



**THE EFFECT OF STRATEGIC PLANNING AND
MANAGERIAL EFFECTIVENESS ON
ORGANIZATIONAL PERFORMANCE: A
RESEARCH ON LIBYAN MANUFACTURING
ORGANIZATIONS**

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THESIS APPROVAL PAGE

I certify in my opinion that the thesis presented by Issam MOHAMED YOUNUS KETANEI entitled “THE EFFECT OF STRATEGIC PLANNING AND MANAGERIAL EFFECTIVENESS ON ORGANIZATIONAL PERFORMANCE: A RESEARCH ON LIBYAN MANUFACTURING ORGANIZATIONS” is well suited in terms of scope and quality as a thesis for a PhD of Science degree.

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DECLARATION

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

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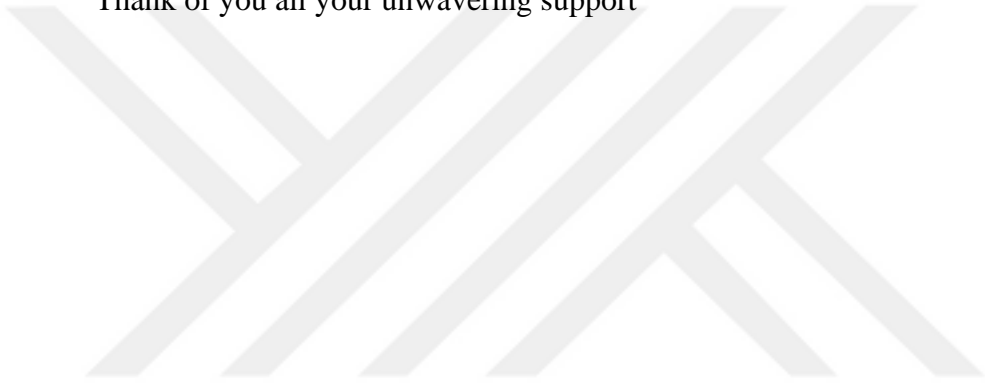
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FOREWORD

First of all, Alhamdulillah's, Thanks Allah for given me the strength, patience, and ability to overcome the difficulties and complete this thesis. I sincerely thank and acknowledge the great support, encouragement and guidance of my Supervisor and committee members, each of whom has provided patient advice and guidance throughout the research process. Finally I would like to thank all my family members for their support.

Thank of you all your unwavering support



ABSTRACT

This thesis investigates the impact of strategic planning and managerial effectiveness on the performance of Libyan manufacturing organizations. Furthermore, through a comprehensive review of theoretical frameworks, this research examines strategic planning's aims, implications, as well as measurement scales, alongside the essential skills and traits of managerial effectiveness. Moreover, the study evaluates organizational performance dimensions, utilizing reliable measurement scales and a meticulously designed questionnaire. In the same way, data collected from a representative sample undergoes rigorous analysis, including confirmatory factor analysis as well as the structural equation modelling, to validate the scales as well as model the relationships between variables. In addition, the findings are contextualized within the existing literature, yielding targeted recommendations for Libyan manufacturers and outlining avenues for future research.

Keywords: Strategic Planning, Managerial Effectiveness, Organizational Performance, Libyan Manufacturing

ÖZ

Bu tez, stratejik planlamanın ve yönetimsel etkinliğin Libya'daki üretim organizasyonlarının performansı üzerindeki etkisini araştırıyor. Ayrıca, teorik çerçevelerin kapsamlı bir incelemesi yoluyla bu araştırma, yönetsel etkililiğin temel becerileri ve özelliklerinin yanı sıra stratejik planlamanın amaçlarını, sonuçlarını ve ölçüm ölçeklerini incelemektedir. Ayrıca çalışma, güvenilir ölçüm ölçekleri ve titizlikle tasarlanmış bir anket kullanarak örgütsel performans boyutlarını değerlendirmektedir. Aynı şekilde, temsili bir örneklemden toplanan veriler, ölçekleri doğrulamak ve değişkenler arasındaki ilişkileri modellemek için doğrulayıcı faktör analizi ve yapısal eşitlik modellemesi de dahil olmak üzere titiz bir analize tabi tutulur. Ek olarak, bulgular mevcut literatür kapsamında bağlamlandırılarak Libyalı üreticiler için hedeflenen öneriler sağlanıyor ve gelecekteki araştırmalar için yollar çiziliyor.

Anahtar Kelimeler: Stratejik Planlama, Yönetimsel Etkinlik, Organizasyonel Performans, Libya İmalatı.

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SUBJECT OF THE RESEARCH

Strategic planning is proven to impact organizational performance in public and private sectors. It is one of the eldest studied relationships in the literature with George et al. (2019) estimating that at least 31 studies indicated some form of effect. Studies as old as Hofer & Schendel (1978) demonstrated the successful outcomes of implementing strategic planning. Alosani et al. (2020) confirmed the relationship through a study on Dubai Police in the United Arab Emirates through 95 questionnaires. Despite the use of G*Power to determine the sample size of 107, the researchers were not successful in collecting the required number, but they exceeded the 0.7 minimum on Cronbach's alpha. No model-fit validity was presented for the scales used. Monye as well as Ibegbulem (2018) studied the relationship through the case study of an American firm with 80 questionnaires. The same issue repeated itself as no structural validation of the scale was provided, as the authors moved swiftly to test the hypotheses.

Those examples of studies present an issue in the literature of approaching the relationship with inadequate sample sizes as well as taking the validity of the models for granted. Since the inception of the strategic planning scales, their creators have focused on proving their validity as well as reliability. Boyd & Reuning-Elliott (1998) tested their model with samples from two different sectors using internal consistency, criterion validity, and generalizability. New scales for strategic planning continued to appear in the literature as a natural evolution of organizational development, needs, and goals. Pisel (2001) presented a more detailed scale that considered planning phases, internal and external factors, as well as coordination. Sandada (2015) constructed a scale for small and medium enterprises by selecting items from three studies. An explanatory factor analysis was used for scale validation, and descriptive statistics were used for the prioritization of items. No structural model validations were applied. Although the relationship between strategic planning as well as organizational performance seems to be proven through the literature, these relationships remain questionable without a decent validation of the used measuring models as well as reliability testing for the obtained samples.

Several scales were suggested for managerial effectiveness. Luthans & Lockwood (1984) suggested a scale based on the most critical tasks that are expected to

be performed by a manager, including planning, staffing, training, monitoring, motivating, as well as socializing. The scale was tested in a subsequent study on 80 managers, and its validity was proven through a structural model where model fit was shown using intercorrelations (Luthans et al., 1988). Gupta's (1996) author constructed a 45-item scale evaluated on a 5-point Likert scale. Bamel et al. (2015) identified four different significant scales for managerial effectiveness that were developed between 1971 and 2008 as well as specified different aspects of the variable. Therefore, the absence of a clear theoretical framework for the concept, in addition to the wide number of instruments, imposes a problem in understanding the concept as well as its relationships.

The subsequent Research focused on analysing and implementing scales as a sole concept rather than exploring their impacts as well as relationships with other organizational indicators. For instance, Bamel et al. (2015) selected a scale to measure managerial effectiveness in Indian organizations. A few studies took research into the influence direction, for instance, Nasir (2015), who studied the impact of managerial effectiveness on growth. The author did not adopt a tested scale but rather constructed his own through two main dimensions. Pranasari (2019) studied the effect of managerial effectiveness on teamwork, engagement, as well as the work environment. Smutny et al. (2016) used a simulation method to find the relationship between managerial effectiveness as well as managerial skills, where moderate to strong correlations were found. A limited number of studies were found addressing the impacts of managerial effectiveness, while no studies investigated its effect of organizational performance.

There are clear gaps in the literature in studies as well as empirical data that explore the impacts of strategic planning and managerial effectiveness on organizational performance. Performance, growth, and competitiveness are considered key goals for business organizations that wish to survive as well as develop. Thus, planning and efficacy are considered tools and monitors for the goal of achieving a certain level of performance (Li, 2000). The problem targeted by the current research is bridging the identified gap in the literature through obtaining data on those relationships to validate their structures as well as models. Furthermore, there is limited data available in the

literature on these variables as well as their relationship to the Libyan market. Subsequently, the empirical data obtained in this research allows managers to understand planning and managerial issues that need to be addressed in the next phase of business development in the country.

PURPOSE AND IMPORTANCE OF THE RESEARCH

Research Aim and Objective

The main aim of the research is to investigate the effects of strategic planning as well as managerial effectiveness on organizational performance through the context of Libyan manufacturing organizations. Several objectives are pursued for the achievement of the main aim, as follows:

- Review the theoretical frameworks proposed by different studies for strategic planning along with its aims, implications, as well as measuring scales to form a solid idea about its implementation in the current research.
- Review the managerial effectiveness concept to understand the main skills and traits that are required to be in a leading position within an organization for the support of its performance and healthy work environment. The study includes the theoretical frameworks as well as the scales used for measurement in different studies since the inception of the concept.
- Study organizational performance dimensions that facilitate the measurement of the key aspects of the organization that drive its growth, efficiency, and competitiveness.
- Adopt reliable scales for the measurement of the three variables as well as design a questionnaire tool for implementation in the case study.
- Obtain the necessary data through a representing sample in terms of sampling method and size, which are crucial to the validity as well as reliability of the findings of the study as well as the constructed scales.
- Analyse the validity of the scales using a confirmatory factor analysis to measure the fitness of the model as well as the intercorrelations between their indicators.

- Perform a structural equation modelling (SEM) analysis to model the relationships as well as effects between the three variables. The results of the analysis are used for hypotheses testing.
- Provide recommendations to Libyan manufacturing organizations based on the findings of the research, as well as future research opportunities.

Research Significance

The study's primary objective is to ascertain how the manufacturing sector organizations in Libya benefit from strategic planning as well as effective management. This is especially essential as associations make progress toward seriousness as well as maintainability in an unstable monetary scene. Given the interesting monetary, social, and political setting of Libya, the exploration gives experiences that are contextualized to Libyan assembling associations. Such an engaged report is instrumental for nearby organizations to comprehend the subtleties that impact their exhibition as well as how they can adjust key as well as administrative practices to their current circumstances. The research reveals the strategies that successful businesses use to navigate uncertain markets by examining strategic planning in the context of Libyan manufacturing companies. This is especially true in economies that have come out of a conflict, where it's possible that traditional business models won't work anymore. The review's emphasis on administrative viability offers a focal point through which the role of initiative is seen in hierarchical achievement. This part of the exploration can add to administration advancement projects as well as assist with recognizing key skills required for viable administration in the area. For Libyan assembly associations, this examination can act as a benchmark for surveying their essential preparation as well as administrative practices. The findings can help drive performance enhancements by highlighting strengths as well as areas for improvement. The examination has likely ramifications for strategy producers, as it might illuminate strategy choices connected with the assembly area in Libya. Understanding the effect of key preparation and administrative adequacy on execution can direct the improvement of steady strategies as well as projects. The academic literature on strategic management and organizational performance, particularly in the context of developing nations as well as economies in transition, is

enriched by this study. It improves the conversation by giving exact proof from a somewhat underexplored region. The useful applications of this exploration are broad. The findings can be used by manufacturing businesses to improve performance, enhance managerial capabilities, as well as refine strategies. Specialists as well as professionals can likewise use the experiences to prompt associations in the area. Even though the research only looked at organizations in Libya, the lessons learned could be used in other areas with similar economic and industrial landscapes. It adds to the assortment of information on what various conditions mean for relevance as well as progress of vital and administrative practices.

Research Purpose

The examination expects to methodically assess what exhaustive vital arranging means for the presentation measurements of assembling associations in Libya. This incorporates evaluating the degree to which vital arranging adds to functional productivity, piece of the pie development, monetary strength, as well as upper hand.

- The review means to examine the connection between administrative viability and hierarchical execution, zeroing in on authority styles, dynamic cycles, correspondence adequacy, as well as the capacity to adjust to changing business conditions.
- A key goal is to investigate how key preparation as well as administrative viability communicate and mutually impact hierarchical results. This includes determining whether there is synergy or dissonance between the two elements as well as how they interact to help or hinder the success of the organization as a whole.
- Perceiving the interesting difficulties looked by Libyan assembling associations, the examination intends to offer bits of knowledge that are explicitly custom fitted to this specific situation, taking into account factors like monetary instability, administrative conditions, as well as the accessibility of assets.
- This study will add observational proof to the current writing on essential administration as well as hierarchical execution, especially inside creating economies as well as post-struggle areas.

- Data-driven insights that can guide strategic decision-making, leadership development, as well as policy formulation are anticipated to be provided by the findings, which are expected to have practical implications for business leaders as well as policymakers.
- By featuring regions that require further examination, the exploration means to lay out a strong starting point for future examinations in essential preparation, administrative viability, as well as hierarchical execution inside the Libyan setting and comparative conditions.

METHOD OF THE RESEARCH

Research Structure

The thesis report is designed to report the outcomes the theoretical and practical studies through five chapters.

- Introduction: problem statement, main aim as well as objectives of the research, and research structure.
- Literature review: theoretical study into the three variables investigated as well as their relationships. The first section reviews the theoretical frameworks and definitions of strategic planning as well as the subsequent dimensions and indicators used for measurement in different studies as well as contexts. It also studies the relationships of strategic planning with other organizational variables to form an understanding of its impacts as well as potentials. The second section follows a similar structure for managerial effectiveness. However, this concept requires focusing on the different skills and traits of managers that allow them to become leaders as well as increase the efficiency of their roles. Organizational performance is studied based on the theoretical frameworks proposed in the literature as well as the different aspects considered in its measurement.
- Methodology: planning for the method used in the research, including its theoretical as well as practical parts, and the interconnection between them. The model of the research is designed, as well as the targeted hypotheses are structured accordingly. The different scales for measuring the variables are

reviewed briefly for the selection of the best scales that can achieve the objectives of the study. The adopted scales are filtered according to previous validity studies to select the most representative items, if needed. Thereafter, the questionnaire tool for the current research is designed with the shortlisted questions, the measuring scale, as well as the necessary demographic questions. The sampling and data collection methods are stated, in addition to research limitations as well as possible sources of research bias. A brief is provided on the analysis techniques used in the analysis and their objectives.

- Findings: reliability as well as homogeneity tests are carried out, as well as a confirmatory factor analysis for the used scales. After confirming the validity of the scales, the results of the questionnaire are presented through descriptive statistics. The effects as well as relationships targeted by the study are tested through a structural equation modelling (SEM) analysis, which are used for testing the hypotheses. Finally, the findings of the research are discussed along with the results of existing literature.
- Conclusions: summary of the research and its most significant results. Suggestions for Libyan manufacturing organizations are provided, as well as for organizations in general. Moreover, opportunities for future research are provided.

1. CHAPTER ONE: LITERATURE REVIEW

1.1. Strategic Planning

The concept of Strategic planning emerges from the need for the organization to plan its performance, resources, as well as growth through a long-term vision. The essence of the term is explained through the definition of the concept. Tarifi (2021) defined the concept as “the process of guiding the organizational stakeholders in realizing the envisioned future of the organization as well as creating the necessary developmental procedures, actions, as well as operations that enhance the performance of the organization.” Maleka (2014) perceives strategic planning as the overall planning process of the organization that defines the way forward for the organization to achieve its objectives. De Andreis (2019) states that strategic planning as a concept developed with the development of the needs as well as goals of organizations over time. The author defines the concept as a medium- to long-term mechanism that defines processes, tools, and goals for the organization to plan their operations.

Anandan and Gupta (2020) defined strategic planning through the different frameworks discussed in the literature while analyzing them for dimensions to understand the concept from different perspectives. The authors found that the common keywords in available definitions lead to it being a long-term formulation process to achieve organizational goals through addressing its different objectives while considering resource constraints as well as desirable performance. As part of research for the World Bank, Hanna (1985) observed three main components that define strategic planning in corporations, which are the adoption of hierarchy strategies, the use of portfolio management, and the tendency of organizations to segment their business units.

Rasouli et al. (2020) presented strategic planning as a key process within the organization. Based on their study within the healthcare sector, the authors defined the concept as a process that reviews organizational requirements, corporate environment, stakeholder relationships, resources, and weaknesses to empower decision-making for its strategies, goals, as well as mission. Taks and Vadi (2019) stressed the importance of the involvement of internal stakeholders at different levels of the organization in creating

the strategic planning process for the organization. The authors defined the concept as the process where the organization foresees its potential performance through the allocation of its possible resources, which includes its internal stakeholders.

Based on these definitions, it is observed that the concept of strategic planning is mainly based on creating a roadmap for the achievement of a desired performance, which translates into the organizational mission as well as a set of goals and objectives. There are many constraints that limit any ambitious vision in that sense, with different types of resources according to the type of operation and sector. These resource constraints include market, talent, technology, and time limitations. Therefore, an overall definition of strategic planning can be summarized as:

The process of laying out a road map for the organization to achieve a desired level of performance within a defined medium and long-term period, while considering available and potential resources, and with the participation of all internal stakeholders, to fulfil a set of objectives and goals

1.1.1. Theoretical Frameworks

The early development of strategic management started at the beginning of the twentieth century, when Taylor (1911) discussed the methods and techniques used at the time and claimed that organizational tasks needed to be managed in a better way. The early implementation of the concept contained an exploration of the different types of tasks that are performed by workers, then tweaking their approach and monitoring the effect of these modifications. The approach was then developed to include understanding the impact of behavior within the organization through looking into motivation as well as physical factors as well as their impact on productivity. From these early attempts, the idea of business meetings that dive into operational details emerged (Atler, 2008).

More solid theories started to appear in the following decades with the development of the term "strategic management." Schendel et al. (1980) defined the term as a systematic incorporation between the external environment of the organization as well as its internal resources and responses Chandler (1962) altered the perception of strategy in organizations from being a response to their capabilities to the other way around. The author also argued that it is essential to decentralize business units to focus

executives on strategic planning with all the necessary time, commitment, and information.

The first theory on strategic planning was developed by Harvard Business School, which stated that the concept defines the organization as well as its operations by laying down its objectives and policies (Blackberry, 1994). The link between strategic planning as well as performance was also recognized in this conceptualization. (Hammer, 1996).

Modern Strategic planning was earlier known as "portfolio management," which divided the capital of the organization into different segments as well as allocated resources to support each one of them. The financial aspect of portfolio management was dominant in finding the most effective way to utilize capital. The assessment that is carried along with the concept includes looking into two main characteristics: business strength through its market share as well as business attractiveness through its growth potential. Nonetheless, the first form of strategic planning was not concerned with the organizational structure for handling market share, growth, or risk, nor was it focused on policies (Schendel, Ansoff, & Channon, 1980).

The progression of strategic planning led to the development of the industrial economics model, which depends mainly on the relationships between competitive powers as well as their analysis. The strategies derived from the model take into consideration the relevant consumer power as well as supplier power, in addition to threats imposed by competitive services and products as well as market conditions. The framework was called "the Five Forces Framework."

As shown in Figure 2.1. The model allows the organization to select a generic strategy from a set through focusing on customers as well as cost competitiveness (Porter, 1980).

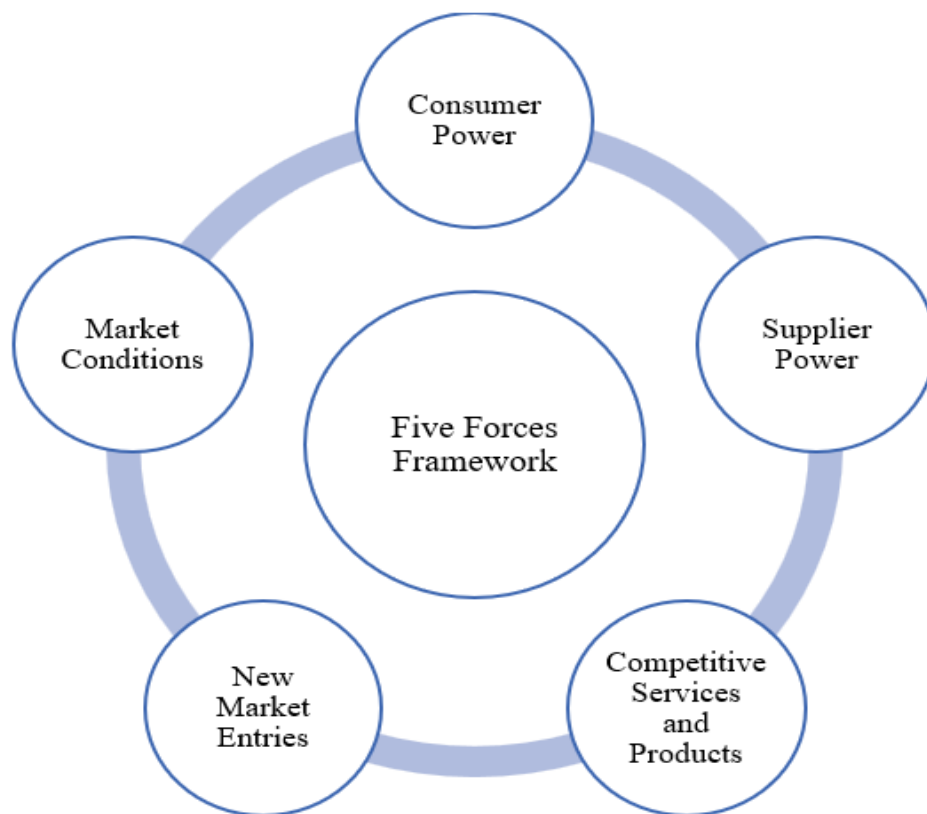


Figure 1: Five forces framework for strategic planning adapted from (Porter, 1980).

