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Title

The Impact of Strategic Planning Dimensions on Organizational Performance (A Field Study of the Libyan Ministry of Health)

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

يَرْفَعُ اللَّهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ أُوتُوا الْعِلْمَ دَرَجَاتٍ ﴿١١﴾

بِسْمِ اللَّهِ
الْعَظِيمِ

سورة المجادلة / الآية "11"

Dedication

This work is dedicated with boundless love and eternal reverence

To the immortal souls of my beloved mother and father, whose dreams for me are the foundation upon which I walk. Their absence is a profound silence, yet their values and prayers remain my guiding compass. May Allah envelop them in His infinite mercy and grant them peace in Al-Firdaus

To my brothers and sisters, my steadfast companions and partners in memory, whose unwavering bonds of kinship and ceaseless support have been my sanctuary and strength throughout this journey

To my life partner and dearest companion, my beloved wife. Her boundless patience, profound sacrifices, and unwavering faith were the steadfast light that illuminated my path through the most challenging times. This accomplishment is as much hers as it is mine

To the joy of my heart and the inspiration for my striving, my beloved children. From their smiles, I draw endless hope, and in their future, I find the strength to persevere. They are my greatest blessing and my most cherished motivation

And with profound intellectual gratitude, this thesis is also dedicated

To my esteemed supervisor, Dr. Ibrahim Belhaj, who guided me with exceptional wisdom through the intricate paths of this research. His exemplary mentorship, scholarly insight, and generous encouragement have been a true gift. I extend to him my deepest respect and most sincere appreciation

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The Researcher,

Ismail Abdullah Taher Alboaisi

The Impact of Strategic Planning Dimensions on Organizational Performance (A Field Study of the Libyan Ministry of Health)

By

Ismail Abdullah Taher Alboaisi

Abstract

Strategic planning is a widely adopted management approach in contemporary organizations. Underlying its popularity is the assumption that it is a successful practice in public and private organizations that has positive consequences for performance organizations, including healthcare organizations. Thus, the study aimed to investigate the impact of strategic planning dimensions on organizational performance within the Libyan Ministry of Health. Its primary objective was to analyze the effect of key dimensions namely vision, mission, strategic objectives, environmental analysis, and strategic choice on organizational performance. A descriptive and analytical methodology was employed. The study population comprised all 685 employees of the Libyan Ministry of Health. Using stratified random sampling, a representative sample of 223 employees was selected to ensure proportional representation across hierarchical levels (executive, middle management, supervisory, and operational staff). All distributed questionnaires were returned, achieving a 100% retrieval rate. After rigorous data screening, 200 questionnaires (89.7%) met the validity criteria for inclusion in the analysis. Data were analyzed using the Statistical Package for the Social Sciences (SPSS version 27). Descriptive statistics (mean scores and percentages) were used to measure central tendency and present data in tables. Inferential statistics, specifically a simple and multiple linear regression analysis, were applied to test the study hypotheses. The results revealed that the overall level of strategic planning dimensions (vision, mission, strategic objectives, environmental analysis, and strategic choice) in the Libyan Ministry of Health was moderate, with a mean of 3.32 and a standard deviation of 1.049. Similarly, organizational performance was also at a moderate level, with a mean of 3.06 and a standard deviation of 1.024. Furthermore, the analysis demonstrated a statistically significant effect of these strategic planning dimensions on organizational performance. Based on these findings, the study offers several theoretical and practical recommendations.

أثر أبعاد التخطيط الاستراتيجي على الأداء التنظيمي: دراسة ميدانية في وزارة الصحة الليبية

إسماعيل عبدالله الطاهر البوعيشي

ملخص الدراسة

يُعدّ التخطيط الاستراتيجي نهجًا إداريًا شائعًا في المؤسسات المعاصرة. ويكمن سرّ شعبيته في افتراض أنه ممارسة ناجحة في المؤسسات العامة والخاصة، وله آثار إيجابية على أداء المؤسسات، بما في ذلك مؤسسات الرعاية الصحية. ولذلك، هدفت هذه الدراسة إلى التحقق من أثر أبعاد التخطيط الاستراتيجي على الأداء التنظيمي في وزارة الصحة الليبية. وتمحور هدفها الرئيسي حول تحليل تأثير الأبعاد الرئيسية للتخطيط الاستراتيجي والمتمثلة في الرؤية، والرسالة، والأهداف الاستراتيجية، والتحليل البيئي والخيار الاستراتيجي على الأداء التنظيمي. واعتمدت الدراسة المنهج الوصفي التحليلي. حيث تألف مجتمع الدراسة من جميع العاملين البالغ عددهم (685) موظفًا في وزارة الصحة الليبية. وتم استخدام أسلوب العينة العشوائية الطبقية لاختيار عينة ممثلة قوامها (223) موظفًا، لضمان تمثيل متناسب عبر المستويات الإدارية المختلفة (الإدارة العليا، والإدارة الوسطى، والمشرفين، والموظفين التنفيذيين). وقد تم استرداد جميع الاستبيانات الموزعة، محققةً نسبة استجابة بلغت 100%. وبعد تطبيق بروتوكولات فرز بيانات دقيقة، استوفى (200) استبيانًا معايير الصلاحية للإدراج في التحليلات بنسبة (89.7%). تم تحليل البيانات باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS) الإصدار 27. حيث أستخدمت الإحصاءات الوصفية (المتوسطات الحسابية والنسب المئوية) لقياس النزعة المركزية وعرض البيانات في جداول. وطُبقت الإحصاءات الاستدلالية، وتحديدًا تحليل الانحدار الخطي البسيط والمتعدد، لاختبار فرضيات الدراسة. وكشفت النتائج أن المستوى العام لأبعاد التخطيط الاستراتيجي (الرؤية، المهمة، الأهداف الاستراتيجية، التحليل البيئي، والخيار الاستراتيجي) في وزارة الصحة الليبية كان متوسطًا، بمتوسط حسابي قدره 3.32 وانحراف معياري مقداره 1.049. وبالمثل، كان مستوى الأداء التنظيمي متوسطًا أيضًا، بمتوسط حسابي قدره 3.06 وانحراف معياري مقداره 1.024. علاوة على ذلك، أظهر التحليل وجود تأثير ذي دلالة إحصائية لأبعاد التخطيط الاستراتيجي على الأداء التنظيمي. وبناءً على هذه النتائج، قدمت الدراسة عددًا من التوصيات النظرية والعملية.

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List of Abbreviations

Abbreviations	Full Term
SP	Strategic Planning
SV	Strategic Vision
SM	Strategic Mission
SO	Strategic Objectives
EA	Environmental Analysis
SC	Strategic Choice
OP	Organizational Performance
RBV	Resource-Based View Theory
OPT	Open Systems Theory
BSC	Balanced Scorecard Complements Framework
SPSS	Statistical Package for the Social Sciences

Chapter 1: Introduction

1.0 Introduction

Healthcare organizations are facing many challenges in the current competitive world as a result of a rapid increase in new products, processes and technologies, as well as preferences of customers. Fluctuating environmental threats also compromise their survival. Success in such an environment would be more likely by enhancing organizational performance and paying greater attention to factors that can effectively improve it. Weak organizational performance can significantly reduce the potential to attract new customers whilst also destroying the trust of existing customers. The need to improve performance concerns not only the private sector but also includes the public sector. According to Goodman and Pennings (Alosani, et al., 2019), performance is a necessary factor in organizational analysis and there is no theory on organizations that is void of this concept. In this rapidly evolving and dynamic environment, one of the effective factors for the success of organizations, enhanced organizational performance and surviving the competition, includes concentration on strategic planning. Planning involves determining how the organization will achieve its goals and objectives, and it aims to decide which performance is required on a preventative basis. The primary goal of a strategic plan is to understand the organization's goals and how to achieve them. Planning identifies the organization's mission, vision, and goals and determines its actions and resources (Bryson, 2018;Thompson et al., 2022)

Furthermore, given the growing importance of strategic planning toward high performance (Bryson, 2018), several empirical studies have been conducted to investigate the relationship between this factor and organizational performance in various fields of business (Audenaert et al., 2019; Rosli & Sidek, 2013). However, empirical investigations that have focused on the link between these variables are still limited in healthcare context (De Vries & Tummers, 2016), particularly in health organizations.

