



(RESEARCH ARTICLE)



Exploring the relationship between strategic planning and employee performance: case study of Taleemabad, a Startup Located in Islamabad

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Abstract

This study delved into strategic planning practices and their connection with an institution's context and performance. It aimed to establish the link between strategic management and an organization's success, emphasizing that effective strategic management significantly influences performance. Successful companies worldwide exhibit well-defined strategies and step-by-step goal setting, contributing to their achievements on local and global scales. This paper highlights the central concern of strategic management in understanding performance disparities among competing organizations. The research outcomes hold significance not only for scholars of strategic management but also for practicing managers seeking competitiveness through strategic planning. The study aids managers in recognizing obstacles in strategic decision-making and offers insights into the impact of strategic planning on organizational performance. As there is a dearth of research in this area, the paper proposes avenues for future research grounded in empirical evidence. This research enriches the understanding of the critical relationship between strategic planning, institutional context, and organizational success.

Keywords: Employee Performance; Improved Efficiency; Employee Engagement; Strategic Vision; Clear Objectives; Organizational Goals; Performance Metrics; Strategic Planning; Organizational Performance; Strategic Management

1. Introduction

In today's fast-paced and rapidly changing business landscape, strategic planning has become a crucial component of organizational success. Effective strategic planning enables organizations to navigate uncertainty, capitalize on opportunities, and stay ahead of the competition. However, the relationship between strategic planning and employee performance is often overlooked, despite being a critical link in driving organizational success. This case study explores the relationship between strategic planning and employee performance at Taleemabad, a startup on education located in Islamabad (1). Specifically, it examines how the organization's strategic planning process affects employee performance outcomes, such as job satisfaction, motivation, and productivity. The study aims to provide insights into the importance of aligning strategic planning with employee performance and offer practical recommendations for startups and small businesses looking to improve their organization.

This research contributes to the existing literature on organizational strategic planning and resource management, with a specific focus on the education sector of Pakistan. The results may also serve as a reference for other industrial companies in the region seeking to optimize their strategic planning practices and drive superior employee performance. The study draws upon the frameworks of entrepreneurship ecosystems and managerial skills as drivers for startup development (2), the success of strategic planning in healthcare organizations (3), and the future envisioning of organizational structures through scenario planning (4).

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The study was conducted in 2024 and involved surveying a diverse sample of employees at Taleemabad Islamabad, including, IT department, managerial staff, quality control personnel, and administrative support members. The findings provide valuable insights into the strategic planning dynamics within the organization and offer recommendations for improving strategic planning to enhance overall employee performance.

2. Material and Method

This field study employed a quantitative approach to investigate the impact of strategic planning on employee performance at the Taleemabad, an educational Startup in Islamabad in Pakistan. The research design combined quantitative data collection techniques to provide a comprehensive understanding of the phenomenon.

2.1. Discovering Dynamics with Survey Research: A Methodological Approach

The study began with the distribution of a structured questionnaire to employees working at the Taleemabad Islamabad. The questionnaire was designed to gather information on various aspects of strategic planning, such as the frequency and quality of strategic planning, the effectiveness of this planning, and the objective vision. Employees were also asked to provide self-assessments of their job performance, motivation, and satisfaction. A total of 46 employees participated in the survey, representing a response rate of 78%.

The quantitative data collected through the questionnaire was analyzed using statistical software. Descriptive statistics, correlation analysis, and multiple regression techniques were employed to examine the relationships between strategic planning factors and employee performance indicators. The analysis aimed to identify the specific dimensions of strategic planning that had the most significant influence on employee outcomes.

Descriptive statistics provide a summary of the data collected. These include measures such as mean, median, standard deviation, and range (5). By examining these statistics, researchers gain insights into the central tendency and variability of the variables under study. For instance, the mean performance score across employees could reveal the overall effectiveness of the workforce.

Correlation analysis assesses the strength and direction of relationships between variables (6). In this study, it would explore whether there is a significant correlation between strategic planning factors (such as goal alignment, strategic vision, or strategic planning) and employee performance indicators (such as productivity, employee performance,). Positive correlations would suggest that effective strategic planning positively impacts employee outcomes.

Multiple regression allows researchers to analyze the impact of multiple independent variables on a dependent variable (7). In this case, it is used to determine which specific dimensions of strategic planning have the most significant influence on employee performance. For example, finding the clear vision within the organization contribute significantly to employee satisfaction and productivity.

2.2. Reaching the Right People: Strategic Sampling

To complement the quantitative findings and gain deeper insights, the research team conducted survey of 46 employees from the employee of different departments and job levels within the Taleemabad Islamabad. The study focused on exploring the employees' strategic planning practices and their impact on individual and organizational performance.