The subsequent models in strategic planning addressed the need of the organization to identify its strengths as well as develop specific strategies to utilize them. These strengths were called “core competencies”, while the identification stage was the most challenging exercise. The main idea behind the model that added to the Five Force Framework is to analyse the performance issues generally as well as specifically and use the available core competencies to drive them. Such an analysis would naturally affect structures and policies within the organization (Hammer, 1996). In the 1970s, a matrix model was developed by Ansoff et al. (1976), as shown in Figure 2.2, that influenced the perceptions of executive towards their strategies. The model investigates the existing and potential markets as well as products; therefore, deriving a general strategy for the performed analysis.

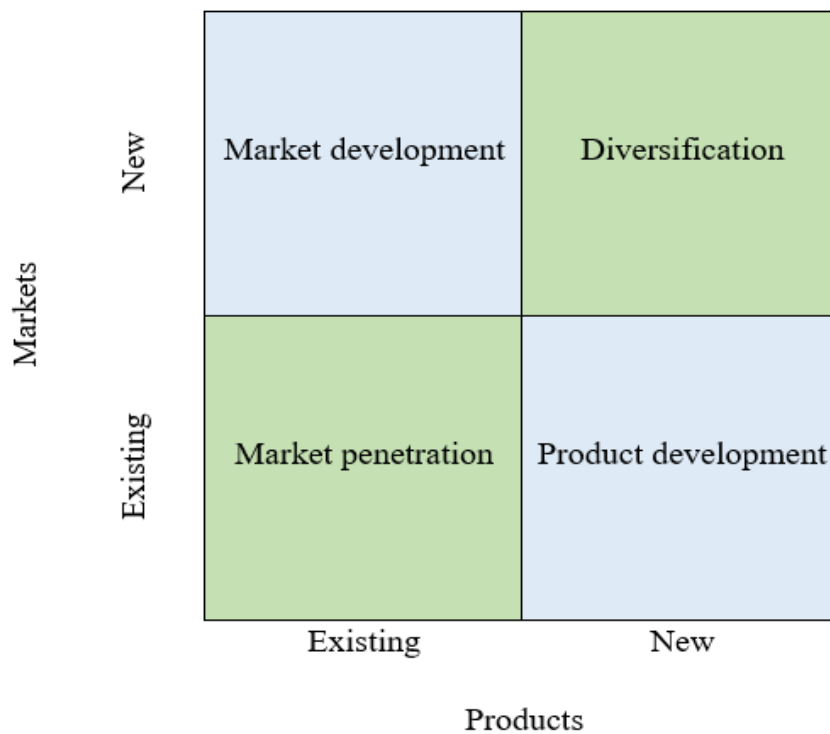


Figure 2: Strategic planning matrix adapted from (Hammer, 1996).

1.1.2. Measuring Scales and Dimensions

Considerations for Strategic planning dimensions have changed through the development of the concept. However, modern consideration for the dimensions of the concept started with Boyd & Reuning-Elliott (1998) as well as Andersen (2000), where the authors reviewed studies on the subject dating back to the study of Chandler (1962). The study by Andersen (2000) comprehended the merits of each dimension and the indicators that fall within them while addressing the lessons learned from each research type. It is considered one of the significant applications of the strategic management model developed by Boyd and Reuning-Elliott (1998). In the core of the research, the model correlates strategic planning to organizational performance, which reflects the main motive for the development of the concept. Moreover, the relationship was also intermediated by the autonomous actions that executives take to iterate their judgments as well as decision-making processes. In this context, the study considered several dimensions for strategic planning, as shown in Figure 2.3. The dimensions used in the

study are based on the strategic planning model of Boyd & Reuning-Elliott (1998). In studying the model along with organizational performance, Andersen (2000) considered mainly four of the seven dimensions of the model, which are highlighted in green: mission statement, long-term goals, action plans, as well as ongoing evaluation.

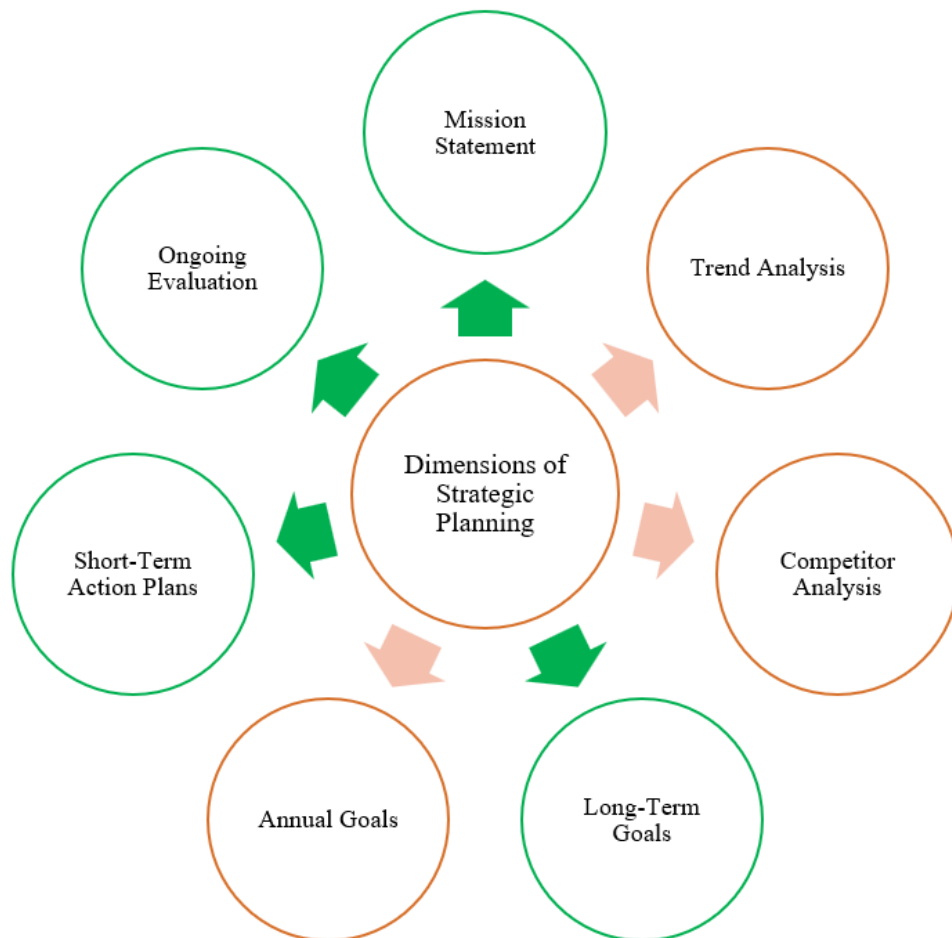


Figure 3: Model for strategic planning developed by Boyd & Reuning-Elliott (1998).

Another measuring scale introduced shortly after the model of Boyd & Reuning-Elliott (1998) was the strategic planning index by Phillips & Moutinho (2000). The framework focused on the efficiency of a strategic planning process through four parameters, as shown in Figure 2.4: formalization, participation, sophistication, as well as thoroughness. Formalization describes the ability based on the strategic planning (SP) process to be standardized into a set of systematic procedures; participation measures

the ability to communicate with a shared vision; sophistication targets the ability to adopt a different range of management techniques; as well as thoroughness looks into the involvement of all management levels in the process.

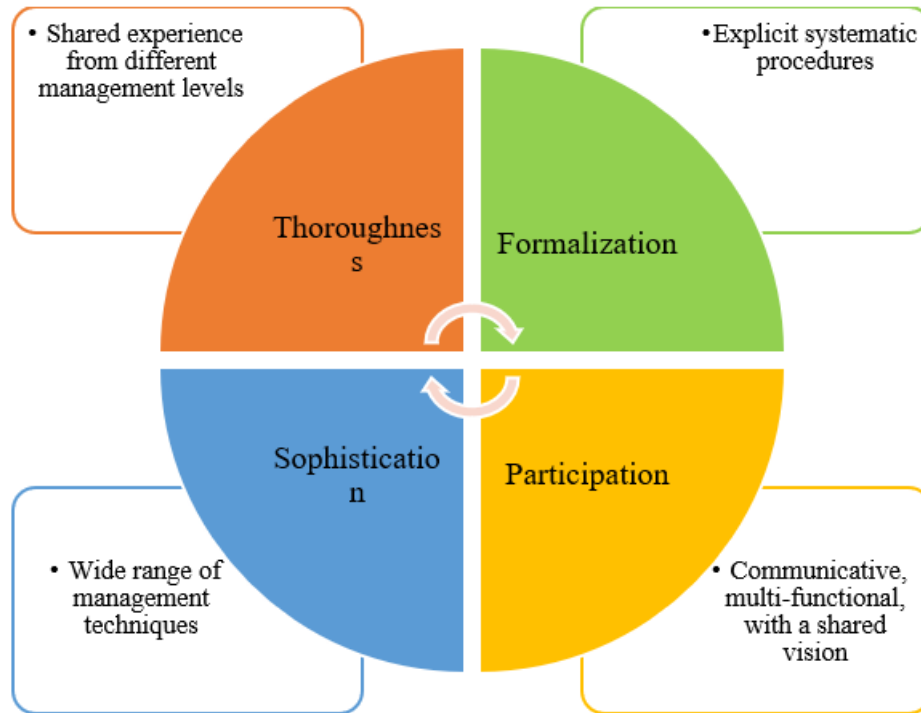


Figure 4: The strategic planning index model parameters developed and adapted from Boyd & Reuning-Elliott (1998).

Phillips & Moutinho (2000) adopted a different model for the measurement of strategic planning than the one developed by Boyd & Reuning-Elliott (1998). As the model targeted efficiency as a primary characteristic, the authors altered the dimensions used in the model to fit the purpose of their study. Six main dimensions were the construct of the model: implementation, future performance, existing performance, functional coverage, use of analytics, as well as organizational participation, as shown in Figure 2.5. The factors within these dimensions are strongly focused on the four parameters stressed earlier. Thus, each statement is structured to reflect one or more parameter for the measurement of strategic planning.



Figure 5: Construct of strategic planning index (SPI) adapted from Boyd & Reuning-Elliott (1998) and Phillips & Moutinho (2000).

Among the two models of measurement for strategic planning presented by Boyd & Reuning-Elliott (1998) and Phillips & Moutinho (2000), the linkage with organizational performance is evident. The first model focuses on the availability of several techniques in the planning process that ensures a healthy and thorough process. Nonetheless, the latter model targets the efficiency of the used model as well as its ability to transform into a norm incorporated with business operations. The core of both models focuses on analytics, objectives, and evaluation micro-processes that have the ability to provide executives with a wider picture of the existing as well as future pictures of the organization and its environment. There were some earlier studies that discussed other dimensions, such as the temporal aspect of strategic planning in the study of Ramaprasad

& Stone (1992), which motivated researchers to consider the past, existing, as well as future viewpoints of the different dimensions.

1.1.3. Relationships with organizational variables

The main concept that has been studied along with strategic planning constantly in the literature is organizational performance. It is a logical outcome since the main drive behind the development of the strategic planning concept is to simulate better performance, especially in a competitive business environment. The studies targeting the correlation between the two variables started early with the development of strategic planning models for measurement towards the end of the past century. Due to the use of the models in different markets as well as sectors, several results have shown a significant relationship between the focus of the organization to adopt and implement strategic planning techniques and its ability to diagnose and drive its overall performance.

The previously discussed study of Andersen (2000) interviewed twenty executives in three sectors: household products, computer products, and banking. Normalization describes the ability of the strategic planning process to be standardized into a set of systematic procedures; participation measures the ability to communicate with a shared vision; sophistication targets the ability to adopt a different range of management techniques; and thoroughness looks into the involvement of all management levels in while the study differentiated the results between those sectors, it is considered one of the early modern proofs on the relationship. The correlational study showed weak to moderate positive relationships between strategic planning and each of economic performance ($\rho = 0.355$) and organizational innovation ($\rho = 0.275$) both significant at the 0.05 level. On differentiations between the investigated sectors, the regression model showed that strategic planning affected the computer products sector more than the other two sectors. The author attributed the results to the industry's higher tendency for decentralized management structures.

Namada et al. (2017) investigated the relationship between the implementation of strategic planning systems and organizational performance with companies operating in exportation zones. The sample was collected from forty organizations and the findings

from the regression analysis indicated a significant impact based on strategic planning on performance through dimensions. Resources based on the management participation, and planning tools were all found influential (R square = 0.301, 0.337, and 0.265, respectively). Furthermore, the overall strategic planning systems were found effective in driving organizational performance with an R square value of 0.474.

Williams Jr. et al. (2018) researched the impact of implementing (SP) on the performance of SMEs in the United States. The study was conducted through more than 230 employees. The structural analysis of the model showed a moderate significant impact of strategic planning on performance in SMEs. However, the authors discussed a comprehensive strategic planning model and presented its effects on performance through a structural model, which showed a high, positive, and significant impact relationship. The comprehensive model involved more intensive goal that is setting as well as ratio analysis exercises.

Also, Gomera et al. (2018) has studied the relationship with more than 250 questionnaires collected from managers or owners of SMEs in South Africa. The research focused on financial performance as an indication of organizational performance. The correlational analysis showed that the formulation, implementation, and assessment of strategic planning is positively and moderately related to financial performance with $\rho = 0.629$, $\rho = 0.615$, and $\rho = 0.608$, respectively. The findings of the study suggest that adopting strategic planning is a healthy practice despite the size of the organization.

Khalid and Nusari (2020) investigated the impact based on strategic planning on operational performance in public sector organizations in the United Arab Emirates. In the same way, the study involved collecting questionnaires from more than 370 employees. Three main strategic planning components were considered: vision, mission, and objectives. The correlational analysis showed a strong correlation between the three dimensions and operational performance. A moderate positive relationship was revealed between the two concepts. Vision had the strongest correlation ($\rho = 0.457$), followed by objectives ($\rho = 0.372$), and mission ($\rho = 0.349$).

Guo et al. (2018) explored the possibility of enhancing dormant resource utilization with strategic planning through a questionnaire performed with thirty

executives in the United States. The regression analysis models showed strong positive impacts on performance by bargaining powers with buyers and suppliers, while negative impacts were found by product substitutes, competitiveness in the market, and market entry. Through the explored model with intermediate role of strategic planning, it was indicated that the concept is able to positively enhance resource utilization, and subsequently drive better growth.

Kornelius et al. (2021) studied the effect based on the strategic planning on organizational performance through direct as well as mediating roles. The study involved seventy companies in Indonesia using a questionnaire methodology. The structural model analysis a strong impact of strategic manoeuvrability on organizational performance (Coefficient = 0.634). Moreover, a moderate effect was found of (SP) based on firm performance through a mediating role of strategic manoeuvrability (Coefficient = 0.468). However, a direct impact of (SP) on organizational performance was demonstrated in a weak manner (Coefficient = 0.230). In addition, the main research outcomes based on the study suggest that (SP) is essential in enhancing organizational performance. Nonetheless, it is not necessarily that the sole implementation that guarantees tangible results rather than the ability based on the organization towards adjusting its strategic planning with the changes in the market.

1.2. Managerial Effectiveness

Managers are a critical and a significant part of the workforce composition in the organization due to their huge impact on its strategies, reinforcement of processes and practices, and the planning for successful executions. The scarcity of successful and efficient managers led to the continuous focus on understanding the characteristics and factors that can form talented managers and increase their efficiency for key practices, such as decision-making, planning, leadership, and delegation (Oppong, 2011). The importance of managerial effectiveness has risen since the sixties of the past century with the emergence of new concepts that changed the perception towards business and organizations (Reddin, 1970). The concept developed into theories that described the characteristics that need to be available in managers and the practices that need to be

mastered by them. Thereafter, theoretical frameworks were established that linked managerial effectiveness to various variables in the organization (Clampitt, 2001).

The importance of managerial effectiveness arises from four main reasons :

- The crucial role played via managers in driving the success of the organization in terms of strategic as well as operational objectives. Companies are constantly looking for the best-fit managerial talents that can grasp the essence of their visions and missions and transform them into realities with the best utilization of available resources (Kassem & Moursi, 1971).
- The scarcity of managerial talent available in the markets, which forced companies to examine methods to increase the efficiency of current talents and develop new talents within the organization to substitute shortages at different levels (Kassem & Moursi, 1971).
- The high expectations of stakeholders from managers as they look up to them for the best leadership, planning, and decision-making to achieve more organizational and financial success (Lusnakova, Dicserova, & Sajbidorova, 2021).
- The increased need for reliable leadership in the organization that can be trusted with material and human resources that are invested in different domains, especially with the increase of competition, fast-track development pace, and unpredictable risks (Hallo et al., 2020).

There are two main approaches to managerial effectiveness: the first approach focuses on the manager as a human resource that need to be developed in terms of personal characteristics and skills, and the second approach focuses on the organizational components that supports the functionality and development in the organization (Galandere-Zile, 2009). This section studies the concept of managerial effectiveness in terms of its definition, theories, and theoretical frameworks that relate it other concepts in the organization. Moreover, the key traits of managers and the support given by the organization are reviewed, in addition to scales that are used for measurement.

1.2.1. Definitions and Frameworks

The first two books issued on the managerial effectiveness (ME) were by Reddin (1970) and Compbell et al. (1970), where both resources approached the concept differently. Reddin (1970, p. 105) concentrated in defining the managerial effectiveness on the behaviour towards resources by the manager and stated:

We define effective managerial job behaviour as any set of managerial actions believed to be optimal for identifying, assimilating, and utilizing both internal and external resources toward sustaining, over the long term, the functioning of the organizational unit for which a manager has some degree of responsibility

Compbell et al. (1970, p. 3) defined the concept by focusing on the performance of the manager, or as they called it the “output”, and they stated:

Effectiveness is the extent to which a manager achieves the output requirements of his position. It is the manager’s job to be effective. It is his only job. ME (Managerial Effectiveness) has to be defined in terms of output rather than input by what a manager achieves rather than by what he does

The difference in perception between the creators of managerial effectiveness is legitimate due to the several components that form its theory and approaches. The term consists of two words that describe the person in action, i.e., the manager, and the ultimate objective required by him, i.e., effectiveness. The approach of Reddin (1970) addresses managers and their and behaviour and skills of identification, incorporation, and utilization of resources as the target for effectiveness. Moreover, the author justifies the approach within the definition is to achieve the sustainability of the organization and its objectives as a key responsibility of the manager. However, Compbell et al. (1970) relate managerial effectiveness to the ability of the manager to deliver outcomes for the organization as a core responsibility, in addition to the ability to fulfil the requirements of the role.

There are other definitions that attempted to sum up the essence of the concept and addressed it from different points of view:

- The view of goals and resources: “Managerial effectiveness is defined as the achievement of the goals, which contribute to the overall objectives of the

organization, through optimum utilization of resources” (Kokila & Muralidaran, 2015, p. 127).

- The view of job role and behaviour: Bamel et al. (2015) stated that scholars approached the concept from different perspectives. The two main ways to approach managerial effectiveness, as per research, are either related to job role and behaviour or required competencies and skills.
- The view of using skills for higher performance: “Managerial effectiveness implies to the extent to which an employee achieves the output requirements of the organization by using and implementing his or her managerial skills and strategies through his work force” (Fonceca et al., 2017, p. 47).
- The view of higher productivity: Pranitasari (2019) defined managerial effectiveness as degree of efficiency and productivity demonstrated by the manager in carrying out tasks to achieve organizational goals.
- The view of opportunity development: “the ability of a manager to carry out the activities required of his position while achieving the results both current and in terms of developing further potential” (Rana et al., 2016, p. 300).

Based on the different views and approaches towards the concept of managerial effectiveness, a balanced and comprehensive definition is developed to include its objectives and expectations, as follows:

Managerial effectiveness is the abilities of managers to fulfil their job requirements, demonstrate leadership behaviour, acquire and utilize skills, augment productivity, yield the required level of performance, and optimize resource utilization for the achievement of organizational goals and objectives and the creation of new success opportunities.