In addition, strategic planning also is one of the most important factors that impact on performance. It is one of the modern managerial toolkits that can be used not only to deal with uncertain cases but also to stimulate performance. Alosani et al., (2019) state that strategic planning is a critical mechanism in an organizational setting. It is a process used to determine

and achieve an organization's goals and objectives and bridges the gaps between where we are and where we want to go (Alosani et al., 2020). Nevertheless, planning is not an easy exercise; it needs skills and knowledge, as well as conscious decisions to determine the direction of business and the techniques and resources used to achieve the required results. According to Salkic (2014), ignoring strategic planning in organizations can lead to poor performance and reduced chances of survival in the market. Thus, strategic planning must focus on factors that have a considerable impact on the organization by identifying strengths and weaknesses and strategic goals, and plan how to maximize strengths, overcome weaknesses and accomplish the goals set.

Additionally, Private organizations have successfully applied strategic planning for a long time. Similarly, strategic planning can be used in public organizations to improve public services, enhance customer satisfaction and manage limited resources in a more rational and equitable manner (Salkic, 2014). Public organizations, including the Libyan ministry of health, aim to deliver services that meet the needs and interests of people. However, health services have become a notable issue in many countries and have confronted rising criticisms by practitioners and scholars (De Maillard & Savage, 2018) due to weakly organized and ineffective serious plans for development (Bryson, 2018; Porumbescu, et al., 2019). This has led to inefficiency and ineffectiveness, which are reflected negatively in the quality of services delivered, which, in turn, has led to decreased satisfaction of stakeholders. The poorly performance of these organizations has had an impact on many parties, with negative long-term consequences for the economy and its development and growth (Porumbescu, et al, 2019). It cannot be denied that these organizations have a vital role and responsibility for the economic development of any country, and poor strategic planning only leads to poor performance (De Maillard & Savage, 2018 and Alatawi et al., 2022). Thus, the aim of this study is to investigate the impact of strategic planning on organizational performance in the Libyan ministry of health, as very few prior studies are available on this topic.

1.1 Problem of the Study

The health care environment is dynamic, complex, complicated and challenging. Health care organizations are nowadays faced with serious challenges, particularly concerning quality, effectiveness and efficiency which represent their organizational' performance (Esfahani et al., 2018 and Mosadeghrad, 2005). Accordingly, health care managers and leaders should adopt new

approaches to adapt their organizations with the changing internal and external environments and match the complexity of the health care industry. Strategic planning is an appropriate response to these challenges and helps managers to take advantage of any changing environment and achieve optimum outcomes (Esfahani et al., 2018). Strategic planning is a course of actions to achieve organization's vision and long-term strategic goals using rational, logical and systematic approach. It involves analyzing both internal and external environments of an organization to understand organization's strategic position, specifying its long-term direction, defining a clear vision, establishing realistic long-term goals and objectives, formulating strategies, tactics, policies and action plans to achieve them, allocating necessary resources to implement action plans and finally, evaluating organizational performance (Mosadeghrad, 2015). Managers through strategic planning strengthen and mobilize their resources toward a desired defined future. Strategic planning is necessary for health care managers to provide quality, safe, effective. However, the health industry has lagged behind other industries in formulating and implementing strategic plans. Since, health care managers have developed and implemented strategic plans to provide value-added services and meet the diverse needs of the population. Previous studies confirmed the positive impact of strategic planning on organizational' performance in healthcare context (Virtue et al., 2013). Based on this, it has become necessary for Libyan health care managers began developing and implementing strategic plans to improve the performance of their organizations.

Moreover, public organizations, including the Libyan ministry of health, aim to provide services that meet the needs and interests of individuals, and due to the weakness of serious, organized and ineffective plans, this has led to a weak level of organizational performance, which is negatively reflected in the quality of services provided, which in turn has led to a decrease in customer satisfaction. The poor performance of these organizations has had an impact on many parties, with long-term negative consequences for the health system in general. It cannot be denied that these organizations have a vital role and responsibility for the economic development of any country, and weak strategic planning in them leads to poor performance (De Maillard & Savage, 2018). As researcher information the success of strategic plans was studied especially in general industries and in developed countries, the impact of strategic plans in the Libyan ministry of health has not been fully addressed. In order to fill this gap in the literature, this study aims to answer the following question: **What is the impact of strategic planning dimensions**

(vision, mission, strategic objectives, environmental analysis, and strategic choice) on organizational performance in the Libyan ministry of health? From the previous question, the following sub-questions were constructed:

RQ1:To what extent are strategic planning dimensions used in the Libyan ministry of health?

RQ2:What is the level of organizational performance in the Libyan ministry of health?

RQ3: What is the impact of the strategic planning dimensions on the organizational performance in the Libyan ministry of health? .

RQ4: What is the impact of vision on the organizational performance in the Libyan ministry of health? .

RQ5: What is the impact of mission on the organizational performance in the Libyan ministry of health? .

RQ6: What is the impact of strategic objectives on the organizational performance in the Libyan ministry of health?.

RQ7: What is the impact of environmental analysis on the on organizational performance in the Libyan ministry of health?.

RQ8: What is the impact of strategic choice on the on organizational performance in the Libyan ministry of health?.

1.2 Study Aim and Objectives

The main aim of this study is to examine the impact of strategic planning dimensions (vision, mission, strategic objectives, environmental analysis, and strategic choice) on organizational performance in the Libyan ministry of health.

O1:To determine the degree of strategic planning used dimensions in the Libyan ministry of health.

O2: To identify the level of organizational performance in the Libyan ministry of health.

O3: To investigate the impact of the strategic planning dimensions on the organizational performance in the Libyan ministry of health.

O4: To examine the impact of vision on the organizational performance in the Libyan ministry of health.

O5: To assess the impact of mission on the organizational performance in the Libyan ministry of health.

O6: To analyze the impact of strategic objectives on the organizational performance in the Libyan ministry of health.

O7: To measure the impact of environmental analysis on the organizational performance in the Libyan ministry of health.

O8: To measure the impact of strategic choice on the organizational performance in the Libyan ministry of health.

1.3 The Importance of the Study

1.3.1 Theoretical Importance

This thesis contributes substantively to the academic literature on public administration and strategic management by providing an empirical, context-specific examination of the impact of strategic planning on organizational performance. It addresses a pronounced gap in scholarly research, which has largely overlooked the operational dynamics of public healthcare institutions in transitional and post-conflict states, particularly within the Arab region. By interrogating the Libyan Ministry of Health as a critical sector, this research challenges and refines universalist assumptions in mainstream strategic management theory, testing their applicability and adaptation within a complex, resource-constrained environment.

1.3.2 Practical Importance

This study provided evidence of the relationship between strategic planning and organizational performance in healthcare since this had not sufficiently examined in previous studies. The study explored if use of strategic planning led to an integrated, systematic approach to improving organizational performance to achieve strategic aims and promote a health institution's mission

and values to attain what they needed to do. Furthermore, the findings of this study provide Libya healthcare leaders with an evidence-based framework for navigating complex and often conflicting issues. By clarifying the impact of strategic planning dimensions including (vision, mission, strategic objectives, and environmental analysis, and strategic choice) on organizational performance, the research offer critical guidance in selecting and adapting the most appropriate strategic planning tools and techniques for the unique institutional, cultural, and resource-based realities of the Libya healthcare setting.

