percentage of participants with a high level of education and work experience. The findings showed that the data was reliable and suitable for testing the study hypotheses. According to the results of this study, the SP has four components extracted from factor analysis. The SP has also four components extracted from factor analysis. The total variance explaining was low for all factors, which indicated that the factors are not good to be used as dependent and independent variables. Therefore, the averages of each scale's variables was computed to form one variable for each scale.

The regression analysis revealed that General Planning has positive and significant impact on Mission Statement and Goals. It has no impact on other variables. The results of regression analysis revealed also that Institutional Support has positive and significant impact on Planning and Integrity. It has no impact on other variables. The results showed that Financial Support and Psychological Support has no impact on any dependent variable. That means, SP can partially affect IP in Iraqi universities.

The study concludes that SP can partially improve the IP of Iraqi universities. Even the role of SP is limited in improving the IP; it still has positive effect on IP. Changing or enhancing the SP practices may lead to bigger role of SP in improving the IP in Iraqi Universities. The study recommends that the Iraqi universities need to advance their SP practices to improve their IP. The study also suggests that the Iraqi universities should focus on the modern SP practices, which may help them improving their IP.

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APPENDICES

Appendix A: Questionnaire form

Table A.1: A Copy of the Study Questionnaire

PART 1: Demographic Information	
Gender	( ) Male ( ) Female
Age	( ) 18 - 30 ( ) 31 – 40 ( ) 41 – 50 ( ) More than 51
Education	( ) High school ( ) Diploma ( ) BA ( ) Master Degree ( ) PhD Degree
Designation in the organization	( ) Manager ( ) Professor ( ) Employee
Working Experience	( ) 1-3 year ( ) 4-10 year ( ) 11-15 year ( ) More than 15 year
Is your job related to strategic planning in your organization	( ) Yes ( ) No
Is your job related to evaluating the institutional performance in your organization	( ) Yes ( ) No

PART 2: Strategic Planning

Please select only one option for each question about strategic planning in your organization.

Where the answers are weighted as the following:

Strongly disagree (1), Disagree (2), Normal (3), Agree (4), Strongly agree (5).

A. General Planning (Darvish and Temelie, 2014))					
1. The university identifies future academic 2. leaders	(1)	(2)	(3)	(4)	(5)
3. The university tracks potential administrative 4. openings as a result of retirements	(1)	(2)	(3)	(4)	(5)
5. The university identifies the likelihood of 6. academic administrators leaving the 7. university	(1)	(2)	(3)	(4)	(5)
8. The university identifies competencies 9. required for future academic leaders	(1)	(2)	(3)	(4)	(5)
10. The university uses performance appraisals to assess faculty performance	(1)	(2)	(3)	(4)	(5)
11. The university identifies faculty who have the potential to become future academic leaders	(1)	(2)	(3)	(4)	(5)
12. The university encourages future academic leaders to create a personal development plan	(1)	(2)	(3)	(4)	(5)
13. The university provides individual feedback to future academic leaders as they are developing	(1)	(2)	(3)	(4)	(5)
14. The university holds developing academic leaders accountable for their personal development	(1)	(2)	(3)	(4)	(5)
15. The succession planning process aligns with broader planning at the university	(1)	(2)	(3)	(4)	(5)
16. The succession planning process supports the achievement of university strategic goals	(1)	(2)	(3)	(4)	(5)
B. The Institutional Support (Ohene and Essuman, 2014)					
17. The university has positive institutional support	(1)	(2)	(3)	(4)	(5)
18. The university has Good Structures in place	(1)	(2)	(3)	(4)	(5)
19. The student appreciate the direction of the university	(1)	(2)	(3)	(4)	(5)
20. The university has good student relationship	(1)	(2)	(3)	(4)	(5)
21. The university has effective teaching delivery	(1)	(2)	(3)	(4)	(5)
22. The university has constructive feedback from lecturers	(1)	(2)	(3)	(4)	(5)
23. Lecturers tolerate students input	(1)	(2)	(3)	(4)	(5)
24. The university help studying materials that aid teaching	(1)	(2)	(3)	(4)	(5)
C. The Financial Support (Ohene and Essuman, 2014)					
25. The university has reasonable fee structure	(1)	(2)	(3)	(4)	(5)
26. The university has reasonable fee payment structure	(1)	(2)	(3)	(4)	(5)

for students					
27. The university has reasonable cost structure for academic materials	(1)	(2)	(3)	(4)	(5)