Several frameworks were developed for managerial effectiveness based on the understanding of scholars of the concept and the prioritization of dimensions according to it. Leslie et al. (2002) presented a series of studies on the concepts in which the dimensions of the proposed theoretical framework are presented. The authors concluded that the complexity of the context affects the influence of other dimensions in forming managerial effectiveness. Four main dimensions were described and investigated in the model: personality, experience, managerial roles, and managerial capabilities, as shown in Figure 2.6. The empirical studies performed specified the factors under each

dimension that influence managerial effectiveness. Nonetheless, it was stressed that these factors differ significantly between low and high global contexts. A summary of the results is presented in Table 2.1.

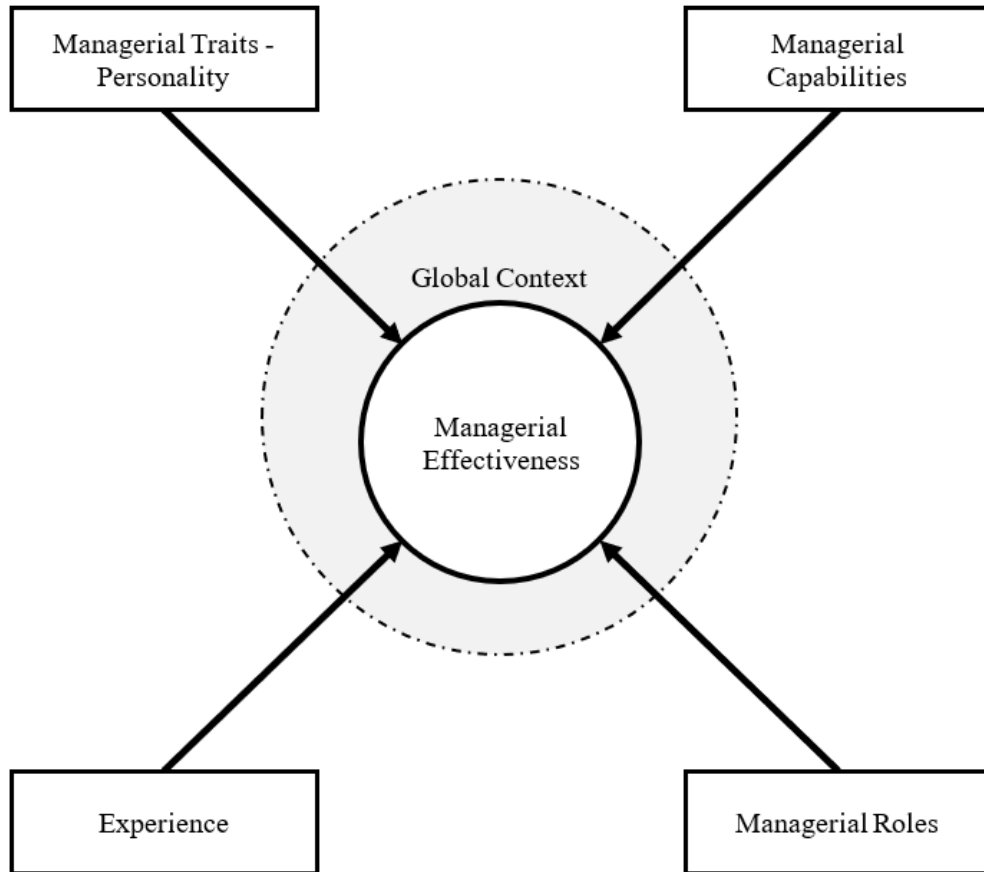


Figure 6: A framework of managerial effectiveness by Leslie et al. (2002)

Table 1: Dimensions influenced by different global contexts for managerial effectiveness

Dimension		Low Global Context	High Global Context
Managerial Roles		Spokesperson	Leader
		Leader	Decision maker
		Liaison	Innovator
		Decision maker	Negotiator
Managerial Personality Traits		Neuroticism	Neuroticism
		Extraversion	Extraversion
		Openness	Openness
		Conscientious	Agreeableness
			Conscientious
Experience		<u>Life experience:</u> expatriate	<u>Life experience:</u> Languages spoken
		Time in role	Foreign education expatriate
		<u>Heterogeneity:</u> Race	<u>Heterogeneity:</u> Sex

Resource: Leslie et al. (2002)

The second model presented for managerial effectiveness is proposed and tested by Gupta (1996), as shown in Figure 2.7. The model is structured into three main dimensions: position activities, achievement of results, and potential development. Based on the indicators under each dimension, the framework demonstrates more

alignment with the definition of managerial effectiveness than the one presented earlier by Leslie et al. (2002). The factors under each dimension are presented in Table 2.2. Under position activities, the author included networking, conflict resolution, motivating, delegation, communication and task assignment, welfare management, team management, informal communication, market environment management, integrity, and consultation. Under the achievement of results, the factors include image building, client management, competence, and discipline. Finally, potential development includes inspection, innovation, and confidence in subordinates.

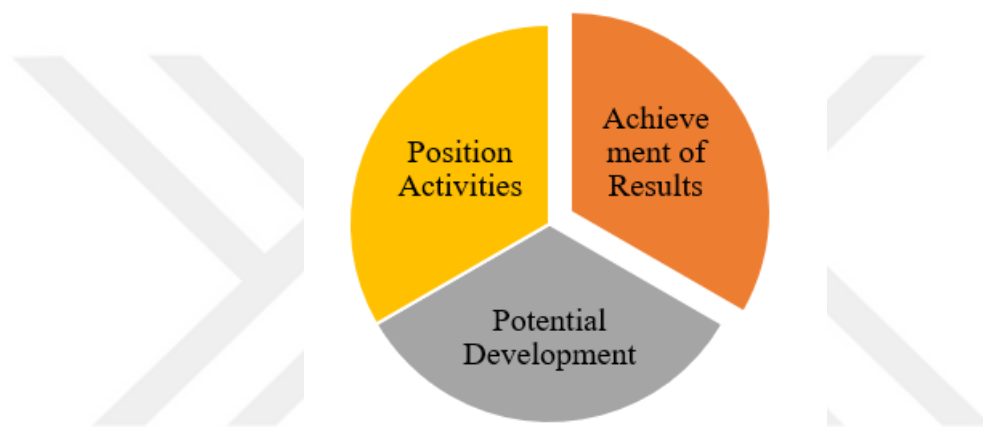


Figure 7: Factors for managerial effectiveness model adapted from Leslie et al. (2002).

Table 2: Factors for managerial effectiveness model

Position Activities	Achievement of Results	Potential Development
Networking		
Conflict resolution		
Motivating		
Delegation		
Communication and task assignment	Image building	Inspection
Welfare management	Client management	Innovation
Team management	Competence	Confidence in subordinates
	Discipline	
Informal communication		
Market environment management		
Integrity		
Consultation		

Source: Gupta (1996)

1.2.2. Skills and Traits of Managers

It is evident from the models of managerial effectiveness that the skills and personality traits of managers determine the essential tools that contribute to their efficiency. In the same way, Divleli & Ergun (2015) has performed an empirical study towards correlate the efficiency based on the managers at different organizational levels to their skills. The authors divided the management levels into three layers, as shown in Figure 2.8:

- Top level: managers with the most authority and responsibility for organizational decisions due to their influence on the organization's strategies, policies, objectives, and representation in the market to the society.
- Middle level: managers that are focused on team management and the technical aspect of the business.
- Low level: managers that often referred to as supervisors and are responsible for specific tasks that have administrative, commercial, or technical natures.

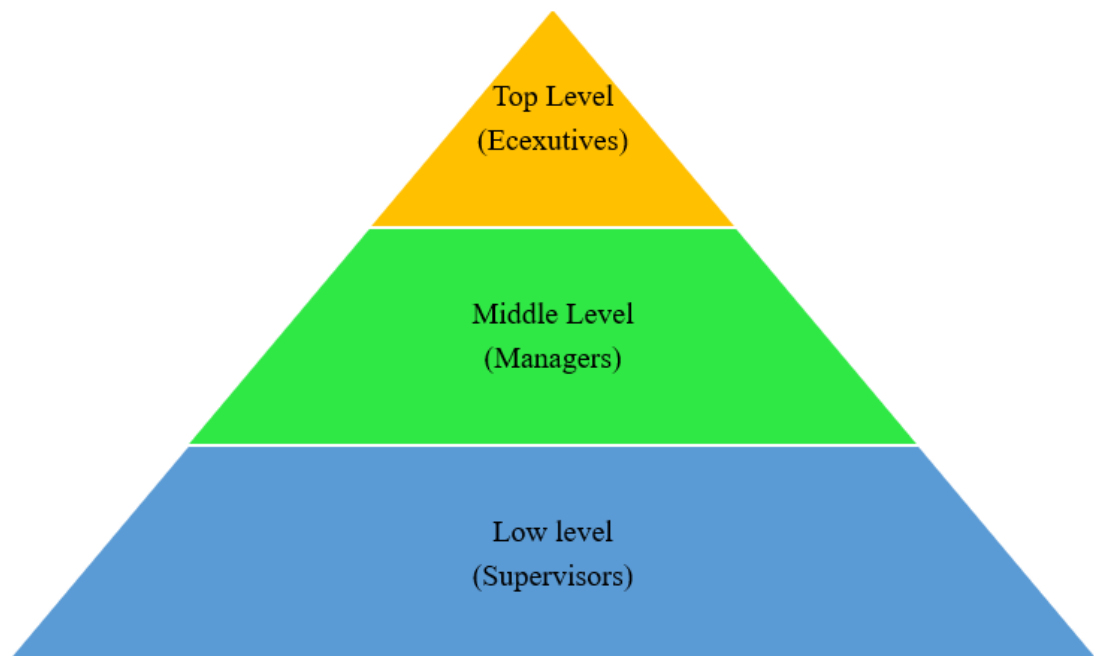


Figure 8: The three levels of management in the organization adapted from (Divleli & Ergun, 2015)

The authors also classified management skills into three main categories, as shown in Figure 2.8. The use of these skills varies between the different levels of the organization. Technical skills remain more critical based on low level managers, human skills remain important for middle level managers, which is associated with conceptual skills are needed for executives. Technical skills are related to the physical activities carried out by employees in the organization. It results from accumulating knowledge and experience in procedures, processes, and general and specific methods and techniques. They require mastering certain tools that have special tactics, information, equipment, and tools. Experience is essential for management at this level as supervisors usually deal with employees with different experience levels and are required to deliver tasks within deadlines (Divleli & Ergun, 2015).

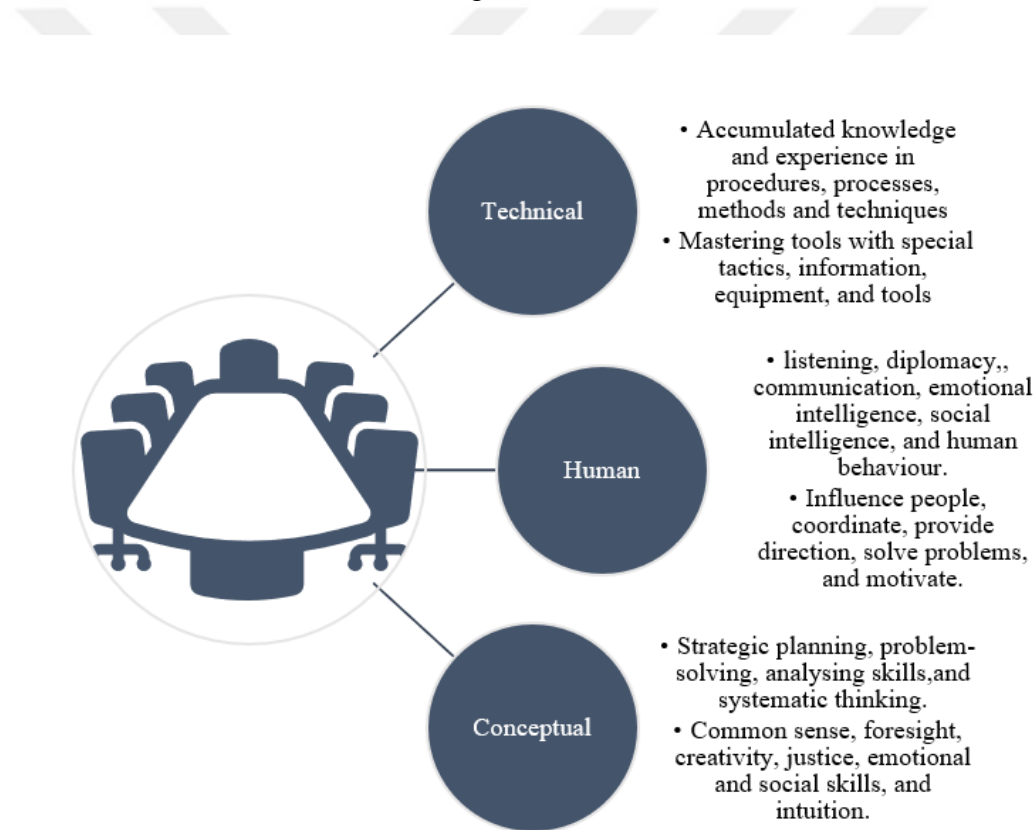


Figure 9: Types of management skills and traits in the organization (Divleli & Ergun, 2015)

Human skills are crucial for middle level managers who need to have knowledge and experience in listening skills, diplomacy, establishing cooperative environments, communication, emotional intelligence, interpersonal processes, and human behaviour. Managers at this level should have the ability to influence people, listen to their obstacles, concerns, and problems, coordinate, and provide direction, solve problems, and motivate employees for better productivity. Conceptual skills are mostly needed for executives at the top level, which are mainly related to providing purpose and direction for the organization. Managers at this level are required to have key skills, including strategic planning, problem-solving, analysing organizational and market changes, systematic thinking, and intuition. They also need to have high levels of common sense, foresight, creativity, justice, and emotional and social skills (Divleli & Ergun, 2015).

Lounsbury et al. (2016) defined nine personality traits of managers that are key for their effective functionality within the organization, as presented in Figure 2.10, which are as follows:

- Agreeableness refers to the trait that allows the manager to form work teams and increase their cooperation.
- Conscientiousness refers to the discipline of the manager in terms of rule-adherence, orderliness, dependability, and timeliness.
- Emotional stability refers to competency of the manager in work-life balance, role conflict, and ability to balance overhead management with front-line employees without losing control emotionally.
- Extraversion refers to traits that enable the manager to present cases, persuade others, communicate effectively, and listen to other people to address challenges.
- Openness refers to the desire of the manager to indulge into new experiences and is usually related to good analysis abilities and creativity.
- Assertiveness refers to the ability of the manager to be decisive, especially in critical moments that involve stress and pressure.
- Customer service orientation refers to the trait that enables the manager to establish beneficial relationships with customers, attend to their needs, and drive up their satisfaction and loyalty.

- Optimism refers to the adversity and persistence of the manager to see the positive side of challenges and ability to communicate it to subordinates.
- Work drive refers to the focus of the manager on tasks and goals, especially if they are challenging, as well as having high persistence, ambition, and consistency in effort.



Figure 10: Key personality traits necessary for managers (Lounsbury et al., 2016)

1.2.3. Measurement and Relationships

The relationships of managerial effectiveness are examined in the literature in different contexts. The effect of the concept on performance is the most addressed framework addressed with empirical data. However, this relationship is further addressed in the next chapter within the hypotheses section. The relationship of managerial effectiveness with other organizational variables are available in several studies. Rana et al. (2016) studied the effect of work values, including creativity, management, achievement, surrounding, way of life, security, associates, aesthetics, prestige, independence, variety, economic return, altruism, and intellectual stimulation on managerial effectiveness in India. The study included 300 management staff in several sectors in the country. The regression model of the study showed that creativity is the most effective work value in increasing managerial effectiveness when it comes to job activities ($\beta = 0.54$), developing potential ($\beta = 0.41$), and achieving results ($\beta = 0.38$).

KA et al. (2021) studied managerial effectiveness among other variables for the effect on the quality of work within a governmental context. The authors collected questionnaires from 295 participants. The correlational analysis showed that managerial effectiveness had a positive moderate relationship with service quality ($\rho = 0.524$), trust ($\rho = 0.434$), and work environment ($\rho = 0.341$). Moreover, a structural model analysis was performed where managerial effectiveness had the following effects: service quality ($Lx = 0.248$, $t = 4.351$), trust ($Lx = 0.329$, $t = 5.599$), and work environment ($Lx = 0.259$, $t = 3.965$).

Dobrowolski et al. (2021) presented a research with an initial data on the key competencies in family businesses that affect its managerial effectiveness. The study included more than 140 managers. The results show that identifying and acting on new opportunities was the most influential competency, followed by organizational skills, establishment of organizational culture, management skills, and structuring strategies that allow the tackle of new business opportunities (Dalla, 2020).

Dandono et al. (2021) presented a complex framework that studied the effect of human resource development, organizational culture, staff competency, and organizational commitment on managerial effectiveness. The study was performed on the

ministry based on the education as well as culture in Indonesia and included more than 150 participants. A structural analysis was performed, which showed that organizational commitment had the highest effect on managerial effectiveness ($Lx = 0.305$, $t = 4.113$), followed by organizational culture ($Lx = 0.256$, $t = 3.844$), human resource development ($Lx = 0.209$, $t = 2.955$), then staff competency ($Lx = 0.196$, $t = 2.556$).

Vivek (2016) investigated the effect of organizational citizenship behaviour on managerial effectiveness with 240 participating employees in Indian organizations. The findings show that managerial effectiveness is significantly affected by organizational citizenship culture.

1.3. Organizational Performance

1.3.1. Theory and Definition

Researchers hailing from many fields such as psychology, sociology, human resource management, and marketing a branch of economics continually investigate this matter (Dalla, 2020). It is both seductive and confusing how many and what kind of approaches there are. It may be beneficial since it addresses a lot of ground, however, it is detrimental because no consensus can be established. As scholars write on performance in their own chosen manner as well as in relation to their areas of expertise, the number of papers devoted to the issue based on performance is continually increasing, but there is no agreement developed in identifying the essential principles (Neely, 2007). Moreover, a lot of definitions only cover a portion of what performance actually is. Thus, research (Franco-Santos and associates, 2007). According to Venkatraman and Ramanujam (1986), several scientists expressed their dissatisfaction and suggested that they focus on other, more significant matters. Without a doubt, performance will always be a difficult and complex concept that evolves with time. Franco-Santos, et al. (2007) provided an alternate perspective, pointing out that a performance measurement system is at the core of the performance management process (Dalla, 2020). The concept of performance is "case specific," according to Lebas (1995). The author further emphasizes that performance management and performance measurement are interdependent and that one cannot exist without the other (Dalla,

2020). The management philosophy is supported and given perspective by the measurements. In IB literature, however, the terms performance management and performance assessment are sometimes utilized interchangeably. In the same way, Axson (2010, page 25) predict performance, communicate results, as well as reach conclusions. He goes on to add that in order for businesses to succeed over the long term, they must maintain constant flexibility. Cokins (2009, p. 9) agreed that a definition had to be uncomplicated. The author claims that performance management is primarily concerned with enhancing and converting a business's goals and strategy into the desired results (Dalla, 2020). In a nutshell, performance management remains about "running the business," according to Verweire and Van den Berghe (2004, p. 8). The definitions demonstrate how the concept of performance has broadened considerably during the last forty years. In 1970, the innovative concept of performance management was introduced, partly due to the subject's widespread appeal and wide range of applications. The truth to measure??"

After studying has been conducted by Franco-Santos et al. (2007) which identified seventeen definitions from more than 300 articles, using which they inferred the traits and purposes of business process assessment. Based on the seventeen criteria, seventeen distinct roles have been identified. In the same way, the researchers contend that some of the responsibilities remain implicit as well as so further decreased the number of jobs to five core ones. Next, each role is explained: strategy management refers to the stages of formulation, implementation, also, alignment with the strategy; communication refers to internal as well as external communication; influence behavior refers to relationship management and rewarding; learning which is associated with improvement refers towards the process of incorporating feedback. Further research by Marr (2005) revealed that the top four reasons why businesses use performance measures US. (Marr, 2005).

1.3.2. Concept Measurement

Spitzer (2007) provides thorough examinations and explanations of the seventeen primary responsibilities. The performance measures ought to direct behavior; they ought to raise performance visibility, draw attention to it, make expectations clear,

allow accountability, raise objectivity, provide based on a basis for goal-setting, enhance execution, promote consistency as well as facilitate feedback, raise alignment, enhance decision-making, enhance problem-solving, offer early warning signals, as well as inspire. In his conclusion, Spitzer claims that the appropriate steps will revolutionize the company. In contrast to Spitzer (2007), Pavlov and Bourne (2007) maintain a clear also, simple approach, pointing out that measurements have two functions: they are both directed and informative. Ex-ante establishes the goals the organization hopes to accomplish, although ex-post evaluates the success based on a project after it has been completed. In 2010, Veen-Dirks found the same two roles.