1.3.3 Importance from the Researcher's Perspective

This research represents a pivotal scholarly and professional endeavor for the researcher, serving as a direct conduit to contribute to the enhancement of healthcare delivery in Libya. By rigorously investigating the determinants of organizational performance within the Libyan Ministry of Health, the study facilitates a nuanced, evidence based understanding of systemic challenges and leverages strategic planning as a mechanism for institutional reform. On a professional level, this comprehensive investigation cultivates essential competencies in advanced data analysis, critical systems thinking, and policy aware research skills that are directly transferable to roles in public health administration, consultancy, and academia. Ultimately, this dissertation is not merely an academic requirement but an applied scholarly project with the explicit intent of informing actionable strategies for positive, sustainable change within the researcher's national healthcare system.

1.4 Study Model

The Figure (1) below illustrates independent and dependent variables. The independent variable is strategic planning dimensions which including (vision, mission, strategic objectives, environmental analysis, and strategic choice), and the dependent variable represented organizational performance.

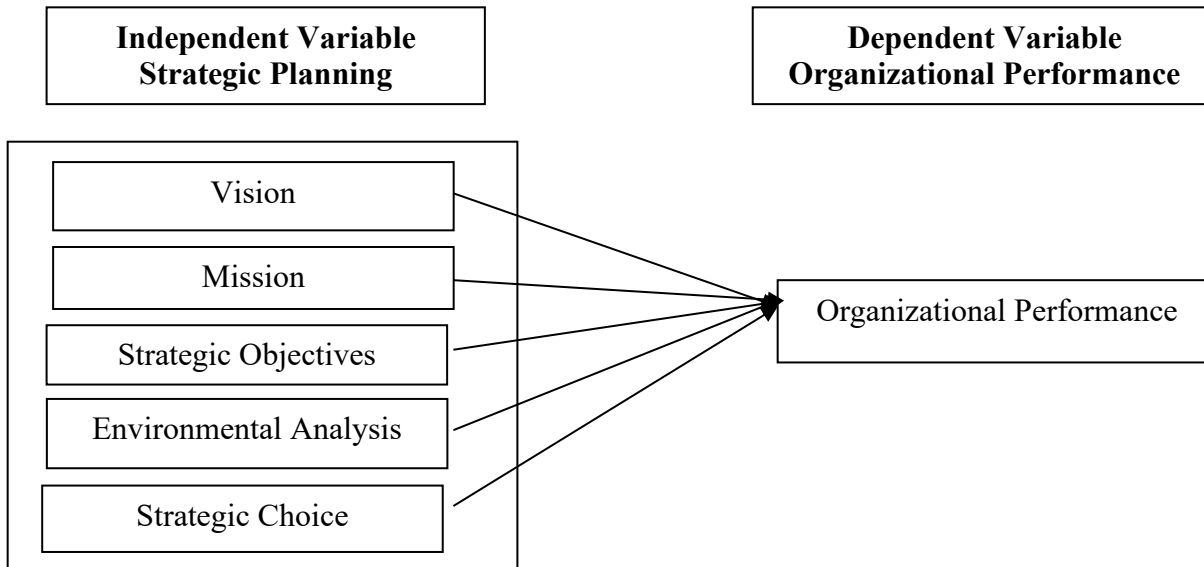


Figure 1. Study Model Source: Developed from Literature

1.5 Study Hypotheses

Based on the theoretical framework and research objectives, the following main and sub-hypotheses were formulated for testing:

Main Hypothesis

- **H0:** There is no statistically significant effect of strategic planning dimensions (vision, mission, strategic objectives, environmental analysis, and strategic choice) on organizational performance in the Libyan ministry of health.
- **H1:** There is a statistically significant effect between strategic planning dimensions (vision, mission, strategic objectives, environmental analysis, and strategic choice) on organizational performance in the Libyan ministry of health.

Sub-Hypotheses:

- **H0.1: (Vision):** There is no statistically significant effect of the vision of strategic planning on organizational performance in the Libyan ministry of health.
- **H1.1: (Vision):** There is a statistically significant effect of the vision of strategic planning on organizational performance in the Libyan ministry of health.

- **H0.2: (Mission):** There is no statistically significant effect of mission on organizational performance in the Libyan ministry of health.
- **H1.2: (Mission):** There is a statistically significant effect of mission on organizational performance in the Libyan ministry of health.
- **H0.3: (Strategic Objectives):** There is no statistically significant effect of strategic objectives on organizational performance in the Libyan ministry of health.
- **H1.3: (Strategic Objectives):** There is a statistically significant effect of strategic objectives on organizational performance in the Libyan ministry of health.
- **H0.4: (Environmental Analysis):** There is no statistically significant effect of environmental analysis on organizational performance in the Libyan ministry of health.
- **H1.4: (Environmental Analysis):** There is a statistically significant effect of environmental analysis on organizational performance in the Libyan ministry of health.
- **H0.5: (Strategic choice):** There is no statistically significant effect of strategic choice on organizational performance in the Libyan ministry of health.
- **H1.5: (Strategic Choice):** There is a statistically significant effect of strategic choice on organizational performance in the Libyan ministry of health.

1.6. Study Methodology

To address the research problem and fulfill its stated objectives, this study adopted a descriptive and analytical methodology. This approach was selected for its dual capacity to provide a detailed exposition of the current state of strategic planning dimensions and organizational performance within the Libyan Ministry of Health, while at the same time enabling a rigorous investigation into their postulated causal relationship. The study used this design through a structured, two-phase process. First, the descriptive phase involved mapping the landscape of the key variables using empirical survey data. The primary instrument for this phase was a specifically designed questionnaire, deployed to capture quantifiable data on the perceptions of managers and employees regarding the application of strategic planning dimensions (e.g., vision, mission, strategic objectives, environmental analysis, and strategic choice), and metrics related to organizational performance outcomes. Second, the analytical phase subjected the collected data

to advanced statistical analysis to test the research hypotheses. This phase aimed to explore the nature, strength, and significance of the effects exerted by the independent variables (the dimensions of strategic planning) on the dependent variable (organizational performance).

1.6.1 Survey Population and Employees Selection

The target population consisted of administrative staff includes executive leadership, middle management, supervisory staff, operational personnel within the Libyan Ministry of Health in Tripoli. A stratified random sampling technique was employed to select individuals who are involved in strategic planning processes or the implementation of health policies, at the Libyan Ministry of Health.

1.6.2 Data Collection

The basis for data collection is a field study using a self-administered structured questionnaire in which respondents answered all items on a five point Likert-scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior research was the basis from which elements were extracted to represent the different constructs of this study. Strategic planning and its corresponding items (i.e. vision, mission, strategic objectives, environmental analysis, and strategic choice), were adapted from (David & David, 2016). Organizational performance, represented by non-financial performance, was adapted from (Kaplan & Norton, 1996).

1.6.3 Data Processing and Analysis

The primary instrument for collecting primary data was a questionnaire. these questionnaires were coded for accurate and efficient quantitative data analysis and using Statistical Package for Social Sciences (SPSS) version 27. The statistical tools used in this study are descriptive and inferential analyses. The descriptive statistics tools used to calculate (e.g. mean and standard deviation) for each of the items. While, the inferential analyses including regression analysis was employed to determine the effect of independent variable (strategic plans dimensions) on dependent variable (organizational performance). Thus, both the level of strategic plans dimensions and organizational performance, as well as the influence of independent on dependent variable was assessed.