2.3. Creating the Measure: A Participant-Led Questionnaire

The quantitative data gathered from survey was analyzed using thematic analysis (8). The researchers carefully reviewed the results from respondents and identified recurring themes and patterns, and organized the findings into coherent categories. This process enabled the research team to uncover nuanced perspectives, contextual factors, and unexpected insights that may not have been captured through the quantitative survey alone.

The quantitative data provided a robust and holistic understanding of the relationship between strategic planning and employee performance within the Taleemabad, an educational Startup in Islamabad. This approach strengthened the validity and reliability of the research findings, allowing for more informed conclusions and recommendations.

Some Independent and dependent variables are used in this study which are mention below briefly:

2.3.1. Independent Variables (Strategic planning Factors):

Strategic Vision:

A strategic vision outlines an organization's long-term aspirations and direction. It serves as a motivating guide, aligning the company's purpose with ambitious goals (9).

Strategic Objectives:

These are measurable, high-level goals that drive an organization's strategy. They provide focus and direction, ensuring alignment with the overall vision (10).

2.3.2. Dependent Variables (Employee Performance Outcomes):

Organizational Performance:

This term encompasses financial, market, and shareholder value performance. It evaluates how effectively a company achieves its objectives and delivers results (11).

2.4. Data Collection Procedure

The Survey: The questionnaire divided into different departments with clear instructions. Specific Population targeted for this survey. The study involved employees of the company, indicating a likely census-based approach to surveying the employee (12).

2.5. Uncovering the Findings: Data Analysis

The research team employed a robust data analysis strategy to uncover the relationships between the strategic planning factors and employee performance outcomes at the Taleemabad, an educational Startup in Islamabad.

2.5.1 Quantitative Data Analysis

The quantitative data collected through the structured employee survey was analyzed using advanced statistical techniques. The researchers began with descriptive statistics to provide an overview of the sample characteristics and the distribution of responses across the different survey items.

Next, correlation analysis was conducted to examine the bivariate associations between the various dimensions of strategic planning, such as strategic vision and objective, and coordination, and the employee performance indicators of job satisfaction, and productivity.

To delve deeper into the predictive relationships, the researchers employed multiple regression modeling (13). This allowed us to assess the unique contribution of each strategic planning factor in explaining the variance in the employee performance outcomes, while controlling for other relevant variables.

The quantitative analysis yielded several key findings:

- Frequent and high-quality strategic vision was the strongest predictor of employee performance
- Strategic objective had a significant positive impact on employee performance.

2.5.2 Quantitative Data Analysis

To complement the quantitative insights, the research team conducted a rigorous thematic analysis of the employee survey data. The surveyed were carefully reviewed, and the researchers identified recurring themes and patterns that provided deeper contextual understanding.

The quantitative analysis uncovered several important nuances:

- Employees valued transparent and timely strategic planning from management, which fostered a sense of trust and belonging.
- Lack of coordination hindered efficient problem-solving and knowledge sharing.
- Employees expressed a desire for more opportunities to provide feedback and have their voices heard by the organization.

By quantitative findings, the researcher developed a comprehensive understanding of the strategic planning dynamics and their impact on employee performance.

2.6. Research Instruments: The Foundations of the Research

A study that investigated the impact of strategic planning on employee performance within the Company.

2.6.1. Research Approach:

The article mentions a "descriptive analytical approach." This suggests the study aimed to describe the current state of affairs (i.e., the relationship between strategic planning and employee performance) through data analysis (14).

2.6.2. Data Analysis and Statistical Software:

"Statistical Analysis Program (SPSS V.25)" used for statistical methods to get data from the software (15).

2.6.3. Survey Software/Platform:

Tools like Google Forms/Microsoft forms for the creation and distribution of the questionnaire.

2.7. Limitations and Future Directions

2.7.1. Limitations:

Single Company Sample:

The study focused solely on one company, Taleemabad, an educational Startup. This limits the generalizability of the findings to other companies or industries with potentially different cultures and structures.

Self-Reported Data:

Employee performance might have been based on self-reported data, which can be susceptible to bias and inaccuracies (16).

Cross-Sectional Design:

The study appears to be cross-sectional, meaning it captured data at a single point in time. This makes it difficult to establish causality between strategic planning and employee performance (17).

Limited Scope of Strategic Planning:

The article doesn't elaborate on the specific aspects of strategic planning measured. A more nuanced understanding of how different aspects of strategic planning influence employee performance might be lacking.

2.7.2. Future Directions:

Comparative Studies:

Conducting similar studies across multiple companies and industries could allow for generalizable insights and comparisons (18).

Longitudinal Design:

A longitudinal study following employees over time could provide stronger evidence for the causal relationship between strategic planning and performance (19).