The duties consist of decision-influencing (promoting and resolving concerns) as well as decision-facilitating. Additionally, Behn (2003) provides eight arguments in favor of performance measurements. The objectives are to evaluate the company's operations, keep an eye on spending, support appropriate projects which associated with their costs, motivate employees, publicize the cause, acknowledge successes, identify what is and is not working, as well as improve via implementing feedback loops. Thaker (2011) identifies "to illuminate, inspire, and integrate people as well as parts of the organization to the rightful goals and purposes" as the three purposes of performance measures.

In terms of traits, Malinaa and Selto (2004) has identified eight key elements. The measurement informative, precise, unbiased, and diverse and complimentary. Furthermore, according to Al-Turki and Duffuaa (2003), it is critical that the measurements linked to the goal, and shared with all pertinent stakeholders. They mention the following characteristics of performance measurements: validity, reliability, interpretability, relevance, and timeliness. Relevant to the goal should be used to provide metrics in a clear, comprehensive manner. The reports must to be easily obtainable, issued often, and ultimately assess the targeted indicators.

As declared by Meyer (2003, p. 6), while thinking about the measurements, the primary question to ask is related to the desired qualities that the measures should possess. The properties that are desired, according to the author, include parsimony as well as predictive capability, pervasiveness, stability, as well as applicability to compensation. Too little and too much are both present be methodical rather than rushed,

as well as it goes without saying that the incentive framework needs to be implemented. The roles and qualities suggested by researchers vary depending on the selected performance standpoint. Certain characteristics are more specific while others are more general. Even yet, when we add them all together, we can state that measurements are a crucial part of performance management and are meant to achieve a number of corporate goals. But the main responsibility is to ensure that the company is headed toward achieving its strategic goals. It's also critical to remember that measurements describe the past and forecast the company's future. To summarize, measurements are necessary for decision-making and a component in the it up precisely.

One of the most Company performance measurement is one of the well-known subjects in literature. The majority of the systems had faults that resulted in inaccurate or ignored outputs, despite the fact that several tools and models had been developed throughout time (Ridgway, 1956). During the past 40 years, business performance models have been updated and redesigned towards satisfying the needs of operating firms for an accurate and efficient model to use (Marr, 2005). A plethora of methodologies exist today to gauge business performance, as a result of consultants and scholars collaborating both independently and together on several models (Neely, Adams, & Kennerley, 2002). Utilizing financial data to assess the company's position on the performance spectrum, General modern business performance framework in 1951 (Meyer) the element of time. Following the criticism of the first completely constructed model for company performance, practitioners searched for other approaches that balanced different financial and non-financial factors and took performance development into consideration for future study (Burns, 1998). In the same way, the corporate performance matrix effectively established the relationships between the external, internal, financial, and non-financial factors that impact performance. The model is a widely used technique for assessing an organization's performance, owing to its adaptability, balance, and simplicity (Neely, Gregory, & Platts, 1995). Methodical assessment and documentation (Lynch & Cross, 1991).

According to Fitzgerald et al. (1991) which they has provided an alternative framework that separated the criteria into two main categories: causes and results. The model's main advantage remains its reflection of cause-and-effect and time-based

emphasis, since past corporate performance is linked to current organizational structure factors. A more intricate model, which expanded the criteria's causality into a macroprocess, was presented by Brown (1996). Five stages were outlined in order to connect processes to metrics for measuring firm success. Input, processor, output, result, and objective are the five phases that are organized in a linear form. Prior to this represent the realities of everyday life.



2. CHAPTER TWO: METHODOLOGY

2.1. Research Model and Hypotheses

The research model is presented in Figure 3.1, where the three main concepts of the research are illustrated, and three hypotheses are structured. The details of the hypotheses structuring are elaborated after the model. Each of the three concepts include several dimensions that are studied within the research in relation to the other concepts.



Figure 11: Research Model

The model and hypotheses are designed to confirm the relationships between the variables through different statistical techniques. The effects are tested through structural modelling, while the relationships are tested through a correlational analysis that is confirmed with structural modelling. This research study is a quantitative methodology using path model with structural equation modelling (SEM).

Shrader et al. (1984) reviewed 31 studies that studied different aspects of formal strategic planning and organizational performance, of which 20 studies found positive relationships between the two variables while the other found no relationship between them. Another set of studies with similarities to the previous set were reviewed for the content of strategic planning tested with organizational performance. Of the 25 studies, 21 studies found positive relationships while the other did not indicate neither positive nor negative relationships. Jayawarna & Dissanayake (2019) carried out a review on the relationship through fifteen studies, of which thirteen indicated an impact of strategic planning and different aspects of performance. The meta-analysis of George et al. (2019) of 31 studies confirmed the positive effect of strategic management on organizational performance. The effect was measured the strongest then formal strategic planning was used, and effectiveness was the main dimension of organizational planning. Taiwo & Idunnu (2007) confirmed the effect relationship between the two variables with the consideration of organizational, environmental, and managerial factors of strategic planning.

H1: There is a positive effect of strategic planning on organizational performance and a relationship between their subdimensions.

Cakir & Adiguzel (2020) found a positive impact of manager's effectiveness on job performance using a regression model (Adjusted R square = 0.386; Standardized β = 0.130). Muhammad & Abdullah (2016) used a structural modelling that confirmed the effect of the empowerment by the manager on organizational performance through a mediating role of organizational commitment (β = 0.260). Ererdi & Unluaslan Durgun (2020) performed a review on twenty studies that measured different types of leadership: transformational, charismatic, directive, empowering, change-oriented, and their effect on organizational performance. Most studies reported a relationship between the two variables. Bonface et al. (2015) indicated that the expertise of the manager has a moderate positive relationship with organizational performance in the banking sector (ρ = 0.604; Sig. 0.019).

H2: There is a positive effect of managerial effectiveness on organizational performance and a relationship between their subdimensions.

Kay & Carlin (2017) stated that managers that seek success in strategic planning are required to develop efficient leadership and management skills that allow them to account for the different organizational challenges facing them. Greenly (1994) reviewed data from 29 studies and concluded that strategic planning has a positive impact on managerial effectiveness. Elbanna (2016) found that manager's autonomy alleviates the negative effect of politics in the organization on strategic planning, while no direct significant relationship was found between manager's autonomy and strategic planning. O'Regan et al. (2004) found highly significant relationships between different leadership styles and organizational strategy and performance (Dalla, 2020).

H3: There is a positive effect of strategic planning and managerial effectiveness and a relationship between their subdimensions.

2.2. Measurement Scales

The scales that are used for the measurement of the variables are adopted from the sources that are listed in Table 3.1. The final items used in the current research questionnaire differ as items are reviewed for representation, language, and validity. Each item is evaluated on a 6-point Likert scale, as shown in the Questionnaire template provided in the appendix. The total targeted number of questionnaires to be collected is to exceed 400 based on a population size of the workforce in Libya of more than 2.39 million (Ryan, 2013) according to World Bank statistics (The World Bank, 2021).

Table 3.: Scales used to develop the questionnaire of the research

Concept	Scale Reference	Number of Items
Strategic Planning	Boyd & Reuning-Elliott (1998)	13 *
	+ Elbanna (2008)	
Managerial Effectiveness	Gupta (1996)	16 **
Organizational Performance	Santos & Brito (2012)	22 ***

*Seven items from Boyd & Reuning-Elliott (1998) on strategic planning assessment and six items from Elbanna (2008) on strategic planning impact.

**Original scale consists of 45 items under sixteen dimensions. Items are compacted to represent each of the dimensions.

***Original scale consists of 26 items. The 6 items under profitability were adjusted using 2 items.

2.3. Questionnaire Design

The questionnaire is designed into four main sections: demographics, strategic planning, managerial effectiveness, and organizational performance. A template of the questionnaire is available in the appendix. The demographic section includes six questions gender, age group, education level, work level, years of experience with the organization, and an estimation for the organization's size based on the number of employees. The subsequent sections that measure each of the three concepts include statements designed to effectively evaluate the dimensions described in the research model. Each question is evaluated on a 6-point Likert agreement scale:

- Totally disagree

- Disagree
- Slightly disagree
- Agree
- Totally agree

2.4. Sampling and Data Collection Methods

The sample is collected through a questionnaire format distributed to employees of manufacturing organizations in Libya. The targeted organizations include companies that operate in manufacturing and production of goods and services in different domains, including food products, mining and metal processing, textile and clothing, petrochemical products, etc. The sample is selected randomly from the current employees of these companies at all levels from technical workers to executive managers. Several factors are taken into consideration including their experience with the employer and the size of the organization. Data is collected through a physical questionnaire form, which are then entered into the statistical analysis software. A total of 422 questionnaires are collected and validated for completeness.

2.5. Limitations and Research Bias

The research is limited to a specific geographic location, which is Libya. It is also limited to certain sectors within the country through targeting manufacturing organizations. Therefore, any generalization of the results towards other sectors and markets have to take into consideration these differences. Moreover, there are several sources of bias that can potentially affect the reliability of the results. Each of these sources are treated through a management strategy in order to alleviate the adverse effects:

- Sampling bias are managed through ensuring the collection of a sufficient sample, as well as targeting the main manufacturing companies in Libya.
- The lack of sufficient studies on the relationships between the three concepts is treated through focusing on studies that targeted individual or more relationships rather than an exact match of the current research model.

- Data collection bias are eliminated through a physical questionnaire collection method. Due to logistical and political challenges in Libya in the current period, the use of the physical form was determined to be more efficient as other collection methods may result in poor population targeting and failure to collect a sufficient sample size.
- As the current research is performed for a PhD study, there is time constraint that adds pressure to data collection. Thus, the data is collected individually from each company through cooperating with management to encourage employees to participate.

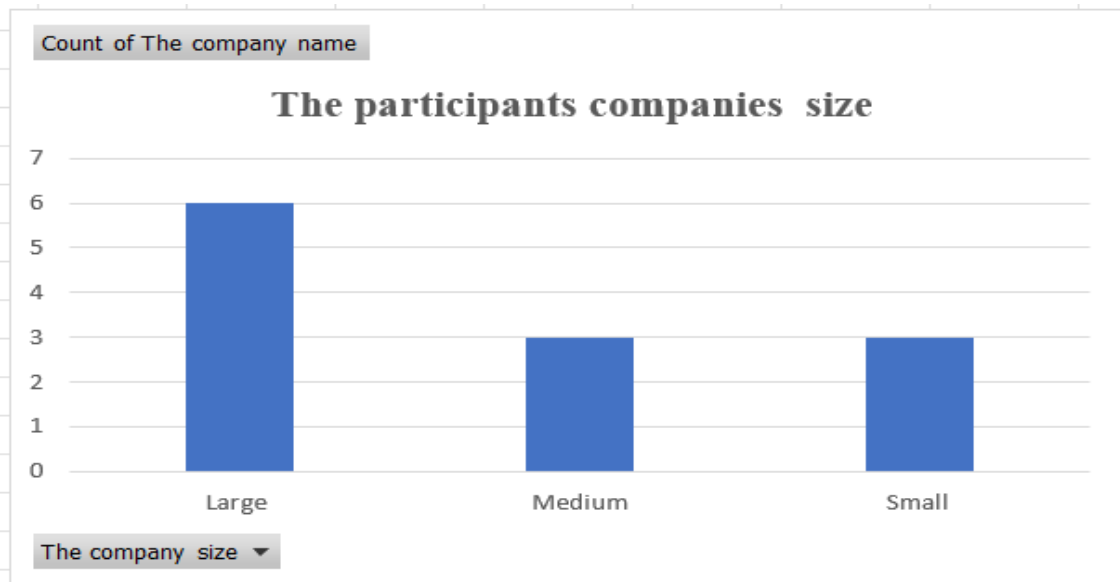


Figure 12: The companies size that give permission to the researcher to ask their employees

Table 4: The Libyan companies that participates in this research

The company name	The company type	The company size	The company kind of production
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Benghazi Asphalt plant, Zawia Oil Refining Company	Public	Large	Manufacturing and selling Asphalt
Abu Atni Beverage Industry Company	Public	Large	Beverage industry
Al Salwa Foodstuff Industry Company	Private	Large	Manufacturers and sale of food and rice
Mansoura Foodstuff Packing Company	Private	Large	Foodstuff Packing Company
EP Academic Cosmetic Manufacturing Company	Private	Large	Cosmetic Manufacturing Company
Akakuse Metal Materials Manufacturing Company	Private	Medium	Metal Materials Manufacturing Company
Al Emad Company	Private	Medium	Foodstuff Packing Company
Taj Libya Company for recycling metals and rubber Benghazi, Libya	Private	Medium	Recycling metals and rubber
Al-Badil Company specializes in the manufacture of PVC aluminum	Private	Small	Manufacture of PVC aluminum
Al-Zaytouni factory for Block Tiles and Beamshi	Private	Small	Block Tiles and Beamshi
Al-Zawi Factory for Aluminum workers, Kitchens and Windows, Tobruk	Private	Small	Aluminum workers, Kitchens and Windows
Mellitah Oil and Gas Company B.V. (Libya Branch)	Public	Large	Oil and Gas production

2.6. Analysis Techniques

The data is analysed using IBM SPSS (version 23). The analysis starts through validating the data and its reliability through several techniques. First, the reliability of the scales is tested using Cronbach's alpha. The homogeneity of the data is analysed to ensure the use of proper statistical analysis techniques in further steps. Due to the use of customized scales for measurement, the scales and the data are further validated through a confirmatory factor analysis. Upon confirmation of adequate participation of the specific indicators, the qualified ones are used for the correlational analysis using Spearman's rho. Furthermore, A structural equation model analysis is performed to test the relationships targeted by the research model to perform hypotheses testing. The results of the statistical analysis of the study are compared to other research on the domain and differences in analysis techniques are highlighted.

3. CHAPTER THREE: FINDINGS

3.1. Reliability and Descriptive Statistics

3.1.1. Demographics and Workforce Characteristics

The demographic data of the participants are shown in Table 4.1. The majority of the sample is males (81.5%), while 18.5% are females. In the age category, the majority of the sample has an age between 26 and 45 (83.8%), which shows that young workforce is deployed in the manufacturing sector in Libya. The demographic descriptive analysis indicates that 48.3% of the sample have a bachelor's degree, while 35.5% have a master's degree. The remaining part of the sample had high school diploma's and lower (4.7%) or PhD degrees (11.4%).

Table 5: Descriptive statistics for demographics

Criteria	Category	Frequency	Percent
Gender	Male	344	81.5
	Female	78	18.5
Age category	Less than 25	16	3.8
	From 26 to 35	242	57.3
	From 36 to 45	112	26.5
	From 46 and more	52	12.3
Education level	Middle School and lower	6	1.4
	High School	14	3.3
	Bachelor	204	48.3
	Masters	150	35.5
	PhD	48	11.4

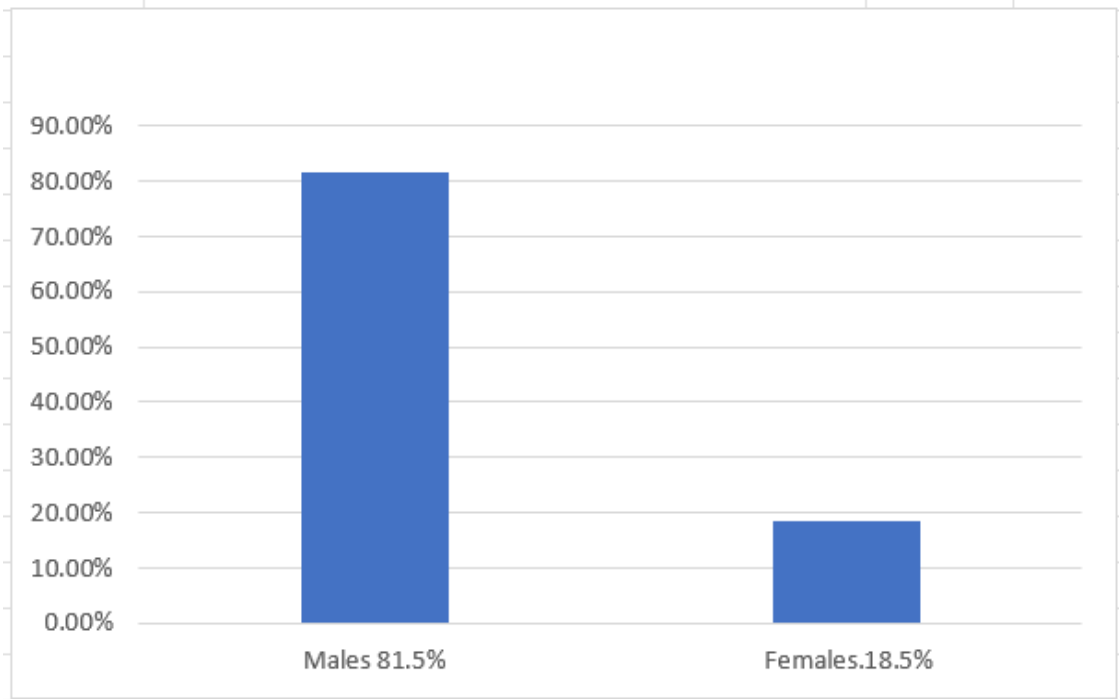


Figure 13: The majority of the sample is males and females.

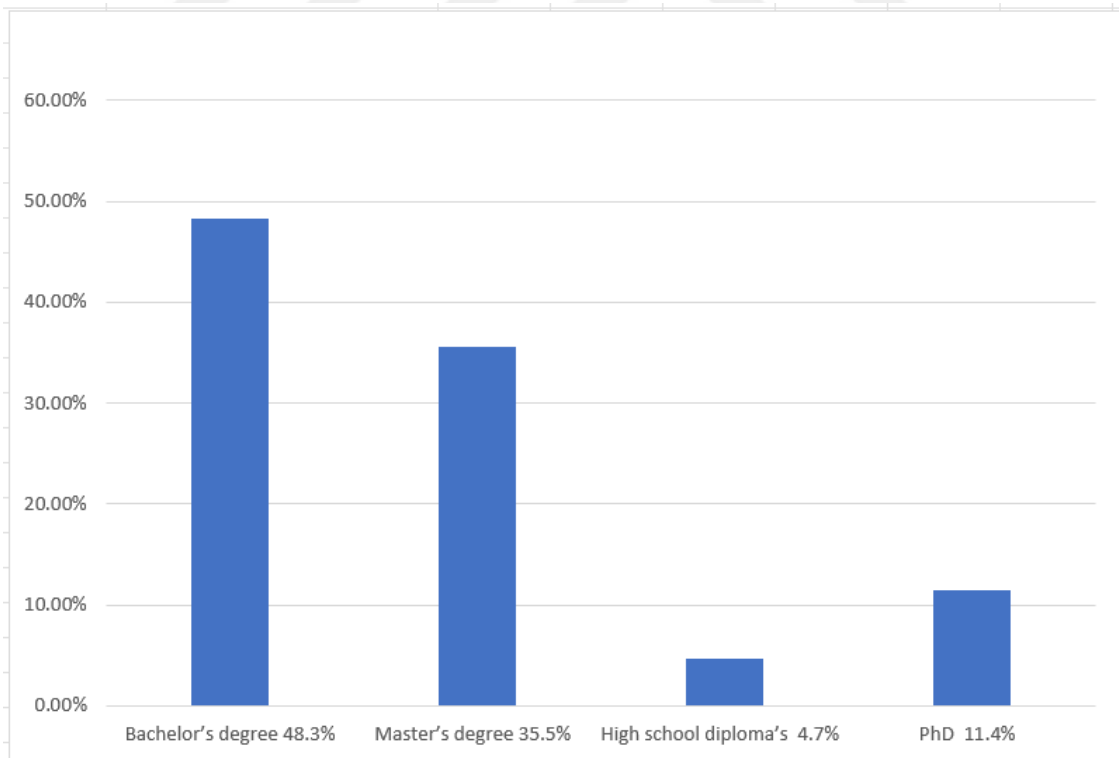


Figure 14: The category of the majority of the target sample.

Table 4.2. shows the workforce characteristics of the sample, where staff formed 42.2% of the sample, followed by supervision/ management (29.6%), top management (20.9%), then technical workers (7.3%). In work experience, 26.3% of the sample have less than 2 years of experience, followed by 25.4% with 13 years and more, 22.7% with 3 to 5 years, 14.2% with 5 to 8 years, and 11.4% with 9 to 12 years. In characterization of the companies of which their employees participated in the research, 31.5% were from small-sized organizations, 28.2% were from medium-sized organizations, and 40.3% were from large-sized organizations.