1.7 Study Terminology

- **Definition of Strategic Planning:** as a systematic process of determining the organization's vision, mission, objectives, analyzing the internal and external environment, formulating strategies to seize opportunities and anticipate threats, monitoring and evaluating achievements, and adapting the strategy to the dynamic conditions of the environment, to create a competitive advantage and improve the organization's level of performance.
- **Vision:** The vision statement is a written statement that presents the future image of the Libyan Ministry of Health after the transformation process.
- **Mission:** This is a written statement that defines the final aim of the Libyan Ministry of Health, that is, its reason for being.
- **Strategic Objectives:** refer to the specific, measurable, achievable, relevant, and time-bound (SMART) outcomes that the Libyan Ministry of Health formally aims to accomplish within a defined planning horizon (typically 3-5 years), as documented in its official strategic plans.
- **Environmental Analysis:** defines as the systematic process or lack thereof undertaken by the Libyan Ministry of Health to scan, monitor, and evaluate information about external and internal forces that significantly influence its strategic direction and capability to achieve its goals.
- **Strategic Choice:** defines as the distinct and plausible courses of action that are generated, evaluated, and considered by decision-makers at the Libyan Ministry of Health in response to strategic issues identified through objectives and environmental analysis, prior to the commitment to a final strategic choice.
- **Definition of Organizational performance:** defines as the proper use of available resources to produce results that achieve the organization's goals in the long term.
- **The Libyan Ministry of Health:** refers specifically to the central governing body and its primary headquarters administration in Tripoli responsible for national health policy, strategic planning, regulation, and oversight of the public healthcare system in Libya.

1.8. Study Scopes

- a. **Temporal Scope:** The primary data for this study was collected in 2025-2026. The study investigates the strategic planning processes and practices that were operational at the Libyan Ministry of Health during this period.
- b. **Geographical Scope:** This study is geographically limited to the headquarters of the Libyan Ministry of Health in Tripoli.
- c. **Topical Scope:** Topical Scope: This study focuses on examining the impact of key strategic planning elements (vision formulation, mission clarity, strategic objectives, and environmental analysis, and strategic choice) on organizational performance at the Libyan Ministry of Health.

1.9. Thesis Outlines

In addressing the aim and objectives of the study, this thesis will be divided into four main parts: the literature review, the research methodology, the research findings, and the discussion of research findings, conclusion, and implications for theory and practice.

Chapter One: presents the background to the research problem, identifies the problem statement, lists the research questions, and states the research objectives. Furthermore, it outlines the importance of the study, the conceptual framework, the research hypotheses, and a brief overview of the methodology. The chapter concludes with the study's scope and operational definitions of key terms.

Chapter Two: This chapter is structured into four main sections to establish a comprehensive foundation for the study. Section 2.1 covers strategic planning, starting with its definitions, importance, and specific application and challenges within the healthcare sector, along with its core components of strategic planning. Section 2.2 examines organizational performance, tracing the evolution from financial metrics to multidimensional frameworks like the Balanced Scorecard, crucial for public healthcare assessment. Section 2.3 presents the theoretical underpinnings, reviewing key theories such as Open Systems Theory, the Resource-Based View, and the Balanced Scorecard framework that link planning to performance. This is followed by a review of previous empirical studies that confirm a positive relationship between strategic

planning and performance. The section concludes by identifying the specific research gap this study intends to address. Finally, a chapter summary is provided.

Chapter Three: presents the research methodology used this study. It details the research design, population and sampling, data collection methods, research procedures and data analysis methods.

Chapter Four: presents the results and findings of the study, including an illustration of the descriptive statistics (frequencies, percentages, means, standard deviations) to summarize the demographic and professional profiles of respondents and the general trends in the data, and inferential statistics, specifically multiple linear regression analysis, to test the study's hypotheses and determine the predictive power and significance of each strategic planning dimension on organizational performance.

Chapter Five: This chapter presents a comprehensive synthesis of the study. It begins by discussing the major findings in relation to the existing literature and the research objectives. Based on this discussion, it draws the core conclusions of the research. Subsequently, it provides practical recommendations for action aimed at relevant stakeholders. Finally, the chapter concludes by outlining specific suggestions for future research directions to address the limitations of this study and explore uncovered questions.

Chapter 2: Theoretical Framework and Previous Studies

2.0. Introduction

Strategic planning is one of the more popular management approaches in contemporary organizations, and it is consistently ranked among the five most popular managerial approaches worldwide (Rigby and Bilodeau 2013; Wolf and Floyd 2017). Typically operationalized as an approach to strategy formulation, SP includes elements such as analysis of the organization's mandate, mission, and values; analysis of the organization's internal and external environment; and identification of strategic issues based on these analyses and the formulation of strategies, goals, and plans to address the issues (Bryson 2010). Based on arguments drawn from theoretical frameworks strategic planning can be expected to positively contribute to organizational performance (George et al. 2019). This chapter is structured into four main sections to provide a thorough foundation for the study. Section 2.1 establishes the conceptual groundwork for strategic planning. It begins with its universal definitions, importance, then narrows the focus to its specific application and challenges within the healthcare sector, and core components (e.g., vision, mission, environmental analysis). Section 2.2 examines the construct of organizational performance. It starts with its definitions, and the evolution of performance measurement from traditional financial metrics to contemporary multi-dimensional frameworks, such as the Balanced Scorecard, which are essential for assessing public healthcare organizations. Section 2.3 presents the theoretical underpinnings, reviewing key theories including Open Systems Theory, the Resource-Based View (RBV), and the Balanced Scorecard (BSC) framework that explain the relationship between strategic planning and enhanced performance. This is followed by previous studies, and a review of empirical studies that have tested this relationship, highlighting the consistent finding of a positive link while identifying the specific research gap this study aims to address. A chapter summary is provided in the final section.

2.1. Foundations of the Strategic Planning Dimensions in the Libyan Ministry of Health

2.1.1 Definition of Strategic Planning

The term strategic planning originated in the 1950s and became very popular between the mid-1960s and the mid-1970s. During this period strategic planning was widely believed to be the answer for all problems facing organizations (David, 2011). On his part Hughes (2003) states strategic planning is a process that focuses on strategic and operational goals, objectives and strategies based on organizational policies, programs and activities that are designed to achieve the institution's aims and desirable results. According to Poister and Streib (2005), strategic planning needs to be action-oriented type of planning that is useful only if it is coupled to implementation and this is often the point where the process fails. According to the World Bank (2011), strategic planning is the process by which leaders of an organization determine what it intends to be in future and how it will reach this targeted level or position. Ong (2015) observed that strategic planning is a deliberate and formal process which analyzes current situation and set targets with commitment of resources aimed at realizing organizational competitive advantage. According to Bryson (1988), strategic planning It is a disciplined effort to produce fundamental decisions and actions shaping the nature and direction of an organization's (or other entity's) activities within legal bounds.

Other researchers such as (Kotler, 2003; David, 2016; AbdElaal et al., 2021) described strategic planning as a managerial process of establishing and maintaining a harmonious relationship between the organization's objectives and its aspirations, and of reorganizing activities in a manner that ensures future growth and profitability. Meanwhile, Al-Ghalbi & Idris (2007) defined it as a continuous and systematic process undertaken by leading members of the organization to make decisions concerning its future and development, in addition to the actions and processes required to achieve that desired future, and determining how the success level in its achievement is measured. Kotler & Keller, (2016), strategic planning is the managerial process of developing and maintaining a viable fit between the organization's objectives, skills, and resources and its changing market opportunities.