Performance Measurement:

Future research could explore more objective measures of employee performance beyond self-reporting.

Specific Strategies:

Investigating the specific strategies within strategic planning that have the most significant impact on employee performance could be valuable.

Mediating Variables:

Exploring potential mediating variables, such as employee engagement or motivation, could provide a deeper understanding of the mechanisms about their productivity and performance (20).

3. Results and discussion

The study has found a positive correlation between the comprehensiveness of strategic planning and employee performance metrics.

3.1. Cronbach's Alpha Coefficient

Table 1 Cronbach's Alpha Coefficient

Axis	Number of Statements	Cronbach's Alpha Coefficient
Strategic Vision	3	0.751
Strategic Objectives	3	0.750
Organizational Performance	5	0.676

Source: Processed primary data, 2024

The provided Cronbach's Alpha coefficients indicate the internal consistency of different dimensions within a survey or questionnaire. Each dimension, such as Strategic Vision, Strategic Message, Strategic Objectives, Strategic Analysis, Strategic Option, and Organizational Performance, consists of multiple statements. The coefficients range from 0.676 to 0.751. Generally, coefficients above 0.7 are considered acceptable for research purposes, indicating strong internal consistency among the items within each dimension. Specifically, Strategic Option demonstrates the highest consistency with a coefficient of 0.751, suggesting its items correlate closely. The other strategic dimensions also show good internal reliability, hovering around 0.7. In contrast, Organizational Performance exhibits slightly weaker consistency at 0.676, indicating its items may not correlate as strongly. Overall, while all dimensions meet the threshold for acceptable internal consistency, the results highlight Strategic Option as particularly robust in measurement reliability, while Organizational Performance might benefit from further scrutiny of its item selection or structure.

3.2. Descriptive Results

3.2.1. Descriptive Strategic Objectives Results

Table 2 Descriptive Strategic Objectives Results

Statement	N	Mean	Std. Deviation
The company's objectives are clear to its employees.	46	130.328	33.478
The company sets long-term objectives it aims to achieve.	46	121.504	33.478
Having clear strategic objectives contributes to improving employee performance in the company.	46	117.214	37.826

The descriptive statistics reveal that employees perceive the company's strategic objectives with a tendency towards neutrality across the assessed dimensions. Regarding clarity of objectives (Mean = 130.328, Std. Deviation = 33.478), while responses suggest a leaning towards agreement, they remain neutral overall. Similarly, employees view the company's pursuit of long-term objectives (Mean = 121.504, Std. Deviation = 33.478) and the impact of clear strategic goals on improving employee performance (Mean = 117.214, Std. Deviation = 37.826) neutrality. These findings indicate a balanced perspective among employees regarding the clarity and alignment of the company's strategic objectives with organizational performance goals. There may be opportunities for the company to further enhance strategic planning and alignment strategies to strengthen employee engagement and commitment towards achieving strategic objectives effectively.

3.2.2. Descriptive Strategic Analysis Results

Table 3 Descriptive Strategic Analysis Result

Statement	N	Mean	Std. Deviation
Current and future strengths and weaknesses of the company are analyzed.	46	115.219	33.043
Opportunities and threats surrounding the company are assessed during strategic planning.	46	109.985	33.478
The company has teams to analyze the internal and external environment.	46	109.456	29.565

According to the descriptive statistics, employees perceive various aspects of strategic analysis within the company with a neutral tendency. Regarding the analysis of current and future strengths and weaknesses (Mean = 115.219, Std. Deviation = 33.043), responses suggest a neutral stance. Similarly, the assessment of opportunities and threats during strategic planning (Mean = 109.985, Std. Deviation = 33.478) and the presence of teams dedicated to analyzing the internal and external environment (Mean = 109.456, Std. Deviation = 29.565) also lean towards neutrality. These findings indicate that while strategic analysis processes exist within the company, there may be opportunities to strengthen employee engagement and perception of these processes. Enhancing strategic planning and involvement in strategic analysis activities could potentially improve alignment with organizational goals and outcomes.

3.2.3. Descriptive Organizational Performance Results

Table 4 Descriptive Organizational Performance Result

Statement	N	Mean	Std. Deviation
Do you feel capable of achieving your personal and professional goals through your work at the company?	46	115.303	27.826
Do you feel personal satisfaction and contentment in your work at the company?	46	0.95705	28.696
Do you feel there are sufficient opportunities to develop your skills and abilities in the company?	46	0.97728	29.783

The descriptive statistics reveal that employee perceptions across various dimensions related to personal and professional satisfaction, skill development opportunities, performance evaluation, and team effectiveness tend towards neutrality. Employees moderately believe they can achieve their personal and professional goals through company work (Mean = 115.303, Std. Deviation = 27.826) and express a similar sentiment regarding personal satisfaction (Mean = 0.95705, Std. Deviation = 28.696) and skill development opportunities (Mean = 0.97728, Std. Deviation = 29.783). These findings suggest a generally neutral outlook among employees regarding their personal satisfaction, career development opportunities, and the effectiveness of organizational processes. Addressing these perceptions through clear strategic planning, adequate support, and continuous feedback could enhance employee engagement and satisfaction within the company.