Table 6: Descriptive statistics for workforce characteristics

Criteria	Category	Frequency	Percent
Work level	Technical Worker	31	7.3
	Staff	178	42.2
	Supervisor/ Management	125	29.6
	Top Management	88	20.9
Years of experience	Less than 2 year	111	26.3
	From 3 to 5	96	22.7
	From 5 to 8	60	14.2
	From 9 to 12	48	11.4
	From 13 and more	107	25.4
Number of employees	Less than 10	33	7.8
	From 10 to 30	100	23.7
	From 31 to 100	53	12.6
	From 101 to 300	66	15.6
	More than 300	170	40.3

3.1.2. Strategic planning

Table 4.3. shows the reliability test and descriptive statistics for the scale of strategic planning. The Cronbach's alpha measure shows a high reliability of the scale with 0.916 for the 13 items. The mean of the scale is 4.297 on the 6-point Likert scale, with a minimum of 4.045 and a maximum of 4.652. The overall assessment of strategic planning indicates a moderate to high level of the variable.

Table 7: Scale reliability and descriptive statistics for strategic planning

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Mean	Minimum	Maximum	N of Items
.916	.917	4.297	4.045	4.652	13

Table 9 shows the descriptive statistics for the individual items of the strategic planning scale. The highest three means were recorded for performing trend analysis (4.65), mission statement (4.55), and long-term goals (4.54). The lowest three scores were recorded for shared vision (4.05), sustainable competitive position (4.10), and line managers commitment and suitable action (4.10). Nonetheless, all the items scored above the 4th point of the scale, which indicates a good level of strategic planning in all items.

Table 8: Item descriptive statistics for strategic planning

Item	Description	Mean	Std. Deviation
SP1	The organization has a clear mission statement that is emphasized through its planning	4.55	1.521

SP2	A trend analysis is performed by continuously collecting data from the market to use its outputs towards future plans	4.65	1.345
SP3	A competitor analysis is performed to identify major competitors and learn about their products, performance, and marketing strategies.	4.26	1.505
SP4	Long-term goals are an essential part of the organization's planning processes, where they are also pursued, monitored, and reassessed.	4.54	1.339
SP5	The organization set annual goals in different disciplines of its performance as a form of short-term objectives.	4.32	1.393
SP6	Short-term action plans are made in order to achieve annual and long-term goals, and they are emphasized for that purpose.	4.34	1.531
SP7	A continuous evaluation is carried out for all short-term, annual, and long-term goals and adjustments are implemented whenever needed.	4.25	1.479
SP8	Strategic planning in the organization increased its efficiency in achieving goals.	4.26	1.364
SP9	Strategic planning led to creating a sustainable competitive position in the market.	4.10	1.381
SP10	The commitments of line managers are accompanied with suitable actions towards the set objectives as a result of strategic planning.	4.10	1.350
SP11	A shared vision for all employees in the organization was developed through implementing strategic planning.	4.05	1.444
SP12	Strategic planning led to creating a good fit between the internal capabilities in the organization and the external environment of the market.	4.18	1.378
SP13	The implementation of strategic planning in the organization allowed managers to consider future implications while making decisions.	4.27	1.565

3.1.3. Managerial effectiveness

Table 4.5. shows the reliability test and descriptive statistics for the scale of managerial effectiveness. The Cronbach's alpha measure shows a high reliability of the scale with 0.922 for the 16 items. The mean of the scale is 4.017 on the 6-point Likert scale, with a minimum of 3.763 and a maximum of 4.479. The overall assessment of managerial effectiveness indicates a moderate level of the variable.

Table 9: Scale reliability and descriptive statistics for managerial effectiveness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Mean	Minimum	Maximum	N of Items
.922	.922	4.017	3.763	4.479	16

Table 3.6. shows the descriptive statistics for the individual items of the managerial effectiveness scale. The highest three means were recorded for conflict resolution, team image, and collaboration (4.48), resourcing (4.46), and team satisfaction (4.16). The lowest three scores were recorded for integrity and communication (3.76), sharing, tolerance, and instilling confidence (3.78), and delegation and boosting morale (3.78). Overall, all the items scored above the middle point of the scale, which indicates a satisfactory level of managerial effectiveness in all items.

Table 10: Item descriptive statistics for managerial effectiveness

Item	Description	Mean	Std. Deviation
ME1	My manager shares important information and developments, tolerates mistakes considering them as learning opportunities, instills trust and confidence in me and my other coworkers, and demonstrates supportive and reliable actions.	3.78	1.618

Item	Description	Mean	Std. Deviation
ME2	My manager considers our competencies while assigning tasks, coordinates assigned tasks, shows appreciation openly, and easily accessible whenever needed.	3.79	1.443
ME3	My manager does not hesitate to involve other people to complete tasks, communicates with important stakeholders outside the organization, and develops good relationships with government institutions.	3.94	1.485
ME4	My manager has efficient control tools to monitor staff performance, understands the nature of all business components, develops effective working relationships with coworkers through understanding their goals and needs, and meets the expectations of his/ her line managers.	3.79	1.585
ME5	My manager is action oriented, competent, sharp, ethical, and instills discipline among our team.	3.90	1.456
ME6	My manager is successful in resourcing the financial, human, and technical needs of the organization, helps me to achieve my career plans, and do not like to entertain rumors.	4.46	1.262
ME7	My manager interacts efficiently with all departments, suppliers, government agencies, public relations consultants, and customers.	4.14	1.378
ME8	My manager keeps all colleagues satisfied and resolves and interpersonal conflicts between members of our team.	4.16	1.394
ME9	My manager is an example of integrity and prefers face-to-face communications.	3.76	1.444
ME10	My manager likes challenging tasks, ensures they are completed successfully, and welcomes suggestions from clients.	3.95	1.245

Item	Description	Mean	Std. Deviation
ME11	My manager structures work to expectation, motivates and inspires for an excellent performance, creates an enjoyable work environment, and communicates frankly with higher management.	4.23	1.344
ME12	My manager believes that our team can perform tasks without his/ her direct supervision, which gives us a sense of independence.	3.86	1.523
ME13	My manager resolves conflicts within the team, even if they were with him/ her, contributes into building a positive image of our team and organization, and fosters a spirit of collaboration and teamwork.	4.48	1.234
ME14	My manager supports my welfare, provides me with support, and allocates work fairly.	4.10	1.415
ME15	My manager consults our team on critical issues and seeks cooperation and consensus in case of conflict.	4.15	1.525
ME16	My manager delegates responsibilities and authority, encourages me to take my own decision, and boosts my morale and satisfaction.	3.78	1.498

3.1.4. Organizational performance

Table 4.7. shows the reliability test and descriptive statistics for the scale of organizational performance. The Cronbach's alpha measure shows a high reliability of the scale with 0.928 for the 22 items. The mean of the scale is 4.271 on the 6-point Likert scale, with a minimum of 3.519 and a maximum of 4.891. The overall assessment of organizational performance indicates a moderate to high level of the variable.

Table 11: Scale reliability and descriptive statistics for organizational performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Mean	Minimum	Maximum	N of Items
.928	.929	4.271	3.519	4.891	22

Table 3.8. shows the descriptive statistics for the individual items of the organizational performance scale. The highest three means were recorded for diversity of the workforce (4.89), growth of market share (4.73), and growth of assets and profits (4.65). The lowest three scores were recorded for repeat business (3.52), client feeling added value (3.67), and assets contribution into profitability (3.93). Overall, all the items scored above the middle point of the scale, which indicates a satisfactory level of organizational performance in all items.

Table 12: Item descriptive statistics for organizational performance

Item	Description	Mean	Std. Deviation
OP1	The company is growing its market share every year	4.73	1.195
OP2	The assets of the company are growing	4.65	1.204
OP3	The profits of the company are growing	4.65	.977
OP4	The company has good return on investment	4.40	1.232
OP5	The company is achieving adequate profits for the investors	4.31	1.284
OP6	The assets of the company are contributing into profitability	3.93	1.433
OP7	The company adopts environmental protection strategies and standards in its projects	4.02	1.407
OP8	The company recycles materials and use recycled materials	4.19	1.360

Item	Description	Mean	Std. Deviation
OP9	The company takes reduction of emission of pollutants into consideration in design and execution	4.27	1.409
OP10	The company has clear strategies in employing minorities and enriching diversity in its structure	4.89	1.129
OP11	The company understands its social responsibilities and empower them	3.95	1.274
OP12	Clients feel the value added of the company	3.67	1.391
OP13	The company repeat business from the same clients	3.52	1.362
OP14	The clients of the company are loyal to it	4.43	1.167
OP15	The rate of client complaints is low	4.47	1.142
OP16	The clients of the company are satisfied with the products and services provided	4.64	1.007
OP17	The company invests into the development and training of its employees	4.36	1.177
OP18	The benefits provided by the company to its employees are adequate and up to industry standards	4.18	1.446
OP19	The company provides clear and good career opportunities for its employees	4.24	1.343
OP20	Work environment encourages cooperation, knowledge sharing, and creative development	4.30	1.251
OP21	The employees are satisfied with the company	4.14	1.311
OP22	I am satisfied with my company	4.02	1.394

3.2. Exploratory Factor Analysis (EFA)

3.2.1. EFA for strategic planning

Performed for the scale of strategic planning, as shown in Tables 4.1 to 4.8 The KMO value is 0.884, which is greater than 0.8 and indicates adequate sampling. Moreover, the Bartlett's test is significant at the 0.001 level, which indicates correlations between the items within the scale. The factor loadings indicate two components for the strategic planning scale with 63.071% total variance explained. The factor leading of the two components are presented, which is more than the minimum 50% total variance explained required for the test. Furthermore, the eigenvalue for the rotated matrix is 3.916, which is more than 1. References recommend suppressing items that are below 0.4, the minimum item suppression for this research is set at 0.5 as a stringent requirement (Shrestha, 2021). The first component of strategic planning contains 6 items, while the second component contains 7 items. All factor loadings were found above 0.5, which qualified them for further statistical analysis.

Table 13: KMO and Bartlett's test for strategic planning

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.884
	Approx. Chi-Square	3378.307
Bartlett's Test of Sphericity	df	78
	Sig.	.000

Table 14: Total variance explained and principle component analysis for strategic planning

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.554	50.415	50.415	6.554	50.415	50.415	4.283	32.947	32.947
2	1.645	12.655	63.071	1.645	12.655	63.071	3.916	30.123	63.071
3	.879	6.764	69.834						
4	.706	5.428	75.262						
5	.591	4.545	79.807						
6	.524	4.030	83.836						
7	.472	3.634	87.471						
8	.396	3.048	90.518						
9	.358	2.753	93.272						
10	.287	2.206	95.478						
11	.217	1.670	97.148						
12	.194	1.489	98.637						
13	.177	1.363	100.000						

Extraction approach: Principal of the Component based on the research Analysis.

Table 15: The rotated component of the matrix with varimax for strategic planning

Item	Description	Component	
		1	2
SP1	The organization has a clear mission statement that is emphasized through its planning	.718	
SP2	A trend analysis is performed by continuously collecting data from the market to use its outputs towards future plans	.823	
SP3	A competitor analysis is performed to identify major competitors and learn about their products, performance, and marketing strategies.	.828	
SP4	Long-term goals are an essential part of the organization's planning processes, where they are also pursued, monitored, and reassessed.	.872	
SP5	The organization set annual goals in different disciplines of its performance as a form of short-term objectives.	.608	
SP6	Short-term action plans are made in order to achieve annual and long-term goals, and they are emphasized for that purpose.	.628	
SP7	A continuous evaluation is carried out for all short-term, annual, and long-term goals and adjustments are implemented whenever needed.		.648
SP8	Strategic planning in the organization increased its efficiency in achieving goals.		.719
SP9	Strategic planning led to creating a sustainable competitive position in the market.		.765
SP10	The commitments of line managers are accompanied with suitable actions towards the set objectives as a result of strategic planning.		.770
SP11	A shared vision for all employees in the organization was developed through implementing strategic planning.		.760

SP12	Strategic planning led to creating a good fit between the internal capabilities in the organization and the external environment of the market.	.714
SP13	The implementation of strategic planning in the organization allowed managers to consider future implications while making decisions.	.705

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

3.2.2. EFA for managerial effectiveness

An exploratory factor analysis (EFA) is performed for the scale of managerial effectiveness, as shown in Tables 4.10 to 4.11. The KMO value is 0.898, which is greater than 0.8 and indicates adequate sampling. Moreover, the Bartlett's test is significant at the 0.001 level, which indicates correlations between the items within the scale. The factor loadings indicate three components for the managerial effectiveness scale with 64.612% total variance explained. The factor leading of the three components are presented, which is more than the minimum 50% total variance explained required for the test. Furthermore, the eigenvalue for the rotated matrix is 2.913, which is more than 1. References recommend suppressing items that are below 0.4, the minimum item suppression for this research is set at 0.5 as a stringent requirement (Shrestha, 2021). The first component of managerial effectiveness contains 7 items, the second component contains 5 items, and the third component contains 4 items. All factor loadings were found above 0.5, which qualified them for further statistical analysis.

Table 16: KMO and Bartlett's test for managerial effectiveness

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Approx. Chi-Square		4122.002
Bartlett's Test of Sphericity	df	120
	Sig.	.000

Table 17: Total variance explained and principle component analysis for managerial effectiveness

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.669	47.933	47.933	7.669	47.933	47.933	4.009	25.055	25.055
2	1.465	9.155	57.087	1.465	9.155	57.087	3.416	21.353	46.407
3	1.204	7.524	64.612	1.204	7.524	64.612	2.913	18.204	64.612
4	.916	5.723	70.335						
5	.784	4.902	75.236						
6	.639	3.992	79.228						
7	.557	3.479	82.708						
8	.497	3.108	85.815						
9	.401	2.506	88.321						
10	.383	2.396	90.717						
11	.360	2.248	92.965						
12	.297	1.856	94.821						
13	.253	1.580	96.401						
14	.225	1.405	97.806						

15	.200	1.250	99.057
16	.151	.943	100.000

Extraction approach : Principal Component based on the Analysis.

Table 18: Rotated component of the used matrix with varimax for managerial effectiveness

Item	Description	Component		
		1	2	3
ME1	My manager shares important information and developments, tolerates mistakes considering them as learning opportunities, instills trust and confidence in me and my other coworkers, and demonstrates supportive and reliable actions.	.777		
ME2	My manager considers our competencies while assigning tasks, coordinates assigned tasks, shows appreciation openly, and easily accessible whenever needed.	.888		
ME3	My manager does not hesitate to involve other people to complete tasks, communicates with important stakeholders outside the organization, and develops good relationships with government institutions.	.674		
ME4	My manager has efficient control tools to monitor staff performance, understands the nature of all business components, develops effective working relationships with coworkers through understanding their goals and needs, and meets the expectations of his/ her line managers.		.532	
ME5	My manager is action oriented, competent, sharp, ethical, and instills discipline among our team.	.550		
ME6	My manager is successful in resourcing the financial, human, and technical needs of the organization, helps me to achieve my career plans, and do not like to entertain rumors.		.778	

ME7	My manager interacts efficiently with all departments, suppliers, government agencies, public relations consultants, and customers.	.783
ME8	My manager keeps all colleagues satisfied and resolves and interpersonal conflicts between members of our team.	.640
ME9	My manager is an example of integrity and prefers face-to-face communications.	.581
ME10	My manager likes challenging tasks, ensures they are completed successfully, and welcomes suggestions from clients.	.717
ME11	My manager structures work to expectation, motivates and inspires for an excellent performance, creates an enjoyable work environment, and communicates frankly with higher management.	.531
ME12	My manager believes that our team can perform tasks without his/ her direct supervision, which gives us a sense of independence.	.560
ME13	My manager resolves conflicts within the team, even if they were with him/ her, contributes into building a positive image of our team and organization, and fosters a spirit of collaboration and teamwork.	.531
ME14	My manager supports my welfare, provides me with support, and allocates work fairly.	.587
ME15	My manager consults our team on critical issues and seeks cooperation and consensus in case of conflict.	.838
ME16	My manager delegates responsibilities and authority, encourages me to take my own decision, and boosts my morale and satisfaction.	.649

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

3.2.3. EFA for organizational performance

An exploratory factor analysis (EFA) is performed for the scale of organizational performance, as shown in Tables 4.12 to 4.1.14. The KMO value is 0.876, which is greater than 0.8 and indicates adequate sampling. Moreover, the Bartlett's test is significant at the 0.001 level, which indicates correlations between the items within the scale. The factor loadings indicate four components for the organizational performance scale with 65.798% total variance explained. The factor leading of the four components are presented, which is more than the minimum 50% total variance explained required for the test. Furthermore, the eigenvalue for the rotated matrix is 2.556, which is more than 1. References recommend suppressing items that are below 0.4, the minimum item suppression for this research is set at 0.5 as a stringent requirement (Shrestha, 2021). The first component of organizational performance contains 8 items, the second component contains 6 items, the third component contains 5 items, and the fourth component contains 3 items. All factor loadings were found above 0.5, which qualified them for further statistical analysis.

Table 19: KMO and Bartlett's test for organizational performance

Kaiser-Meyer-Olkin Measure based on the Sampling Adequacy.		.876
	Approx. Chi-Square	6217.111
Bartlett's Test based on Sphericity	df	231
	Sig.	.000

Table 20: Total variance explained and principle component analysis for organizational performance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.006	40.935	40.935	9.006	40.935	40.935	5.013	22.788	22.788
2	2.460	11.180	52.115	2.460	11.180	52.115	3.483	15.834	38.622
3	1.686	7.663	59.778	1.686	7.663	59.778	3.422	15.556	54.178
4	1.325	6.021	65.798	1.325	6.021	65.798	2.556	11.620	65.798
5	.908	4.127	69.925						
6	.811	3.686	73.610						
7	.758	3.444	77.055						
8	.701	3.189	80.243						
9	.561	2.548	82.791						
10	.548	2.490	85.282						
11	.515	2.340	87.622						

12	.45 1	2.048	89.670
13	.36 6	1.663	91.333
14	.30 9	1.404	92.736
15	.27 1	1.230	93.967
16	.26 6	1.207	95.174
17	.24 5	1.114	96.288
18	.21 5	.978	97.266
19	.18 3	.834	98.100
20	.15 7	.711	98.811
21	.14 1	.641	99.452
22	.12 1	.548	100.000

Extraction Method: Principal Component Analysis.

Table 21: Rotated component matrix with varimax for organizational performance

Item	Description	Component			
		1	2	3	4
OP1	The company is growing its market share every year		.766		
OP2	The assets of the company are growing		.864		
OP3	The profits of the company are growing		.634		
OP4	The company has good return on investment		.642		
OP5	The company is achieving adequate profits for the investors		.587		
OP6	The assets of the company are contributing into profitability	.722			
OP7	The company adopts environmental protection strategies and standards in its projects	.745			
OP8	The company recycles materials and use recycled materials	.811			
OP9	The company takes reduction of emission of pollutants into consideration in design and execution	.598			
OP10	The company has clear strategies in employing minorities and enriching diversity in its structure		.623		
OP11	The company understands its social responsibilities and empower them				.794
OP12	Clients feel the value added of the company				.799

OP13	The company repeat business from the same clients	.838
OP14	The clients of the company are loyal to it	.589
OP15	The rate of client complaints is low	.795
OP16	The clients of the company are satisfied with the products and services provided	.716
OP17	The company invests into the development and training of its employees	.594
OP18	The benefits provided by the company to its employees are adequate and up to industry standards	.722
OP19	The company provides clear and good career opportunities for its employees	.822
OP20	Work environment encourages cooperation, knowledge sharing, and creative development	.797
OP21	The employees are satisfied with the company	.780
OP22	I am satisfied with my company	.650

Extraction approach: Principal Component based on Analysis.

Rotation approach: Varimax with Kaiser based on the Normalization.

a. Rotation as well as converged in 6 iterations.

3.3. Confirmatory Factor Analysis (CFA)

A confirmatory factor analysis (CFA) is carried out to determine the fitting of the data to the model of the research. As shown in Figure 4.3 , the factor loadings of the items confirm that the construct of the scales is fit to test the relationship between the variables. Moreover, the composite reliabilities of the three scales are above 0.9, while

the average variance extracted (AVE) values are above 0.4, which are acceptable for model fitting, as shown in Table 4.18. The model fitting indicators show an SRMR value below 0.1 and an NFI value above 0.5, which are considered acceptable for a good fit of the research model.