Moreover, AbdElaal et al. (2021) defined strategic planning as the method by which an organization transitions to a better future state, which it adopts to achieve its ultimate goals and objectives with the highest level of efficiency and effectiveness. Herman & Jerry (1989) defined

strategic planning as a type of long-term planning aimed at accomplishing a specific future vision that the organization strives to attain. Donkor (2018) defined strategic planning as the formal and effective organized effort used to formulate the fundamental purposes, objectives, strategies, and policies of an organization. Both Donkor et al. (2018) and Fry (2003) noted that strategic planning refers to a conscious and systematic process that provides a roadmap for an organization to pursue its vision and organizational goals. Backer & Huselid (2001) indicated that strategic planning is the organized method that involves forecasting the desired state, aligning it with the company's defined objectives, and ultimately achieving it. Maharmeh (2020), however, defined strategic planning as a time-bound future perspective that shields the organization from future fluctuations and changes, and inherently encompasses numerous contingency plans to protect the organization from external factors and future uncertainties.

Additionally, Wilkinson and Monkhouse (1994) defined strategic planning as, a method used to position an organization, through prioritizing its use of resources according to identified goals, in an effort to guide its direction and development over a period of time. Strategic planning has also been defined as the process of setting organizational goals and determining comprehensive programs of actions that help achieve these goals (Hassan, 2013). Policastro (2010) defines it as the appropriate way to define long-term goals and direct the organization to achieve these goals. Baltar (2013) and Naoual and Hamid (2023) defines Strategic Planning as the formulation of organizational plans based on flexible and broad objectives with the intention of managing the business so that it is competitive to come up. Mary (2022) defines Strategic Planning as the process by which organization leaders define their future vision and identify the goals and objectives of their organization. formalized procedure that produces an articulated result in an integrated decision-making system.

According to Ford (2019), Strategic Planning is the formulation and alignment of an organization's resources and activities to the environment in which it operates. This author defined strategic Planning as a company's systematic and more or less formalized effort to establish primary company purposes, objectives, policies, and strategies. It involves the development of detailed plans to implement policies and strategies to achieve objectives and primary company purposes (Betty and Nkechi, 2023). Osintsev and Khalilian (2023) inducts that

strategic planning is a process that guides and advances an organization's plans and activities over a long-term horizon to accomplish its mission, goals, and objectives.

In addition, Fuertes et al. (2020) define strategy as a plan of action, saying that a strategy is a set of guidelines that guide a firm towards its desired position, acting as a mediator between the organization and its environment, based on long-term targets set by the organization. Perera and Peirom (2012) defined Strategic planning is the systematic and organized process whereby an organization creates a document indicating the way it plans to progress from its current situation to the desired future situation. Trullenque, (2007) defines strategic planning as a proactive, structured process implemented by organizations consisting of the dynamic use of specific selected external opportunities that engage and develop internal competencies with the aim of fulfilling the organization's mission and creating value for its stakeholders. Ginter et al, (2002) defines as a set of processes carried out to identify the future desired by the organization and to develop guidelines for making the decisions leading to such a future. When an organization behaves reliably and consistently over time, it can be said to have a strategy. The strategy is a means that the organization chooses in order to move from its current situation to a desired situation in the future.

Furthermore, Wilkinson & Monkhouse (1994) and Mohammed et al. (2019) defined strategic planning as a method used to determine the organization's position by prioritizing the use of its resources according to defined objectives, and an attempt to guide its direction and development over a period of time. Meanwhile, Ibrahim (2020) and Wheelen & Hunger (2012) refer to strategic planning as the process of developing and constructing long-term plans in a manner that enables the organization to capitalize on opportunities in its external environment and confront its threats and challenges by leveraging the organization's material and human resources strengths. Mazen (2008), however, viewed strategic planning as the process of making decisions regarding the organization's objectives, and the utilization of resources and implementation of policies to achieve these objectives. Steiner (2010) defines strategic planning as a systematic effort to establish the organization's fundamental purposes, objectives, policies, and strategies. It involves developing detailed plans for implementing policies and strategies to accomplish the organization's fundamental objectives and purposes. Innocent & Levi (2017) and Adeleke et al. (2008), however, refer to strategic planning as an organized process for determining the

organization's strategy or direction, making decisions regarding the allocation of its resources (including capital and personnel), and following up on this strategy.

In addition, Berry (2004) defines strategic planning as a managerial process that integrates four essential elements: a clear articulation of the organization's vision and mission, the identification of strategic objectives, environmental (internal and external) analysis, and the development of strategies to achieve these objectives. In the same context, both Al-Qatamin (1996) and Nusairat and Al-Khatib (2005) described strategic planning as the process of developing the institution's mission, objectives, plans, and policies for the forthcoming period. Douglas and Larry (1993) defined it as that type of planning primarily concerned with designing strategies that enable the organization to optimally utilize its resources and fully respond to opportunities present in its external environment. Al-Najjar (2010), however, defined strategic planning as the process of identifying, selecting, and implementing activities aimed at enhancing the institution's long-term performance. This is achieved by setting directions and fostering a continuous alignment between the resources and competencies of the internal environment and the changes occurring in the external environment in which the institution operates. Basel and Shahin (2011) indicated that it is the preparation for the long-term future concerning a specific mission or issue, aiming to achieve desired ends with available resources and opportunities, guided by the institution's insightful vision and clear mission. This preparation is informed by environmental analysis (opportunities and threats) and organizational analysis (internal strengths and weaknesses). Umar (2021), Bryson (2014), Odongo and Datche (2015), and Henderson and Hines (2019) defined strategic planning as the organization's process and procedures for determining its strategic direction, making decisions on resource allocation to enhance organizational performance. This process comprises the stages of analysis, formulation, implementation, and evaluation. Strategic planning is referred to as the process of formulating strategies and setting guidelines that controls the activities being undertaken to attain organizational objectives and set goals (Efendioglo & Karabulut, 2010).

Based on the aforementioned definitions of strategic planning, the researcher posits that strategic planning is a systematic process for determining the organization's direction and objectives, analyzing its internal and external environment, determining the correct strategy, creating an actionable plan, developing a monitoring system, and evaluating the organization's

achievements, as reflected in the works of Arasa and K'Obonyo (2012), Sandada et al. (2014), Aboramadan and Borgonovi (2016), and Hermas et al. (2021).

2.1.2 The Importance of Strategic Planning

Organizations can achieve numerous benefits through the practice of strategic planning. Al-Sa'adi and Al-Gharbawi (2010) indicated that the importance of strategic planning becomes particularly evident in organizations operating within dynamic environments. Furthermore, the globalization of business has increased the acceptance of this process among managers, as it equips them with the ability to influence their environment and meticulously chart their courses, thereby aiding their organizations in expansion and survival (Al-Sa'adi & Al-Gharbawi, 2010). It makes managers aware of environmental changes and enables adaptation to them (Maher, 1999). As organizations rely on strategic planning systems as a means to achieve objectives in such environments, its importance grows with increasing environmental uncertainty and change. Thus, its significance is affirmed by its role in reducing uncertainty, minimizing redundant activities, and providing direction to managers, aiding them in rational thinking (Robbins & Coulter, 1999). It facilitates good management by providing the overarching framework for organizational activities and leads to performance improvement and development (Idris, 2001), as planning offers a practical guide for accomplishing tasks (Parker, 1998). Other researchers confirmed that strategic planning enhances managers' awareness of external opportunities and threats and internal strengths and weaknesses, improves their understanding of the competitors' positions and strategies (Mosadeghrad, 2015), promotes communication between managers and employees (David, 2011), increases employees' productivity (David, 2005), improves organizational competitiveness and profitability (David, 2011) and strengthens its market position (Pearce and Robinson, 2007; Esfahani, et al. 2018).