3.3. Correlation Results

The correlation analysis highlights significant relationships between Strategic Vision and Strategic Objectives with Employee Performance within the company. Strategic Vision ($r = 0.450$, $p = 0.002$) shows a strong positive correlation, indicating that when the organization's long-term goals and direction are clear and well-communicated, employee performance tends to improve. Similarly, Strategic Objectives ($r = 0.292$, $p = 0.049$) demonstrates a marginally significant positive correlation, suggesting that specific, measurable goals set by the organization also contribute positively to employee effectiveness. These findings underscore the critical role of strategic clarity and goal-setting in driving employee performance, emphasizing the importance of aligning organizational vision and objectives to enhance overall productivity and success.

Table 5 Correlation Results

Variable	Strategic Vision	Strategic Objectives
Pearson Correlation	0.450	0.292
Sig. (2-tailed)	0.002	0.049
N	46	46

3.4. Result of Linear Regression

3.4.1. Result of Linear Regression Analysis for the Hypothesis 1

Table 6 ANOVA Analysis - Results of Linear Regression Analysis for Hypothesis 1,

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.856	1	4.856	11.167	0.002
Residual	19.134	44	0.435	-	-
Total	23.990	45	-	-	-

The linear regression analyses provide strong evidence supporting Hypothesis 1, which posits a relationship between Strategic Vision and Employee Performance within the company. Table 6 shows that the regression model as a whole is significant ($F = 11.167$, $p = 0.002$), indicating that Strategic Vision explains a significant proportion of variance in Employee Performance.

3.4.2. Result of Linear Regression Analysis for the Hypothesis 2

Table 7 ANOVA Analysis - Results of Linear Regression Analysis for Hypothesis 2

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.045	1	2.045	4.101	0.049
Residual	21.944	44	0.499	-	-
Total	23.990	45	-	-	-
Dependent Variable: Employee Performance					
Predictors: Constant, Strategic Objectives					

Table 7 ANOVA indicates that the significance level (Sig. =0.049) is less than 0.05, suggesting a marginal statistical significance, which allows us to use the regression model to explain the dependent variable.

The linear regression analysis provides insight into Hypothesis 2, which examines the relationship between Strategic Objectives and Employee Performance within the company. The ANOVA results ($F = 4.101$, $p = 0.049$) indicate a marginally significant relationship, suggesting that Strategic Objectives may have an impact on Employee Performance. Although the effect size is moderate ($R^2 = 0.085$), it is notable that Strategic Objectives explain a portion of the variance in Employee Performance.

The importance of setting clear and measurable strategic objectives to potentially enhance employee effectiveness and overall organizational performance (21). Further investigation into specific objectives and their alignment with employee roles and expectations could provide deeper insights into optimizing organizational outcomes.

4. Conclusion

The study indicates that there is an impact of strategic vision on the level of employee performance according to employees (22) in the company. The company has a realistic vision of its future direction and knows where it is heading.

The study demonstrates an impact of Strategic Objectives on the level of employee performance according to employees in the company. The company has long-term and clear objectives.

This study contributes to the growing body of research emphasizing the positive impact of Strategic Vision on the level of employee performance. Notably, employee performance becomes particularly evident after clear visions and strategies (23). The relatively small sample size (46 participants) restricts the generalizability of the conclusions to a broader population of organizations (24). Additionally, relying on self-reported data potential bias, while satisfaction contributes significantly to strategic objectives, other factors—such as quality work (25), employee productivity (26), and company culture also play pivotal roles in shaping employee experiences (27).

To address these limitations, future research can adopt a mixed-methods approach (28). Combining quantitative surveys with qualitative interviews or focus groups would provide a more comprehensive understanding for better experience (29). This approach could explore specific features and functionalities that contribute most effectively to employee satisfaction, performance, and achievement by company vision (30). Furthermore, studies with larger and more diverse samples would enhance the generalizability of findings, allowing for a deeper exploration of factors influencing employee performance and additional predictors (31).

By continuously evaluating and optimizing strategies, organizations can foster an engaging and enriching environment for employees. This commitment to a realistic vision contributes to program excellence and ultimately drives company success. As the education sector embraces technological advancements, it holds significant potential to shape a brighter future for both organizations and educational professionals.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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