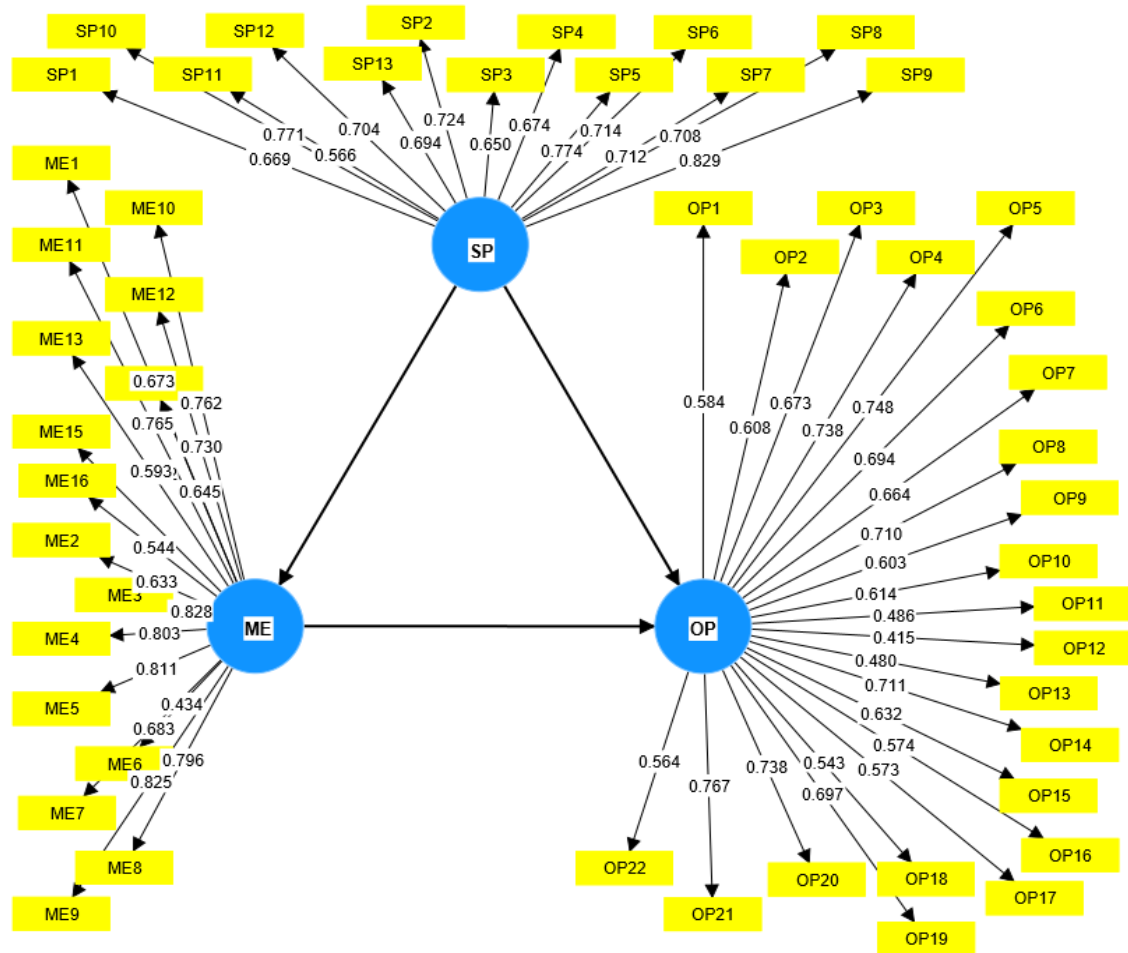


Figure 15: Confirmatory Factor Analysis for research variables

Table 22: Composite reliability and AVE

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ME	0.922	0.937	0.934	0.479
OP	0.928	0.942	0.935	0.411
SP	0.917	0.924	0.929	0.503

Table 23: Model fit indicators

	Saturated model	Estimated model
SRMR	0.098	0.098
d_ULS	12.255	12.255
d_G	4.98	4.98
Chi-square	9111.242	9111.242
NFI	0.507	0.507

3.4. Correlational Analysis

Before performing the correlational analysis for the research variables and their subdimensions, a normality test is carried out to determine if the data is taken from a normally distributed population. As shown in Table 4.20, the significance levels of the three variables using two tests, Kolmogorov-Smirnov and Shapiro-Wilk, indicate significance values less than 0.05, which means that the data is not normally distributed. Therefore, a non-parametric test should be used for the correlational analysis, i.e., Spearman's test.

Table. 24: Normality tests for the research scales

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Strategic Planning	.105	422	.000	.952	422	.000
Managerial Effectiveness	.101	422	.000	.967	422	.000
Organizational Performance	.054	422	.005	.976	422	.000

a. Lilliefors Significance Correction

3.4.1. Correlation between strategic planning and managerial effectiveness

A Spearman correlation matrix is generated for the relationship between strategic planning (SP) and managerial effectiveness (ME) and their subdimensions in Table 4.21. A moderate positive relationship is found between SP and ME ($r = 0.622$, $p < 0.01$). ME has moderate positive relationships with both components of SP: SP (Comp1) ($r = 0.476$, $p < 0.01$) and SP (Comp2) ($r = 0.662$, $p < 0.01$). SP has moderate positive relationships with the three components of ME: ME (Comp1) ($r = 0.605$, $p < 0.01$), ME (Comp2) ($r = 0.504$, $p < 0.01$), and ME (Comp3) ($r = 0.455$, $p < 0.01$). For the relationships between the subdimensions, the first component of strategic planning has moderate positive relationships with ME (Comp1), ME (Comp2), and ME (Comp3): ($r = 0.462$, $p < 0.01$), ($r = 0.411$, $p < 0.01$), and ($r = 0.351$, $p < 0.01$), respectively. The second component of strategic planning has moderate positive relationships with ME (Comp1), ME (Comp2), and ME (Comp3): ($r = 0.644$, $p < 0.01$) as well as ($r = 0.527$, $p < 0.01$), which is associated with ($r = 0.485$, $p < 0.01$), respectively.

Table 25: Spearman's correlation between SP and ME

		SP	SP (Comp1)	SP (Comp2)
ME	r	.622**	.476**	.662**
	Sig. (2-tailed)	.000	.000	.000
	N	422	422	422
ME (Comp1)	r	.605**	.462**	.644**
	Sig. (2-tailed)	.000	.000	.000
	N	422	422	422
ME (Comp2)	r	.504**	.411**	.527**
	Sig. (2-tailed)	.000	.000	.000
	N	422	422	422
ME (Comp3)	r	.455**	.351**	.485**
	Sig. (2-tailed)	.000	.000	.000
	N	422	422	422

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

3.4.2. Correlation between strategic planning and organizational performance

A Spearman correlation matrix is generated for the relationship between strategic planning (SP) and organizational performance (OP) and their subdimensions in Table 4.22. A moderate positive relationship is found between SP and OP ($r = 0.496$, $p < 0.01$). OP has moderate positive relationships with both components of SP: SP (Comp1) ($r = 0.427$, $p < 0.01$) and SP (Comp2) ($r = 0.498$, $p < 0.01$). SP has moderate positive relationships with the first three components of OP: OP (Comp1) ($r = 0.354$, $p < 0.01$), OP (Comp2) ($r = 0.510$, $p < 0.01$), and OP (Comp3) ($r = 0.558$, $p < 0.01$). A weak positive relationship is found between SP and OP (Comp4) ($r = 0.155$, $p < 0.01$). For the relationships between the subdimensions, the first component of strategic planning has weak positive relationships with OP (Comp1) and OP (Comp4): ($r = 0.290$, $p < 0.01$),

and ($r = 0.129$, $p < 0.01$), respectively. Moreover, SP has moderate positive relationships with OP (Comp2) and OP (comp3): ($r = 0.498$, $p < 0.01$) and ($r = 0.426$, $p < 0.01$), respectively. The second component of strategic planning has moderate positive relationships with OP (Comp1), OP (Comp2), and OP (Comp3): ($r = 0.388$, $p < 0.01$), ($r = 0.452$, $p < 0.01$), and ($r = 0.587$, $p < 0.01$), respectively. SP has a weak positive relationship with OP (Comp4) ($r = 0.150$, $p < 0.01$).

Table 26: Spearman's correlation between SP and OP

		SP	SP (Comp1)	SP (Comp2)
OP	r	.496**	.427**	.498**
	Sig. (2-tailed)	.000	.000	.000
	N	422	422	422
OP (Comp1)	r	.354**	.290**	.388**
	Sig. (2-tailed)	.000	.000	.000
	N	422	422	422
OP (Comp2)	r	.510**	.498**	.452**
	Sig. (2-tailed)	.000	.000	.000
	N	422	422	422
OP (Comp3)	r	.558**	.426**	.587**
	Sig. (2-tailed)	.000	.000	.000
	N	422	422	422
OP (Comp4)	r	.155**	.129**	.150**

Sig. (2-tailed)	.001	.008	.002
N	422	422	422

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

3.4.3. Correlation between managerial effectiveness and organizational performance

A Spearman correlation matrix is generated for the relationship between managerial effectiveness (ME) and organizational performance (OP) and their subdimensions in Table 4.23. A moderate positive relationship is found between ME and OP ($r = 0.610$, $p < 0.01$). OP has moderate positive relationships with the three components of ME: ME (Comp1) ($r = 0.549$, $p < 0.01$), ME (Comp2) ($r = 0.548$, $p < 0.01$), and ME (Comp3) ($r = 0.473$, $p < 0.01$). ME has moderate positive relationships with the first three components of OP: OP (Comp1) ($r = 0.499$, $p < 0.01$), OP (Comp2) ($r = 0.560$, $p < 0.01$), and OP (Comp3) ($r = 0.663$, $p < 0.01$). A weak positive relationship is found between ME and OP (Comp4) ($r = 0.233$, $p < 0.01$).

For the relationships between the subdimensions, the first component of managerial effectiveness has a weak positive relationship with OP (Comp4): ($r = 0.185$, $p < 0.01$). Moreover, ME (Comp1) has moderate positive relationships with OP (Comp1), OP (Comp2), and OP (comp3): ($r = 0.438$, $p < 0.01$), ($r = 0.510$, $p < 0.01$), and ($r = 0.618$, $p < 0.01$), respectively. The second component of managerial effectiveness has a weak positive relationship with OP (Comp4): ($r = 0.211$, $p < 0.01$). Moreover, ME (Comp2) has moderate positive relationships with OP (Comp1), OP (Comp2), and OP (comp3): ($r = 0.463$, $p < 0.01$), ($r = 0.498$, $p < 0.01$), and ($r = 0.600$, $p < 0.01$), respectively. The third component of managerial effectiveness has a weak positive relationship with OP (Comp4): ($r = 0.193$, $p < 0.01$). Moreover, ME (Comp3) has moderate positive relationships with OP (Comp1), OP (Comp2), and OP (comp3): ($r = 0.407$, $p < 0.01$), ($r = 0.437$, $p < 0.01$), and ($r = 0.461$, $p < 0.01$), respectively.

Table 27: Spearman's correlation between ME and OP

		ME	ME (Comp1)	ME (Comp2)	ME (Comp3)
OP	r	.610**	.549**	.548**	.473**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	422	422	422	422
OP (Comp1)	r	.499**	.438**	.463**	.407**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	422	422	422	422
OP (Comp2)	r	.560**	.510**	.498**	.437**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	422	422	422	422
OP (Comp3)	r	.663**	.618**	.600**	.461**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	422	422	422	422
OP (Comp4)	r	.233**	.185**	.211**	.193**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	422	422	422	422

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

3.5. SEM Analysis

A structural equation modelling analysis (SEM) is performed for the study model as shown in Figure. 3.1 and described in Table 4.23. A strong positive effect was found from strategic planning on managerial effectiveness with a path coefficient of 0.721 (t =

26.765, $p = 0.000$). A moderate positive effect was found from managerial effectiveness on organizational performance with a path coefficient of 0.455 ($t = 8.737$, $p = 0.000$). A weak positive effect was found from strategic planning on organizational performance with a path coefficient of 0.257 ($t = 4.917$, $p = 0.000$). The indirect effect of strategic planning on organizational performance with the moderation of managerial effectiveness is also studied in the model. The results indicate that managerial effectiveness strengthens the effect with a total path coefficient of 0.328 ($t = 8.646$, $p = 0.0000$). In Figure 4.4. , R square values are provided in the circles, while the effect arrows show path coefficients and p values.

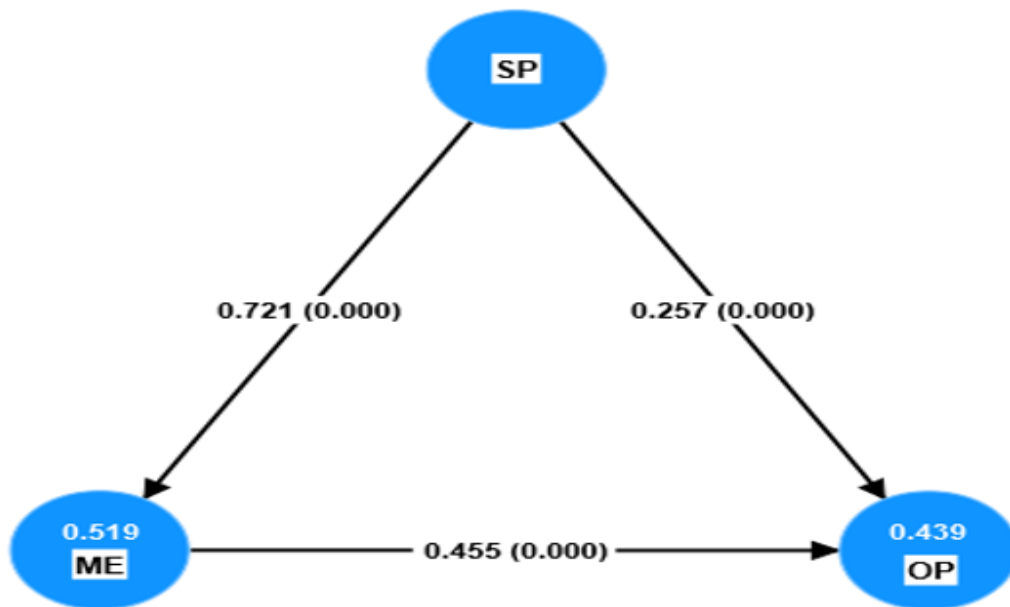


Figure 16: Structural equation model (SEM) analysis

Table 28: Composite reliability and AVE

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
ME -> OP	0.455	0.457	0.052	8.737	0.000
SP -> ME	0.721	0.724	0.027	26.765	0.000
SP -> OP	0.257	0.260	0.052	4.917	0.000
SP -> ME -> OP	0.328	0.330	0.038	8.646	0.000

3.6. Hypotheses Testing and Discussion

The statistical findings of the research study support H1, which states: “There is a positive effect of strategic planning on organizational performance and a relationship between their subdimensions”. The Spearman correlation analysis shows a moderate positive relationship between strategic planning (SP) and organizational performance (OP) ($r = 0.496$, $p < 0.01$). This indicates that as strategic planning increases, organizational performance tends to improve. The correlation analysis also reveals moderate positive relationships between the components of strategic planning (SP) and the subdimensions of organizational performance (OP). Specifically, the first component of strategic planning (SP (Comp1)) shows a moderate positive relationship with OP (Comp1) and a weak positive relationship with OP (Comp4). The second component of strategic planning (SP (Comp2)) demonstrates moderate positive relationships with OP (Comp1), OP (Comp2), and OP (Comp3). These findings suggest that different aspects of strategic planning have varying degrees of influence on different subdimensions of organizational performance.

Furthermore, the structural equation modelling analysis supports the hypothesis. The path coefficients indicate a strong positive effect of strategic planning on managerial effectiveness (0.721 , $t = 26.765$, $p = 0.000$) and a moderate positive effect of managerial effectiveness on organizational performance (0.455 , $t = 8.737$, $p = 0.000$). Additionally, a weak positive effect of strategic planning on organizational performance is observed (0.257 , $t = 4.917$, $p = 0.000$). These results demonstrate that strategic planning positively

influences both managerial effectiveness and organizational performance. The indirect effect analysis also reveals that the moderation of managerial effectiveness strengthens the relationship between strategic planning and organizational performance. The total path coefficient for the indirect effect is 0.328 ($t = 8.646$, $p = 0.000$), indicating that managerial effectiveness enhances the positive effect of strategic planning on organizational performance.

When considering the findings of the study in relation to the literature, it is important to note that previous studies have also found positive relationships between strategic planning and organizational performance. For example, Shrader et al. (1984), Jayawarna & Dissanayake (2019), George et al. (2019), and Taiwo & Idunnu (2007) all reported positive effects of strategic planning on organizational performance in their respective reviews and meta-analyses. The current study's findings are consistent with these previous studies, reinforcing the notion that strategic planning has a positive impact on organizational performance. The study's results contribute to the existing literature by providing specific insights into the subdimensions of both strategic planning and organizational performance, highlighting the varying strengths of their relationships.

The hypothesis (H2) states that there is a positive effect of managerial effectiveness on organizational performance and a relationship between their subdimensions. To test this hypothesis, we can examine the statistical findings presented in the study. The study found that there is a moderate positive relationship between managerial effectiveness (ME) and organizational performance (OP) ($r = 0.610$, $p < 0.01$). This supports the hypothesis that there is a positive effect of managerial effectiveness on organizational performance. Furthermore, the study found that each component of managerial effectiveness (ME) has moderate positive relationships with the components of organizational performance (OP). Specifically, ME (Comp1) has a moderate positive relationship with OP (Comp1), OP (Comp2), and OP (Comp3) ($r = 0.438$, $r = 0.510$, and $r = 0.618$, respectively; all $p < 0.01$). ME (Comp2) also has moderate positive relationships with OP (Comp1), OP (Comp2), and OP (Comp3) ($r = 0.463$, $r = 0.498$, and $r = 0.600$, respectively; all $p < 0.01$). ME (Comp3) shows moderate positive relationships with OP (Comp1), OP (Comp2), and OP (Comp3) as well ($r =$

0.407, $r = 0.437$, and $r = 0.461$, respectively; all $p < 0.01$). Furthermore, the study also examined the indirect effect of strategic planning (SP) on organizational performance (OP) with the moderation of managerial effectiveness (ME). The results showed that managerial effectiveness strengthens the effect of strategic planning on organizational performance (total path coefficient = 0.328, $t = 8.646$, $p < 0.01$).

When considering the findings of the mentioned studies in the literature, we can see that they are consistent with the current study's results. Cakir & Adiguzel (2020) found a positive impact of manager's effectiveness on job performance, which aligns with the positive relationship between ME and OP in the current study. Muhammad & Abdullah (2016) demonstrated the effect of empowerment by the manager on organizational performance, mediated by organizational commitment, which suggests a potential mechanism through which managerial effectiveness influences organizational performance (Dalla, 2020). Ezerdi & Unluaslan Durgun (2020) reviewed different types of leadership and their effect on organizational performance, finding relationships between the two variables, which supports the positive relationship found between ME and OP in the current study. Lastly, Bonface et al. (2015) indicated a moderate positive relationship between the expertise of the manager and organizational performance, which is consistent with the findings of the current study regarding the positive relationship between ME and OP.

Moreover, the third hypothesis (H3) stating that “There is a positive effect of strategic planning and managerial effectiveness and a relationship between their subdimensions”, can be tested with the statistical findings of the research. The study findings support hypothesis H3. The Spearman correlation matrix shows that there is a moderate positive relationship amongst strategic planning as well as managerial effectiveness ($r = 0.622$, $p < 0.01$). Additionally, the subdimensions of strategic planning (SP) have moderate positive relationships with the subdimensions of managerial effectiveness (ME). SP (Comp1) has a moderate positive relationship with ME (Comp1) ($r = 0.462$, $p < 0.01$), SP (Comp2) has a moderate positive relationship with ME (Comp2) ($r = 0.411$, $p < 0.01$), and SP (Comp2) has a moderate positive relationship with ME (Comp3) ($r = 0.351$, $p < 0.01$). These correlations indicate that there is a positive relationship between different aspects of strategic planning and managerial

effectiveness. Furthermore, the structural equation modeling (SEM) analysis confirms the positive effect of strategic planning on managerial effectiveness. The path coefficient between SP and ME is 0.721 ($t = 26.765$, $p = 0.000$), indicating a strong positive effect. This finding provides further evidence supporting the hypothesis.

When examining the literature mentioned in the study, the findings are consistent with the existing research. Kay & Carlin (2017) stated that managers seeking success in strategic planning need efficient leadership and management skills to address organizational challenges. The positive relationship found between strategic planning and managerial effectiveness aligns with the idea that effective strategic planning requires competent leadership and management abilities. When examining the literature mentioned in the study, the findings are consistent with the existing research. Kay & Carlin (2017) stated that managers seeking success in strategic planning need efficient leadership and management skills to address organizational challenges. The positive relationship found between strategic planning and managerial effectiveness aligns with the idea that effective strategic planning requires competent leadership and management abilities.

CONCLUSIONS

Research Summary and Main Findings

Strategic planning is proven to impact organizational performance in public and private sectors. However, successful strategic planning is highly dependent on implementation, which requires management strategies that empower it. Thus, managerial effectiveness is a concept that allows the implementation of strategic planning in a way to support the performance based on the organization. In the same way, the main aim of the research is towards investigating the effects based on strategic planning as well as managerial effectiveness on organizational performance through the context of Libyan manufacturing organizations. The model and hypotheses of the research are designed to confirm the relationships between the variables through different statistical techniques. The effects are tested through structural modelling, while the relationships are tested through a correlational analysis that is confirmed with structural modelling. A questionnaire tool is designed from the literature to measure the three variables and evaluate their items on a 6-point Likert scale.