In the same context, Alosani et al. (2019) confirm that strategic planning is also among the most critical factors influencing performance. It is a modern management tool that can be used not only to handle uncertain situations but also to stimulate performance. Obaid (2022) noted that strategic planning enhances awareness of threats, improves understanding of competitors' strategies, increases employee productivity, reduces resistance to change, and provides a clearer understanding of the performance-reward relationship while strengthening problem-prevention capabilities. Furthermore, researchers (e.g Osintsev and Khalilian, 2023, Aldehayyat, 2010, Al-

Shaikh, 2001) states organizations use strategic planning to take advantage of changing environments and gain an edge over competitors by managing various environmental aspects. de Maillard (2018) confirm that poor planning only leads to poor performance for these organizations in any country, and they play an important role.

Additionally, strategic planning is one of the most important management tools that helps organizations deal with various changing aspects of the environment to confront competitors and gain a competitive advantage (Al-Shaikh, 2001; Aldehayyat, 2011; Alosani et al., 2019). Both Al-Shaikh (2001) and Posch and Garaus (2019) stated that strategic planning plays a role in fostering innovation and motivation, enhancing internal communication, stimulating new ideas, generating information, evaluating the organizational environment, and ensuring a comprehensive study of all suitable options. Long-term planning is essential for all organizations, large and small. Therefore, failure to engage in strategic planning causes organizations to lose the benefits and opportunities that await them (Steiner, 1967; Alosani et al., 2019).

Literature also indicates that strategic planning has a significant impact on the financial success of an organization (Katz & Green, 2009; Kylaheiko et al., 2016). In the same context, Sexton (1985) and Alosani et al. (2019) affirmed that high levels of strategic planning in organizations lead to lower failure rates, and vice versa. This reveals that strategic planning can help organizations survive. Furthermore, Singhvi (2000) indicated that the success of organizations depends on the presence of an appropriate strategic plan, where Strategic planning encompasses a variety of activities, such as setting objectives and goals, identifying tasks and activities, determining key issues, formulating specific strategies and actions for each defined issue, team building, and controlling outcomes and evaluating choice (Kemp, 2018; Salkic, 2014). Bryson (2018) stated that there are five advantages of strategic planning in public organizations: enhancing strategic thinking and action within the organization, improving organizational performance, refining the decision-making process, enhancing outcomes and operations, and providing benefits for employees. Kemp (2018) and Salkic (2014) further add that strategic planning assists decision-makers in these organizations in confronting challenges and critical issues. It also plays a role in formulating objectives and goals and making decisions that align with the organization's vision and future. Hofer & Schendel (1978) noted that strategic planning

is a critical factor in organizational preparedness. It is a systematic process for determining and achieving the organization's objectives and goals, bridging the gap between where we are and where we want to go (Adeleke, 2001).

However, planning is not an easy exercise; it requires skills and knowledge, as well as conscious decisions to determine the direction of work, the techniques, and the resources used to achieve the desired results. Salkic (2014) emphasizes that neglecting strategic planning in organizations can lead to weak performance and reduced chances of survival in the market. Consequently, strategic planning should focus on factors that have a significant impact on the organization by identifying strengths, weaknesses, and strategic objectives, and by planning how to maximize strengths, overcome weaknesses, and achieve the set goals. Both Bryson (2004) and Ibrahim (2020) assert that the importance of strategic planning for an organization crystallizes in facilitating communication and harmony between different organizational levels, directing administrative leadership towards strategic issues, defining the organization's vision and strategic objectives, articulating its mission, determining its course of action, confronting obstacles that arise in its work environment, in addition to enhancing the organization's capacity and efficiency to adapt and acclimatize to changes occurring in its environment (Ibrahim, 2020; Jamal, 2016). Ibrahim (2020) and Musaid (2013) further add that strategic planning supports the methods of making strategic decisions within the organization in a scientific and systematic manner, based on study, analysis, forecasting, and selecting the best strategic alternative, thereby effecting significant and impactful changes in the organization.

Strategic planning is one of the most important tools of management (Aldehayyat, 2011) that helps organizations to deal with various changing aspects in the environment to confront competitors and gain a competitive advantage (Al-Shaikh, 2001). Oktafiga (2015) stated that strategic management is a process that involves a full set of top management commitment in setting firms' long-term vision; it involves strategic decisions followed by the implementation of strategic actions to achieve strategic competitiveness and to earn an above-average return and sustained competitive advantage (Oktafiga, 2015). Many scholars have pointed out that improving organizational performance is considered an essential requirement for corporate strategic management, and as a result organizations tend to invest most of their efforts to improve their performance (Obeidat et al 2013, Tseng and Lee, 2014). The potential success of

an organization depends to a large degree on its performance, which relates to its ability to effectively implement strategies to achieve organizational objectives (Al-Dmour, 2015, Obeidat, 2016). Since the 1950s, several organizations of varying sizes and scopes have resorted to strategic planning as a method of getting an advantage over their rivals in the marketplace. Better organizational performance (Chang et al., 2020) and financial success are the results of effectively executing strategic plans. Businesses that create and implement strategic plans routinely outperform their rivals in terms of both their productivity and their profitability.

Albarqouni et al., (2018) indicates that a strategic plan would be a valuable and useful tool for achieving a competitive advantage, In a market as volatile as healthcare, with structures and cultures that are dynamic and complex, with medical technologies that are constantly evolving, with customers who are knowledgeable and demanding, with competitors who are skilled and professional, and with limited resources available. Ahmed (2022) states that managers in the healthcare organizations are required to participate in strategic planning to be able to provide services that are not only cost-effective but also safe, efficient, and of high quality. This author confirms that managers in the healthcare organizations have been designing and putting into effect strategic plans to provide services with an increased value and to adapt to the diverse requirements of the people. Previous studies have shown that strategic planning has a positive influence on the overall performance of healthcare organizations, which demonstrates the importance of this practice (Maphumulo & Bhengu, 2019). For instance, strategic planning in a hospital in the United States improved patient satisfaction while simultaneously reducing employee turnover and increasing earnings (Henriksen et al., 2020).

Additionally, other researchers points out that strategic planning helps managers to improve and utilize their resources to work toward the achievement of a desired and predetermined future. It improves managers' understanding of the positions and strategies of competitors (Land et al. 2019); it fosters communication between managers and employees (Wang & Wang, 2020), it increases employees' productivity (Theobald et al. 2018), it increases an organization's competitiveness and profitability (Li et al. 2018), and it reinforces the market position. Strategic planning raises managers' awareness of external opportunities and threats as well as internal strengths and weaknesses (Vuong et al., 2021). Strategic planning boosts employees' productivity and performance, the performance of medical staff is a systematic process for

enhancing overall hospital performance by optimizing doctors' and medical team performance (Yip et al., 2019), it boosts an organization's competitiveness and profitability (Paul et al., 2018), and it reinforces the market position of the organization (Hossain et al., 2019). Ejigu and Desalegn (2023), states that the key premise of the strategic plan is the coordination between the company and the environment to achieve competitiveness (Grant, 2003). SP is seen as a resource bundle used by companies to achieve excellent performance.