D. Psychological Support (Ohene and Essuman, 2014)					
28. The university has conducive academic atmosphere in support to students learning	(1)	(2)	(3)	(4)	(5)
29. The university has effective counseling unit in place in support of students' non-academic and psychological issues	(1)	(2)	(3)	(4)	(5)
30. The university has available avenues for students to report their concerns with regards to their academic work	(1)	(2)	(3)	(4)	(5)
31. The university has effective counseling unit in place to support students' academic work	(1)	(2)	(3)	(4)	(5)

PART 3: Institutional Performance

Please select only one option for each question about institutional performance in your organization. Where the answers are weighted as the following:

Strongly disagree (1), Disagree (2), Normal (3), Agree (4), Strongly agree (5).

A. Mission Statement and Goals (Alvi et al., 2020)					
1. The employees and governing authorities are involved to assign the activities and tasks according to mission statements and goals.	(1)	(2)	(3)	(4)	(5)
2. Facilities and resource allocation for the accomplishment of the goals are sufficient.	(1)	(2)	(3)	(4)	(5)
3. Mission and statements of goals are relevant within country context.	(1)	(2)	(3)	(4)	(5)
4. All the employees are helpful for the accomplishments of these goals.	(1)	(2)	(3)	(4)	(5)
5. Analysis reports of all the processes are prepared at the end of short-term and long-term plans.	(1)	(2)	(3)	(4)	(5)
B. Planning and Evaluation (Alvi et al., 2020)					
6. Decision-making process is based on well-defined pre-planning and evaluation results	(1)	(2)	(3)	(4)	(5)
7. Growth and development of the institutes are assessed on a regular basis for quality improvement and accountability	(1)	(2)	(3)	(4)	(5)
8. Reviews of Allocated funds, grants and self-raised financial resources are properly managed under supervisory authority.	(1)	(2)	(3)	(4)	(5)
C. Integrity (Alvi et al., 2020)					
9. Employees report about policy implementation process are periodically evaluated.	(1)	(2)	(3)	(4)	(5)

10. Employees hiring, promotion, and their compensation are transparent and fair.	(1)	(2)	(3)	(4)	(5)
11. The environment of institute is in favor of mutual respect for each other's suggestions and interests.	(1)	(2)	(3)	(4)	(5)

D. Institutional Resources (Alvi et al., 2020)					
12. Resources are appropriately allocated according to the requirements of institutional goals.	(1)	(2)	(3)	(4)	(5)
13. Strategies are well developed to measure the level of utilization of institutional resources.	(1)	(2)	(3)	(4)	(5)
14. Physical infrastructure and facilities are the part of the Comprehensive master plan and life-cycle management plan including.	(1)	(2)	(3)	(4)	(5)
E. Assessment and Quality Assurance (Alvi et al., 2020)					
15. Institutional performance is assessed in terms of correlated goals and missions.	(1)	(2)	(3)	(4)	(5)
16. Administration and faculty members coordinate and facilitate to each other in terms of required goals and objectives	(1)	(2)	(3)	(4)	(5)
17. Quality department is working properly to accelerate the best managers and employees	(1)	(2)	(3)	(4)	(5)
18. Quality department is working for capacity building and training sessions of employees	(1)	(2)	(3)	(4)	(5)
19. Quality department is preparing quality assurance report for continuous improvement.	(1)	(2)	(3)	(4)	(5)
20. Administrative, technical and financial support is providing by higher authorities for quality assurance.	(1)	(2)	(3)	(4)	(5)
21. Quality and assessment survey performs are distributed to employees and other stakeholders in the institution.	(1)	(2)	(3)	(4)	(5)
F. Faculty performance (Amin and Khan, 2009)					
22. The faculty provide training and practices in teaching	(1)	(2)	(3)	(4)	(5)
23. The faculty has the abilities of expression and interactions	(1)	(2)	(3)	(4)	(5)
24. The faculty has good communication through gesture and poses	(1)	(2)	(3)	(4)	(5)
25. The faculty delivered standard of knowledge to students	(1)	(2)	(3)	(4)	(5)
26. The faculty can deal with work load per day on teaching	(1)	(2)	(3)	(4)	(5)
27. The faculty has accuracy of giving marks to students	(1)	(2)	(3)	(4)	(5)

RESUME

Ali Waleed Khalid ALBADR

EDUCATION:

- BA in Economics from the University of Al-Qadisiyah, 2018-2019.

WORK EXPERIENCE:

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LIST OF PUBLICATIONS AND PATENTS: Not Available