The sample is collected through a questionnaire format distributed to employees of manufacturing organizations in Libya. The targeted organizations include companies that operate in manufacturing and production of goods and services in different domains, including food products, mining and metal processing, textile and clothing, petrochemical products, etc. The sample is selected randomly from the current employees of these companies at all levels from technical workers to executive managers. Several factors are taken into consideration including their experience with the employer and the size of the organization. Data is collected through a physical questionnaire form, which is then entered into the statistical analysis software. A total of 422 questionnaires are collected and validated for completeness. The findings of the analysis are summarized as follows:

Demographics

The majority of the sample is males (81.5%), while 18.5% are females. In the age category, the majority of the sample has an age between 26 and 45 (83.8%). 48.3% of the sample have a bachelor's degree, while 35.5% have a master's degree. The

remaining part of the sample had high school diploma's and lower (4.7%) or PhD degrees (11.4%).

Workforce characteristics

Staff formed 42.2% of the sample, followed by supervision/ management (29.6%), top management (20.9%), then technical workers (7.3%). 26.3% of the sample have less than 2 years of experience, followed by 25.4% with 13 years and more, 22.7% with 3 to 5 years, 14.2% with 5 to 8 years, and 11.4% with 9 to 12 years. 31.5% were from small-sized organizations, 28.2% were from medium-sized organizations, and 40.3% were from large-sized organizations.

Reliability and descriptive statistics

Strategic planning: Cronbach's alpha measure shows a high reliability based on the scale with 0.916 for the 13 items. The mean of the scale is 4.297 on the 6-point Likert scale, with a minimum of 4.045 and a maximum of 4.652. The overall assessment of strategic planning indicates a moderate to high level of the variable. The highest three means were recorded for performing trend analysis (4.65), mission statement (4.55), and long-term goals (4.54). The lowest three scores were recorded for shared vision (4.05), sustainable competitive position (4.10), and line managers commitment and suitable action (4.10). Nonetheless, all the items scored above the 4th point of the scale, which indicates a good level of strategic planning in all items.

Managerial effectiveness: Cronbach's alpha measure shows a high reliability based on the scale with 0.922 for the 16 items. The mean of the scale is 4.017 on the 6-point Likert scale, with a minimum of 3.763 and a maximum of 4.479. The overall assessment of managerial effectiveness indicates a moderate level of the variable. The highest three means were recorded for conflict resolution, team image, and collaboration (4.48), resourcing (4.46), and team satisfaction (4.16). The lowest three scores were recorded for integrity and communication (3.76), sharing, tolerance, and instilling confidence (3.78), and delegation and boosting morale (3.78). Overall, all the items scored above the middle point of the scale, which indicates a satisfactory level of managerial effectiveness in all items.

Organizational performance: based on the Cronbach's alpha measure shows a high reliability based on the scale with 0.928 for the 22 items. The mean of the scale is 4.271 on the 6-point Likert scale, with a minimum of 3.519 and a maximum of 4.891. The overall assessment of organizational performance indicates a moderate to high level of the variable. The highest three means were recorded for diversity of the workforce (4.89), growth of market share (4.73), and growth of assets and profits (4.65). The lowest three scores were recorded for repeat business (3.52), client feeling added value (3.67), and assets contribution into profitability (3.93). Overall, all the items scored above the middle point of the scale, which indicates a satisfactory level of organizational performance in all items.

Exploratory factor analysis (EFA)

Strategic planning: KMO value is 0.884, which is greater than 0.8 as well as indicates adequate sampling. Moreover, the Bartlett's test is significant at the 0.001 level, which indicates correlations between the items within the scale. The factor loadings indicate two components for the strategic planning scale with 63.071% total variance explained. The factor leading of the two components are presented, which is more than the minimum 50% total variance explained required for the test. Furthermore, the eigenvalue for the rotated matrix is 3.916, which is more than 1. References recommend suppressing items that are below 0.4, the minimum item suppression for this research is set at 0.5 as a stringent requirement. The first component of strategic planning contains 6 items, while the second component contains 7 items. All factor loadings were found above 0.5, which qualified them for further statistical analysis.

Managerial effectiveness: KMO value is 0.898, which is greater than 0.8 as well as indicates adequate sampling. Moreover, the Bartlett's test is significant at the 0.001 level, which indicates correlations between the items within the scale. The factor loadings indicate three components for the managerial effectiveness scale with 64.612% total variance explained. The factor leading of the three components are presented, which is more than the minimum 50% total variance explained required for the test. Furthermore, the eigenvalue for the rotated matrix is 2.913, which is more than 1. References recommend suppressing items that are below 0.4, the minimum item suppression for this research is set at 0.5 as a stringent requirement. The first component

of managerial effectiveness contains 7 items, the second component contains 5 items, and the third component contains 4 items. All factor loadings were found above 0.5, which qualified them for further statistical analysis.

Organizational performance: KMO value is 0.876, which is greater than 0.8 as well as indicates adequate sampling. Moreover, the Bartlett's test is significant at the 0.001 level, which indicates correlations between the items within the scale. In the same way, the factor loadings indicate four components for the organizational performance scale with 65.798% total variance explained. Furthermore, the factor leading of the four components are presented, which is more than the minimum 50% total variance explained required for the test. Moreover, the eigenvalue for the rotated matrix is 2.556, which is more than 1. References recommend suppressing items that are below 0.4, the minimum item suppression for this research is set at 0.5 as a stringent requirement. The first component of organizational performance contains 8 items, the second component contains 6 items, the third component contains 5 items, and the fourth component contains 3 items. All factor loadings were found above 0.5, which qualified them for further statistical analysis.

Confirmatory factor analysis (CFA): the factor loadings of the items confirm that the construct based on the scales is fit to test the relationship between the variables. Moreover, the composite reliabilities of the three scales are above 0.9, while the average variance extracted (AVE) values are above 0.4, which are acceptable for model fitting, as shown in Table 4.18. The model fitting indicators show an SRMR value below 0.1 and an NFI value above 0.5, which are considered acceptable for a good fit of the research model.

Correlation

SP and ME:

A moderate positive relationship is found between SP and ME ($r = 0.622$, $p < 0.01$). ME has moderate positive relationships with both components of SP: SP (Comp1) ($r = 0.476$, $p < 0.01$) and SP (Comp2) ($r = 0.662$, $p < 0.01$). SP has moderate positive relationships with the three components of ME: ME (Comp1) ($r = 0.605$, $p < 0.01$), ME (Comp2) ($r = 0.504$, $p < 0.01$), and ME (Comp3) ($r = 0.455$, $p < 0.01$). First component of strategic planning has moderate positive relationships with ME (Comp1), ME

(Comp2), and ME (Comp3): ($r = 0.462, p < 0.01$), ($r = 0.411, p < 0.01$), and ($r = 0.351, p < 0.01$), respectively. Second component of strategic planning has moderate positive relationships with ME (Comp1), ME (Comp2), and ME (Comp3): ($r = 0.644, p < 0.01$), ($r = 0.527, p < 0.01$), and ($r = 0.485, p < 0.01$), respectively.

SP and OP:

A moderate positive relationship is found between SP and OP ($r = 0.496, p < 0.01$). OP has moderate positive relationships with both components of SP: SP (Comp1) ($r = 0.427, p < 0.01$) and SP (Comp2) ($r = 0.498, p < 0.01$). SP has moderate positive relationships with the first three components of OP: OP (Comp1) ($r = 0.354, p < 0.01$), OP (Comp2) ($r = 0.510, p < 0.01$), and OP (Comp3) ($r = 0.558, p < 0.01$). A weak positive relationship is found between SP and OP (Comp4) ($r = 0.155, p < 0.01$). First component of strategic planning has weak positive relationships with OP (Comp1) and OP (Comp4): ($r = 0.290, p < 0.01$), as well as ($r = 0.129, p < 0.01$), respectively. SP has moderate positive relationships with OP (Comp2) and OP (Comp3): ($r = 0.498, p < 0.01$) as well as ($r = 0.426, p < 0.01$), respectively. Second component of strategic planning has moderate positive relationships with OP (Comp1), OP (Comp2), and OP (Comp3): ($r = 0.388, p < 0.01$), ($r = 0.452, p < 0.01$), and ($r = 0.587, p < 0.01$), respectively. SP has a weak positive relationship with OP (Comp4) ($r = 0.150, p < 0.01$).

ME and OP:

A moderate positive relationship is found between ME and OP ($r = 0.610, p < 0.01$). OP has moderate positive relationships with the three components of ME: ME (Comp1) ($r = 0.549, p < 0.01$), ME (Comp2) ($r = 0.548, p < 0.01$), and ME (Comp3) ($r = 0.473, p < 0.01$). ME has moderate positive relationships with the first three components of OP: OP (Comp1) ($r = 0.499, p < 0.01$), OP (Comp2) ($r = 0.560, p < 0.01$), and OP (Comp3) ($r = 0.663, p < 0.01$). A weak positive relationship is found between ME and OP (Comp4) ($r = 0.233, p < 0.01$). First component of managerial effectiveness has a weak positive relationship with OP (Comp4): ($r = 0.185, p < 0.01$). ME (Comp1) has moderate positive relationships with OP (Comp1), OP (Comp2), and OP (Comp3): ($r = 0.438, p < 0.01$), ($r = 0.510, p < 0.01$), and ($r = 0.618, p < 0.01$), respectively. The second component of managerial effectiveness has a weak positive relationship with OP (Comp4): ($r = 0.211, p < 0.01$). ME (Comp2) has moderate positive

relationships with OP (Comp1), OP (Comp2), and OP (comp3): ($r = 0.463, p < 0.01$), ($r = 0.498, p < 0.01$), and ($r = 0.600, p < 0.01$), respectively. Third component of managerial effectiveness has a weak positive relationship with OP (Comp4): ($r = 0.193, p < 0.01$). ME (Comp3) has moderate positive relationships with OP (Comp1), OP (Comp2), and OP (comp3): ($r = 0.407, p < 0.01$), ($r = 0.437, p < 0.01$), and ($r = 0.461, p < 0.01$), respectively.

SEM analysis:

A strong positive effect was found from strategic planning on managerial effectiveness with a path coefficient of 0.721 ($t = 26.765, p = 0.000$). A moderate positive effect was found from managerial effectiveness on organizational performance with a path coefficient of 0.455 ($t = 8.737, p = 0.000$). A weak positive effect was found from strategic planning on organizational performance with a path coefficient of 0.257 ($t = 4.917, p = 0.000$). The indirect effect of strategic planning on organizational performance with the moderation of managerial effectiveness is also studied in the model. The results indicate that managerial effectiveness strengthens the effect with a total path coefficient of 0.328 ($t = 8.646, p = 0.0000$).

The three hypotheses of the study were accepted based on the statistical analysis performed on the employees of manufacturing companies in Libya. When compared to similar studies in literature, the findings were aligned with their results, despite their application in different markets and contexts. The research findings are empirical evidence that strategic planning is a powerful tool in driving performance. Nonetheless, the moderation of managerial effectiveness is essential to ensure an effective drive of performance in the organization.

Suggestions and Future Research

Based on the study findings, the researcher would like to provide the following recommendations to the manufacturing companies in Libya:

- Manufacturing companies should prioritize strategic planning as it has been proven towards having a positive impact on (OP) organizational performance. Develop a comprehensive strategic plan that aligns with the company's goals as well as objectives.

- Implement management strategies based on empower employees and improve their effectiveness. This can be achieved through conflict resolution, collaboration, resourcing, and team satisfaction.
- Provide training programs to enhance the skills and capabilities of employees at all levels. This will contribute to their effectiveness and overall performance.
- Improve communication and collaboration within the organization to establish a shared vision among employees. This will create a sense of unity and purpose, leading to improved organizational performance.
- Ensure that line managers are committed to implementing strategic plans and taking appropriate actions. Their involvement and support are crucial for successful implementation.
- Ensure that line managers are committed to implementing strategic plans and taking appropriate actions. Their involvement and support are crucial for successful implementation.
- Clearly define the organization's mission statement and communicate it to all employees. This will provide a sense of direction and purpose, guiding their efforts towards achieving organizational goals.
- Establish long-term goals that are aligned with the strategic plan. These goals should be measurable and achievable, providing a roadmap for the organization's growth and success.
- Embrace diversity and inclusion within the organization. Promote a diverse workforce that brings together individuals with different backgrounds, experiences, and perspectives.
- Implement strategies to increase market share. This can be achieved through effective marketing and sales initiatives, product innovation, and customer satisfaction.
- Implement measures to improve the organization's financial performance. This can include optimizing resource allocation, cost control, and identifying new revenue streams.
- Focus on building long-term goals of relationships with customers as well as providing value-added services. Furthermore, this will increase customer loyalty also, repeat business, as well as positive word-of-mouth.

- Foster a culture of open and transparent communication within the organization. Promote integrity and ethical behaviour at all levels, creating a trustworthy and reliable reputation.
- Empower employees by delegating responsibility and decision-making authority. This will enhance employee morale and motivation, leading to improved performance.
- Implement a system for regular performance evaluations to assess progress towards strategic goals. This will help identify areas for improvement and facilitate continuous growth.

For future research, it is suggested to investigate the impact of specific strategic planning practices on organizational performance in Libyan manufacturing organizations, as well as explore the role of leadership styles in facilitating effective strategic planning and managerial effectiveness. Furthermore, it would be beneficial to examine the influence of organizational culture on the implementation of strategic plans and its impact on organizational performance. Also, there are other variables that are closely related to the concepts included in the current research and can have direct or indirect effects on the relationships, such as employee engagement, technological advancements, and digital transformation. It is important to account for the influence of external environmental factors, such as political, economic, and social conditions, on strategic planning and organizational performance in Libya.

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APPENDIX A



T.C.
KARABÜK ÜNİVERSİTESİ
SOSYAL ve BEŞERİ BİLİMLER ARAŞTIRMALARI ETİK KURULU
KARARLARI

TOPLANTI TARİHİ : 13.10.2021
TOPLANTI NO : 2021/09

Karabük Üniversitesi Sosyal ve Beşeri Bilimler Araştırmaları Etik Kurulu toplanmış ve aşağıdaki kararı almıştır.

Karar 8:

21/09/2021 tarihli Prof. Dr. Elif ÇEPNİ'nin Etik Kurul form ve ekleri görüşüldü.

Karabük Üniversitesi Öğretim Üyesi Prof. Dr. Elif ÇEPNİ danışmanlığında yürütülen “**Stratejik Planlama ve Yönetim Etkinliğinin Organizasyon Performansına Etkisi: Libya Üretim Kuruluşları Üzerine Bir Araştırma**” konulu çalışma kapsamında uygulanmak üzere ekte sunulan çalışmasının etik kurallara uygunluğu oy birliği ile kabul edilmiştir.

Prof./Dr. Elif ÇEPNİ
Sosyal ve Beşeri Bilimler Araştırmaları Etik Kurul Başkanı

APPENDIX B

QUESTIONNAIRE FORM

Dear valued participant,

This questionnaire is part of a PhD research that aims to establish the effects and relationships between strategic planning, managerial effectiveness, and organizational performance in Libyan industrial organizations. The findings of the study should assist managers in Libya to develop their planning and efficiency of managerial systems to simulate better organizational outcomes and performance, which would enhance business and work environments. We kindly request you to spend few minutes in filling all the questions of the survey to the best of your knowledge and experience about your organization. The filling of all questions should not need more than 15 minutes. No private information about you neither your organizations are requested, and the data collected will not be shared with unauthorized persons or institutions.

Thank you in advance for your time and consideration.

Regards,

The researcher

Section 1: Demographics

1	Gender	<input type="radio"/> Male	<input type="radio"/> Female
2	Age Group	<input type="radio"/> Less than 25	<input type="radio"/> 26 to 35
		<input type="radio"/> 36 to 45	<input type="radio"/> 46 and more
3	Education Level	<input type="radio"/> Middle school and lower	
		<input type="radio"/> High School	<input type="radio"/> Bachelor
		<input type="radio"/> Master's	<input type="radio"/> PhD
4	Work Level	<input type="radio"/> Technical worker	<input type="radio"/> Staff
		<input type="radio"/> Supervision/ Management	
		<input type="radio"/> Top Management	
5	Years of experience with current employer	<input type="radio"/> Less than 2	<input type="radio"/> 3 to 5
		<input type="radio"/> 5 to 8	<input type="radio"/> 9 to 12
		<input type="radio"/> 13 and more	
6	Total number of employees in the company	<input type="radio"/> Less than 10	<input type="radio"/> 10 to 30
		<input type="radio"/> 31 to 100	<input type="radio"/> 101 to 300
		<input type="radio"/> More than 300	

Section 2: Strategic Planning

Please evaluate each statement according to your knowledge and experience with your current company.		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
1	The organization has a clear mission statement that is emphasized through its planning						
2	A trend analysis is performed by continuously collecting data from the market to use its outputs towards future plans						
3	A competitor analysis is performed to identify major competitors and learn about their products, performance, and marketing strategies.						
4	Long-term goals are an essential part of the organization's planning processes, where they are also pursued, monitored, and reassessed.						
5	The organization set annual goals in different disciplines of its performance as a form of short-term objectives.						
6	Short-term action plans are made in order to achieve annual						

Please evaluate each statement according to your knowledge and experience with your current company.		Totally	Disagree	Disagree	Slightly	Disagree	Slightly	Agree	Agree	Totally	Agree
		1	2	3	4	5	6				
	and long-term goals, and they are emphasized for that purpose.										
7	A continuous evaluation is carried out for all short-term, annual, and long-term goals and adjustments are implemented whenever needed.										
8	Strategic planning in the organization increased its efficiency in achieving goals.										
9	Strategic planning led to creating a sustainable competitive position in the market.										
10	The commitments of line managers are accompanied with suitable actions towards the set objectives as a result of strategic planning.										
11	A shared vision for all employees in the organization was developed through implementing strategic planning.										

Please evaluate each statement according to your knowledge and experience with your current company.		Totally	Disagree	Disagree	Slightly	Disagree	Slightly	Agree	Agree	Totally	Agree
		1	2	3	4	5	6				
12	Strategic planning led to creating a good fit between the internal capabilities in the organization and the external environment of the market.										
13	The implementation of strategic planning in the organization allowed managers to consider future implications while making decisions.										

Section 3: Managerial Effectiveness

Please evaluate each statement according to your experience with your current direct line manager		Totally	Disagree	Disagree	Slightly	Disagree	Slightly	Agree	Agree	Totally	Agree
		1	2	3	4	5	6				
1	My manager shares important information and developments, tolerates mistakes considering them as learning opportunities, instils trust and confidence in me and my other co-workers, and demonstrates supportive and reliable actions.										
2	My manager considers our competencies while assigning										

Please evaluate each statement according to your experience with your current direct line manager		Totally	Disagree	Disagree	Slightly	Disagree	Slightly	Agree	Agree	Totally	Agree
		1	2	3	4	5	6				
	tasks, coordinates assigned tasks, shows appreciation openly, and easily accessible whenever needed.										
3	My manager does not hesitate to involve other people to complete tasks, communicates with important stakeholders outside the organization, and develops good relationships with government institutions.										
4	My manager has efficient control tools to monitor staff performance, understands the nature of all business components, develops effective working relationships with co-workers through understanding their goals and needs, and meets the expectations of his/ her line managers.										
5	My manager is action oriented, competent, sharp, ethical, and instils discipline among our team.										

Please evaluate each statement according to your experience with your current direct line manager		Totally	Disagree	Disagree	Slightly	Disagree	Slightly	Agree	Agree	Totally	Agree
		1	2	3	4	5	6				
6	My manager is successful in resourcing the financial, human, and technical needs of the organization, helps me to achieve my career plans, and do not like to entertain rumours.										
7	My manager interacts efficiently with all departments, suppliers, government agencies, public relations consultants, and customers.										
8	My manager keeps all colleagues satisfied and resolves and interpersonal conflicts between members of our team.										
9	My manager is an example of integrity and prefers face-to-face communications.										
10	My manager likes challenging tasks, ensures they are completed successfully, and welcomes suggestions from clients.										
11	My manager structures work to expectation, motivates, and inspires for an excellent										

Please evaluate each statement according to your experience with your current direct line manager		Totally Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Totally Agree
		1	2	3	4	5	6
	performance, creates an enjoyable work environment, and communicates frankly with higher management.						
12	My manager believes that our team can perform tasks without his/ her direct supervision, which gives us a sense of independence.						
13	My manager resolves conflicts within the team, even if they were with him/ her, contributes into building a positive image of our team and organization, and fosters a spirit of collaboration and teamwork.						
14	My manager supports my welfare, provides me with support, and allocates work fairly.						
15	My manager consults our team on critical issues and seeks cooperation and consensus in case of conflict.						
16	My manager delegates responsibilities and authority,						

Please evaluate each statement according to your experience with your current direct line manager		Totally	Disagree	Disagree	Slightly	Disagree	Slightly	Agree	Agree	Totally	Agree
		1		2	3		4		5	6	
	encourages me to take my own decision, and boosts my morale and satisfaction.										