Moreover, Organizations can achieve many benefits through practicing strategic planning. AlShaikh (2001) and Posch and Garaus (2019) mentioned that strategic planning has a role in enhancing innovation, motivation, increasing internal communication, stimulating new ideas, generating information, evaluating the environment of the organization and ensuring comprehensive consideration of all suitable options. Long-term planning is essential for all small and large organizations. Therefore, failing to practice strategic planning loses organizations the advantages and opportunities that await them (Steiner, 1967). The literature reports that strategic planning has a substantial effect on an organization's financial success (Kylaheiko et al, 2016). A similar result is also concluded by Sexton and Van Auken (1985), who asserted that lower levels of strategic planning in organizations lead to a higher percentage of failure, and vice versa: high levels of strategic planning lead to a lower percentage of failure. This reveals that strategic planning can help organizations to survive. In addition, the value of strategic planning for organizations is proved by Singhvi (2000), who highlighted that the key to the success of organizations is having appropriate strategic planning. In the public sector, strategic planning involves diverse activities, such as identifying goals and objectives, setting tasks and activities, identifying main issues, setting strategies and procedures for each specific issue, building teams, controlling results and evaluating choice (Kemp, 2018; Salkic, 2014). According to Bryson (2018), there are five advantages of strategic planning in public organizations: enhancing strategic thinking and actions within the organization; improvement of the organization; improvement of the decision-making process; improvement in the results and work; and employees getting benefits. Kemp (2018) and Salkic (2014) added that strategic planning assists decision-makers in these organizations to address the challenges and significant issues. It also has a role in formulating goals and objectives and making decisions that meet the organization's future vision. Kabeyi (2019), strategic planning promotes motivation and innovation since it

involves managers at top levels who are committed to objectives and strategies and think of new ideas for implementation of strategies.

According to Perera and Peiro, (2012) strategic planning is a rational process that aims to bring the future closer and allows us to both study and conduct simulations of the future. The process can reveal previously hidden opportunities or threats (Zuckermann, 2005), providing the option to act on them early. Strategic planning establishes a clear and explicit framework with criteria for making day-to-day decisions and identifying fragmentary and unaligned choices or personal value judgments, all of which facilitates and simplifies managerial decision-making. The development of SP encourages the participation and commitment of the entire HO in achieving the planned results, thus becoming an important element in institutional cohesion. Finally, an organization that has good SP and applies it consistently offers a serious and credible external image (corporate reputation).

Other researchers indicate that organizations get significant benefits from strategic planning and management. According to the Braduțan and Sârbu (2012), Ong (2015), Heracleous (2000) and World Bank (2011), planning helps assure that an organization remains relevant and responsive in the business environment. The benefits include; Strategic planning and management enables a firm to predict the future and prepare itself for it in a proactive manner as opposed to being reactive hence making them more adaptive and successful. b) A strategic plan as a tool for defining organizational direction enables determination of objectives and goals that are as realistic as possible, and this facilitates consistency and stability in operations. c) A successful strategic planning and management leads to increased market share and profitability as organizations get valuable insights of market trends, consumer segments and available product/service or program offering. d) Strategic planning and management increase operational efficiency by providing a clear roadmap that facilitates alignment of activities and resources to realize well set and realistic goals leading to high efficiency in business operations. e) It facilitates new program, product and service development by organizations in line with changing consumer needs and competition. f) It enables an organization to investigate the future in an orderly and systematic way. g) From a governance perspective, it enables the Board of Directors to set policies and goals to guide the organization, and provides a clear focus to the management h) Often creditors or donors require strategic plans, and they provide a basis for setting priorities,

organizing work, and assessing progress for non-profits or nongovernmental organizations as well as for profit organizations.

2.1.3 Healthcare Strategic Planning

Strategic planning for nonprofit organizations involves choosing the highest priority achievements that an organization is prepared to commit to over a period of three to five years. Strategic planning and management is as important to non-profits just like for private sector organizations. Bryson (1988) remarked that strategic planning is likely to become part of the “repertoire of public and non-profit planners”. Therefore strategic planning is important or useful to all types of organization whether for profit or nonprofit (Kabeyi, 2019).

The healthcare system is dynamically shifting, immensely complex, and loaded with challenges at all times. According to Ahmed (2022) indicates that establishments that are in the business of providing medical care are facing a multitude of challenging obstacles in the modern world, most notably in terms of the quality, efficacy, and efficiency of their operations and staff performance (Hone et al., 2018). As a direct consequence of this, managers and leaders in healthcare need to adopt new strategies to adapt their organizations to the evolving internal and external environments and to meet the amount of complexity that is present in the healthcare sector. Because it supports managers to make the most of any changing environment and generate the best outcomes possible, the use of strategic management is an appropriate response to these difficulties (Stogner et al., 2020).

The strategy of an organization demonstrates the long-term direction and scope of the organization through its configuration of talents and resources to establish a competitive advantage and fulfill the expectations of stakeholders in a world that is dynamic, globalized, volatile, and unpredictable. This is done to meet the expectations of stakeholders and establish a sustainable advantage for the organization (Scott et al., 2018). In strategic management, which may be described as a plan of action to fulfill an organization's vision and long-term strategic goals, a strategy that is rational, logical, and systematic is applied. Strategic management may also be referred to as strategic leadership. To understand the strategic position of an organization, it is necessary to conduct an analysis of the organization's internal as well as its external environments, specify the organization's long-term direction, define a clear vision, establish

long-term goals and objectives that are attainable, create strategies, tactics, policies, and action plans to achieve these goals and objectives, allot the necessary resources to put these action plans into effect, and finally, evaluate the organization's progress in achieving its goals and objectives (Dang, et al., 2019).

The strategy also means the process of developing, implementing, and evaluating a strategy. This is what we mean when we say strategic management (Cheng et al., 2018). The process of determining an organization's mission, vision, goals, and objectives, as well as developing suitable strategies, tactics, and action plans to accomplish these things, is referred to as the formulation of strategy. This process also includes the development of appropriate strategies, tactics, and action plans. It is necessary to allocate resources to put action plans into motion, adapt organizational structure and culture to be compatible with the strategies, and take the initiative to steer the necessary changes to realize one's goals and objectives to have a successful implementation of a strategy. In conclusion, strategy assessment is concerned with monitoring the performance of an organization in comparison to its declared strategic goals and objectives and implementing any necessary corrective steps to ensure that strategies are effective. This is done to ensure that strategies are utilized in the most efficient manner possible (Shahid et al., 2019).

According to Adiguzel (2020), Strategic management is an important concept for the health sector as it is for all organizations. With strategic planning, health institutions can design futures and draw a direction for the unknown future. With strategic management, health institutions can determine their goals and objectives for the future. In addition, strategic management enables health institutions to determine the path to be followed in order to achieve their goals and objectives.

2.1.4 The Challenge of Strategic Planning in Healthcare

The volatile health care market, dynamic and complex structures and cultures, rapidly changing medical technologies, informed and demanding customers, skilled and professional competitors and resource limitation (Swayne et al., 2012; Mosadeghrad, 2014) create an environment that strategic plan would be a valued and useful tool for achieving competitive advantage. Strategic planning is necessary for health care managers to provide quality, safe, effective and affordable services. However, the health industry has lagged behind other industries in formulating and

implementing strategic plans. Since 1980, health care managers have developed and implemented strategic plans to provide value-added services and meet the diverse needs of the population. Previous studies confirmed the positive impact of strategic planning on health care organizations' performance (Devitt et al., 2005; Sollenberger, 2006; Virtue et al., 2013). For instance, strategic planning in a hospital in USA improved patient satisfaction, reduced employees' turnover and increased profit (Sollenberger, 2006).

Although it is thought that strategic planning would be advantageous to organizations, the actual process of putting this planning into reality may be quite challenging (Trent et al. 2019, Tangcharoensathien et al., 2018, Ahmed, 2022). It has been shown that organizations are only able to successfully put 70–80 percent of their strategic goals into action, according to the findings of many studies (Mousa & Othman, 2020). According to the findings of some different research, the percentage of successful applications of methods ranges from just 10–30 percent (Harris et al., 2019). The issue is a great deal more serious in the field of healthcare. A significant proportion of managers working in healthcare companies had difficulty putting their strategic objectives into practice (Buljac-Samardzic et al., 2020). Some of the obstacles that can get in the way of effective strategic planning include a lack of commitment from top management, insufficient knowledge, unclear strategies, misallocation of resources, corporate culture, a lack of teamwork, resistance to change, politics within the organization, and a lack of adequate operational measures (Giusti et al., 2020). Papa et al., (2020) debate that successfully implement a strategy, one must allot resources to put action plans into motion, adapt organizational structure and culture to be compatible with the strategies, and take the initiative to steer the necessary changes to realize one's goals and objectives.