Section 4: Organizational Performance

Please evaluate each statement according to your knowledge and experience with your current company.		Totally	Disagree	Disagree	Slightly	Disagree	Slightly	Agree	Agree	Totally	Agree
		1		2	3		4		5	6	
1	The company is growing its market share every year										
2	The assets of the company are growing										
3	The profits of the company are growing										
4	The company has good return on investment										
5	The company is achieving adequate profits for the investors										
6	The assets of the company are contributing into profitability										
7	The company adopts environmental protection										

Please evaluate each statement according to your knowledge and experience with your current company.		Totally	Disagree	Disagree	Slightly	Disagree	Slightly	Agree	Agree	Totally	Agree
		1	2	3	4	5	6				
	strategies and standards in its projects										
8	The company recycles materials and use recycled materials										
9	The company takes reduction of emission of pollutants into consideration in design and execution										
10	The company has clear strategies in employing minorities and enriching diversity in its structure										
11	The company understands its social responsibilities and empower them										
12	Clients feel the value added of the company										
13	The company repeat business from the same clients										
14	The clients of the company are loyal to it										
15	The rate of client complaints is low										

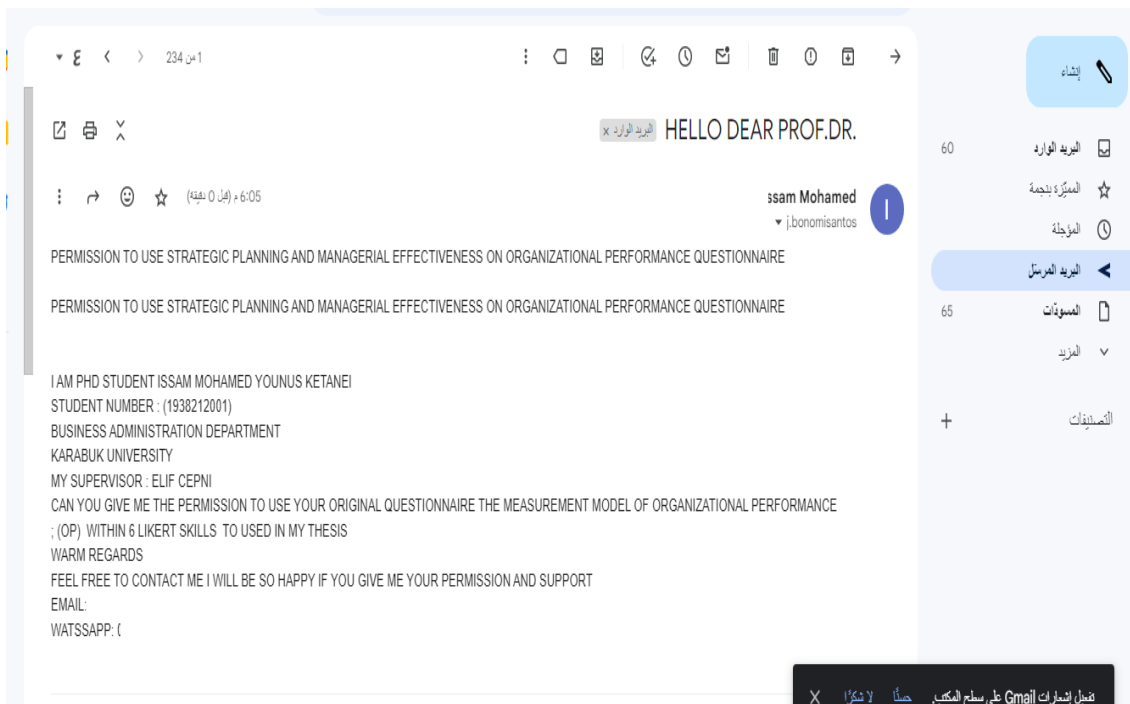
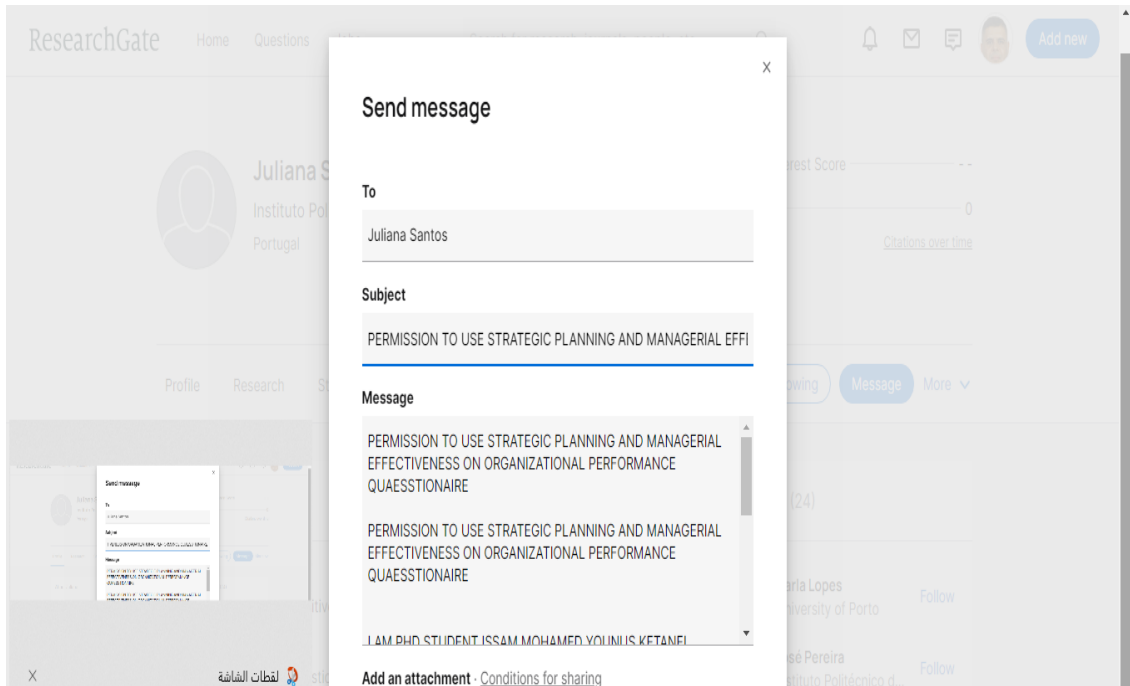
Please evaluate each statement according to your knowledge and experience with your current company.		Totally	Disagree	Disagree	Slightly	Disagree	Slightly	Agree	Agree	Totally	Agree
		1	2	3	4	5	6				
16	The clients of the company are satisfied with the products and services provided										
17	The company invests into the development and training of its employees										
18	The benefits provided by the company to its employees are adequate and up to industry standards										
19	The company provides clear and good career opportunities for its employees										
20	Work environment encourages cooperation, knowledge sharing, and creative development										
21	The employees are satisfied with the company										
22	I am satisfied with my company										

Survey is completed

THANK YOU

APPENDIX C

The researcher's permission and approve



235 من 1

HELLO DEAR PROF.DR

Issam Mohamed
luiz.brito

PERMISSION TO USE STRATEGIC PLANNING AND MANAGERIAL EFFECTIVENESS ON ORGANIZATIONAL PERFORMANCE QUESTIONNAIRE

PERMISSION TO USE STRATEGIC PLANNING AND MANAGERIAL EFFECTIVENESS ON ORGANIZATIONAL PERFORMANCE QUESTIONNAIRE

I AM PHD STUDENT ISSAM MOHAMED YOUNUS KETANEI
STUDENT NUMBER : (
BUSINESS ADMINISTRATION DEPARTMENT
KARABUK UNIVERSITY
MY SUPERVISOR : ELIF CEPNI
CAN YOU GIVE ME THE PERMISSION TO USE YOUR ORIGINAL QUESTIONNAIRE THE MEASUREMENT MODEL OF ORGANIZATIONAL PERFORMANCE
; WITHIN 6 LIKERT SKILLS TO USED IN MY THESIS
WARM REGARDS
FEEL FREE TO CONTACT ME I WILL BE SO HAPPY IF YOU GIVE ME YOUR PERMISSION AND SUPPORT
EMAIL: [i](#)
WATSSAPP: (

إشياء

60 البريد الوارد

المميزة بنجمة

المؤجلة

البريد المرسل

65 المسودات

المزيد

التصنيفات

تفضل إندسات Gmail على سطح المكتب. حسناً لا شكراً

إعادة توجيه

06:13
2024/01/28

ENG

عائم 2°C

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Said Elbanna
Qatar University

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٢٩ يناير ٢٠٢٤ ٧:٤٧ م

التفاصيل

Brian K. Boyd via ResearchGate

ResearchGate

Brian sent you a message



Brian K. Boyd
Northern Arizona University

Hi Issam -- thanks for asking! Yes, not a problem at al. good luck with your studies.

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APPENDIX D

Companies Permission and Approve

التاريخ		الموضوع:	
2022/6/20	التاريخ	Prof. dr. Elif CEPNI	إلى :
1/8 - ٩٥	الرقم الإشاري	مدير إدارة مصنع إسفلت بنغازي	من :
01	عدد الصفحات		
منح إذن بجمع بيانات			

تحية طيبة وبعد،،،

بالإشارة إلى الموضوع أعلاه، وبحسب طلب السيد طالب الدكتوراه (عصام محمد يونس القطعاتي)، رقمه الدراسي (1938212001) لجمع بيانات لاستكمال بحثه بتخصص إدارة الاعمال ، (Business administration – Ph.D.) تحت إشرافكم.

عليه،، نود إفادتكم بأنه قد مُنح الانن للطالب عصام محمد يونس القطعاتي بجمع كافة المعلومات المطلوبة لاستكمال اطروحته ، وكذلك جمع الاستبيانات من موظفي المصنع.

السلام عليكم ،،

مدير إدارة مصنع إسفلت بنغازي

شكوى التوزيع:
رقم: 12036 - 061 - 2240325
رقم: 061 - 2240323 - 2240324
e-mail: Bap_mgr@arc.com.ly



التوافق: 2022/5/23

شركة أبو عطي
لصناعة المشروبات المساهمة



هيئة تشجيع الإستثمار
وشؤون الخصخصة
P . I . B

الرقم الإشاري: 217/2022/8/8

الي من يهمة الامر

بعد التحية ،، ،

تفيدكم شركة بوعطي لصناعة المشروبات المساهمة . لا مانع لديها من جمع بيانات
عن الاستبان الذي سوف يُقدم من :-

الطالب : عصام محمد يونس القطامي

الرقم الدراسي : 1938212001

تخصص : إدارة اعمال

Program : Business and administration PH.D

الاطروحة تحت اشراف

Prof. Dr. Elif Cepani

والسلام عليكم ورحمة الله وبركاته



المقر الرئيسي بنغازي - سبل تجاري رقم 13630
هاتف: +218 61 223 9466 / +218 61 470 0185 / فاكس: +218 61 223 9467 / +218 61 223 9468
ص.ب: 599 بنغازي - ليبيا | بريد إلكتروني: gnbc@lftnet

Al saiwa Company For
Foodstuff Industry and Rice Milling

التاريخ: 5 / 10 / 2022



السوي

لصناعة المواد الغذائية وضرب الأرز

الرقم القياسي:

السادة / الي من يهمه الامر

تحية طيبة وبعد

نحيط سيادتكم علما بان شركة السوي لصناعة المواد الغذائية

ليس لديها مانع بقيام الباحث / عصام محمد يونس القطعاني بتوزيع استبيانات على

موظفي الشركة وتقديم كافة التسهيلات التي يحتاجها في مجال بحثه ونأمل منه

تقديم نسخة من نتائج بحثه لمساعدة الشركة في تحسين ادائها اذ امكن

مع تمنياتنا له بالتوفيق والسداد

والسلام عليكم ورحمته وبركاته



من
قطر

Email: alsaiwa_food@yahoo.com

092 434 8083 - 091 446 1934

يسوعطني - بنغازي - ليبيا



شركة المنصور لتعبئة المواد الغذائية

التاريخ 3 / 10 / 2021

اشاري _____

السادة / الي من يهमे الامر

بعد التحية

بالإشارة / إلي الطلب المقدم من الباحث / عصام محمد يونس القطعاني بخصوص السماح له بتوزيع استبيانات علي موظفي شركة المنصور لتعبئة المواد الغذائية وتشجيعا لأبنائنا الاعزاء في مجال العلم عليه نحيطكم علما باننا لا مانع لدينا في الموافقة للباحث بتوزيع استبيانه داخل شركتنا وتقديم كافة التسهيلات التي يحتاجها في مجال بحثه مع تمنياتنا له بالتوفيق

والسلام عليكم ورحمته وبركاته



صورة ثلاث من

• الخط

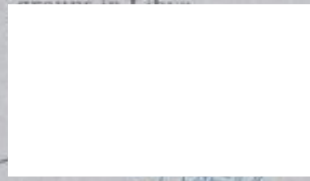


To whom you may it concern

After all my respect and appreciation

I inform those who are concerned that I am Dr. Ali Mohammed Amer Elssied, Doctor of Plastic Surgeon, the Head Master of the Elmassarra Company which is one of EP hospital groups organizations in Libya, also, the Director of the Elmassarra Clinic, and the head of the Medical staff, grant and I give the PhD student:- ISSAM MOHAMED YOUNUS KETANEI and STUDENT ID NUMBER: (1938212001) the permission to collect the required information about his research questionnaire from the hospital company of Medical production employees and the departments within the hospital groups.

Dr. Ali Mohammed Ameer Elsseid the head Master of EP hospital



14.06.2022



شركة أكاكوس
للصناعات المعدنية

التاريخ / 2022/07/15 م
الإشاري: 213 / 00 / ر.ط

الى من يسهمه الأمر...

نفيدكم نحن شركة أكاكوس للصناعات المعدنية أنه تم منح الأذن لطالب
الدكتوراه / عصام محمد بونس القطعاتي .

الرقم الدراسي : 1938212001

لتخصص : إدارة أعمال .

Programme : Business administration –Ph.D

بجمع المعلومات المطلوبة عن أطروحة البحثية والقيام بجمع الاستبيانات من موظفي الشركة

مع أطيب التحايا
والسلام عليكم



218913260038

بنغازي - المنطقة الصناعية بوهديمة

+218913260039

218913260038

info@akakus-ly.com

+218913260039

للمنتجات الاسمنتية



شركة العماد

التاريخ: 2022 5/23

EM -03-17

الى من يهمك الأمر

بعد كل احترامي وتقديري

أبلغ من يهمة الأمر ان شركة العماد للمنتجات الاسمنتية

منح الان لطلاب الدكتوراه :عصام محمد يونس القطعاني -
بجمع المعلومات المطلوبة عن أطروحة البحثية والقيام بجمع الاستبيانات
من موظفي الشركة.

الرقم الدراسي 1938212001

تخصص: إدارة اعمال

Programme : Business administration –Ph.D

الأطروحة تحت اشراف Prof.dr.ELiF CEPNi

التاريخ 2022-5-23

تحياتي الحارة



092.210.4690
091.210.4690
092.725.5067



مديق سيدي فرج - بجوار البوابين
alemadcompany3@gmail.com



ALTAJ COMPANY

For metal, rubber
and plastic, recycling
BENGHAZI - LIBYA



شركة التاج

لتدوير و إعادة تصنيع
المعادن و المطاط و البلاستيك
بنغازي - ليبيا

To whom you may it concern

Date: 26-06-2022

After all my respect and appreciation

I inform those who are concerned that I am the Head Master of Altaj company for Metal, Rubber, and Plastic Recycling in Libya, and also, the Director of the Altaj company. grant and I approve that the PhD STUDENT NAME: ISSAM MOHAMED YOUNUS KETANEI

STUDENT ID NUMBER: 1938212001

His research topic Title: "THE EFFECT OF STRATEGIC PLANNING AND MANAGERIAL EFFECTIVENESS ON ORGANIZATIONAL PERFORMANCE: A RESEARCH ON LIBYAN MANUFACTURING ORGANIZATIONS"

SUPERVISOR: PROF. DR. ELIF CEPNI

I give him permission to collect the required information about his research thesis information collection and to do his questionnaire collection from the company employees.

Eng. Adel Alabbar

Manager of Altaj Company

218919846000

Warm regards

العربية التجارية 20775-89823

رأس مال 1.400.000

سجل صناعي 1051

سجل تجاري 17214719

info.Altaj.ly@gmail.com

Mobile +21891658666
WWW.ALBDILALOMTKHISIS.LY
Tripoli - Libya



شركة البديل المتخصص لصناعة الألمونيوم و PVC

الرقم الاثاري: 51423
التاريخ: 2022-9-14

السادة الافاضل / الي من يهمة الامر
بعد التحية،،،

نفيدكم نحن شركة البديل المتخصص لصناعة الألمونيوم و PVC
وبصفتي المدير التنفيذي للشركة بعدم ممانعتنا من منح الأذن للطالب / عصام محمد
يونس القطعاني رقمه الدراسي 1938212001 تخصص إدارة أعمال بجمع
المعلومات المطلوبة عن اطروحتة البحثية والقيام بجمع الاستبيانات من موظفي الشركة.

والسلام عليكم ورحمة الله وبركاته



مصنع الزيتوني



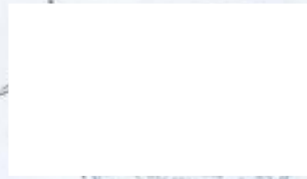
للبلاط انترلوك وبومشي وبلوك

11.10.2022

الي من يهमे الامر

بعد التحية

نفيدكم نحن مصنع الزيتوني للبلاط انتر لوك وبومشي وبلوك
وبصفتي المدير التنفيذي للمصنع بعدم ممانعتنا من منح الاذن
للطالب / عصام محمد يونس القطعاني رقم دراسي 1938212001
تخصص ادارة اعمال بجمع المعلومات المطلوبة عن اطروحاته البحثية
والقيام بجمع الاستبيانات من موظفي المصنع
شكرا



الموقع: طبرق - ليبيا
الاستفسار والتواصل: 0913828269

مصنع الزوي



لعمال الألمنيوم مطابخ شبابيك أبواب درابزين

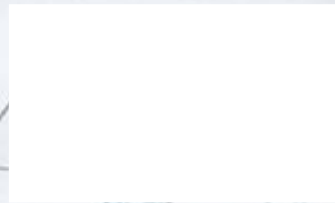
2.11.2022

الي من يهمة الامر

بد التمة

نفيدكم نحن مصنع الزوي لعمال الألمنيوم والمطابخ شبابيك أبواب درابزين
ويصفتي المدير التنفيذي للمصنع بعدم ممانعتنا من منح الاذن
للطالب / عصام محمد بونس القطعاني رقم دراسي 1938212001
تخصص إدارة اعمال بجمع المعلومات المطلوبة عن اطروحته البحثية
والقيام بجمع الاستبيانات من موظفي المصنع

شكرا



الموقع: طبرق - ليبيا
الاستفسار والتواصل: 0925754463

Commercial Register No: 56475
Dat El Imad Complex, Tower 1
Tripoli - Libya
Telephone: +218 21 335 0746
Telefax: +218 21 335 0890
P.O.Box: 91651

مليته للنفط والغاز بي. في. (فرع ليبيا)
Mellitah Oil & Gas B.V. (Libyan Branch)



Date 23 May 2022

To whom you may it concern

After all my respect and appreciation

I inform those who are concerned that I am the Head Master of Mellitah Oil and Gas company in Libya, and also, the Director of the Mellitah Oil and Gas company, grant and I approve that the PhD STUDENT NAME: ISSAM MOHAMED YOUNUS KETANEI

STUDENT ID NUMBER: 1938112001

His research topic Title: "THE EFFECT OF STRATEGIC PLANNING AND MANAGERIAL EFFECTIVENESS ON ORGANIZATIONAL PERFORMANCE: A RESEARCH ON LIBYAN MANUFACTURING ORGANIZATIONS"

I give him permission to collect the required information about his research thesis information collection and to do his questionnaire collection from the company employees.

Mellitah Oil and Gas company
Warm regards

Mellitah Complex Manager

CIRRICULUM VITAE

Issam MOHAMED YOUNUS KETANEI bachelor's degree graduate from the University of Benghazi (2005-2006) Master Graduation from Benghazi Graduate Academy (2012-2013) and he is currently PhD student at Karabuk University