Numerous studies have indicated that there are certain problems and obstacles in implementing strategic plans. Innocent & Levi (2017) noted that a lack of accountability, insufficient instructions for employees, the prevailing organizational culture, and power dynamics and influence constitute challenges that organizations face in implementing strategic planning. Abubakr (2000) and Al-Shamma' (1999) stated that the poor preparation of managers, including a lack of the necessary training and qualification for them to undertake the strategic planning process, is among the reasons that hinder strategic planning. Smith et al. (2004) add that resistance to change exhibited by employees towards the strategic planning process, and their

hesitation or reluctance to use it (Al-Arif, 2001), is because planning may propose new things that could alter some existing relationships. It is well-known that people resist change in order to preserve old relationships. Furthermore, both AbdElaal et al. (2021) indicated that the failure to clarify objectives or setting unrealistically high ambitions is among the main reasons for the difficulties encountered in implementing the plan (Hamermesh, 1983; AbdElaal et al., 2021).

Furthermore, the significant cost and time associated with the strategic planning process, necessitated by deliberations, discussions, and the work of various committees to define the organization's mission, objectives, and the means to achieve them (AbdElaal et al., 2021; Al-Sayed, 2000), coupled with the rapid changes in the organization's external environment, which may render the planning obsolete even before its commencement due to swift political, social, and economic shifts (AbdElaal et al., 2021). Al-Sa'adi and Al-Gharbawi (2010) and Gray (1986) view the difficulty in obtaining accurate information or the presence of an imprecise information system as an obstacle. This is because the strategic planning process is a function of a continuous dynamic nature, aiming to adapt to an environment characterized by the same dynamism, thus requiring a strategic analysis tool to provide the necessary data about this environment through strategic information systems. Al-Sa'adi and Al-Gharbawi (2010), AbdElaal et al. (2021), and Garry et al. (1985) affirm that the inadequacy or insufficiency of available resources required for the strategic planning process be they human, informational, financial, or technical resources hinders the strategic planning process in organizations.

According to Leskaj (2017) organizations need to undertake strategies to meet their missions and objectives, but in the process, they face a myriad of challenges that threaten the successful implementation of this mission or implementing successful strategies in accordance with these plans. Leaders may fail to link their strategic planning efforts to other critical decision-making processes. The author observes that, having a strategic planning system in place is not a guarantee that an organization will achieve its strategic goals and objectives as planned. Hughes (2003) acknowledges that there are more problems and constraints especially in public sector organizations as compared to the private sector organizations, yet he is of the view that public organizations could conceivably benefit from a strategic approach in their operations.

Leskaj (2017) and Kabeyi (2019) identified several reasons for the failure of strategy implementation in organizations, including: poor or lack of strategy monitoring and evaluation,

organizational structure: implementation of strategy often requires an organizational structure corresponding to identified needs and challenges. Where such is not put in place, strategy failure often occurs, human resources: organizations, may fail to recruit, develop and motivate the right manpower for strategy formulation and implementation. Motivation: Organizations may fail to adequately motivate members of staff using monetary and non-money means, Lack of Financial resources: An organization may lack finance to implement strategies either by poor budgeting or financial constraints. Generation and choice of strategy: failure to identify and develop the most appropriate strategies for the organization's strategic success. Low involvement in these strategic planning stages by the organization's members will reduce their motivation during the implementation of the strategy leading to failure or poor implementation.

2.1.5 Strategic Planning Process

The strategic planning process is divided into successive phases, although it is recognized that progress may involve the need to return to some earlier stage in order to fine-tune it. The literature provides different names for distinct phases. This study takes a classical approach, which continues to be valid, identifying five stages in the process (Perera and Peiro, 2012).

a. Vision

While most definitions of the term vision emphasize the mental image of the desired and preferred future of the institution (Levin, 2010), there is no agreement on a single definition. Strategic vision is a commonly used term in the field of strategic thought. It was also known as a brief statement that expresses the image that the institution aspires to reach in the future during a specific period (Farrah, Felix, & Greenstein, 2011).

According to Perera and Peiro, (2012), the vision statement is a written statement that presents the future image of the healthcare organization after the transformation process. The content of the vision statement should reveal what the healthcare organization specifically aspires to be in the future. It should also serve as an inspiration and pose an attractive and motivating challenge to be shared by the members of the healthcare organization (Speziale, 2015; Perera and Peiro, 2012). They should feel that this vision is achievable and that it is exciting to work with something that, currently just a vision, will be transformed into a reality. Like the mission statement, the vision statement should be as short and well defined as possible so that the

members of the healthcare organization can clearly visualize what the organization aspires to be in the future. A well-formulated and widely shared vision statement exerts a powerful pull on all of the healthcare organization's members, who will thus be able to clearly see where the projects are heading (Adebayo and Ajayi, 2025).

b. Mission

Mission is the outcome of analyzing past experiences, the current situation, and future conditions; all of which reflect the philosophy of senior management, the priorities of the institution, its primary areas and its future image (Adebayo and Ajayi, 2025). It serves as an identity card for the institution that identifies its basic characteristics and orientations that distinguish it from institutions that are alike or in ways similar. (LeDoux, et.al, 2010).

According Martinez et al, (2011), Speziale, (2015) inducts that mission is a written statement that defines the final aim of the HO, that is, its reason for being. Classically, this statement defines the overall purpose of the organization, the target clients, the services offered, its distinguishing features, the geographical area in which the healthcare organization operates, and sometimes the way it operates (quality, ethics, efficiency, etc.). The mission statement should be short, clear and concise and its content should be shared throughout the entire healthcare organization. It should avoid any ambiguities and cliché's that may hinder differentiating and identifying the organization. The mission statement should be disseminated throughout the healthcare organization such that all the workers effectively know it by heart. In this sense, after its successful development and dissemination, it can become a rallying point for cohesion within the healthcare organization. In addition, clients can be informed of the mission statement as a formal declaration of commitment to a task and its recipients (Adebayo and Ajayi, 2025).

c. Values

Values are the set of principles, rules and cultural aspects governing the healthcare organization and determining their institutional behavior (Perera and Peiro, 2012),. They constitute the organization's ethical code that gives it its "soul" and "character". These values predict a specific response by the healthcare organization when a situation arises that must be immediately resolved. The values must be shared and widely disseminated. The real values of an organization

are those that actually govern its behavior and decision-making processes, whether they are formally stated or not.

d. Environmental Analysis

According to Perera and Peiro, (2012), the environmental analysis process is divided into two phases.

First Stage: Analyzing the External Environment: This analysis provides information on everything external to the organization that can influence it, but which the organization cannot change (Gutterman, 2023). The analysis of the environment focuses on 4 components:

Clients: it is essential that the healthcare organization identify its clients and what they can expect. They should be segregated using the criteria appropriate to each case (demographic, socioeconomic, etc.). It may be of interest to include in the client category other bodies relevant to the healthcare organization setting, such as the center's management or the clinical services that refer patients or receive them (Perera and Peiro, 2012).

Competitors: they must be clearly identified and analyzed to identify the features that distinguish them from the healthcare organization and what makes them better or worse than the healthcare organization. Competitors are a major source of learning for the healthcare organization (Perera and Peiro, 2012).

Providers: the healthcare organization should characterize and differentiate their suppliers, which are the source of necessary resources (goods and services) and which can have a significant influence on the quality and cost of the services provided. Recently, some providers have attempted to occupy a significant position in the production network in genuine collaboration with their clients to establish long-term partnerships that benefit both parties (Perera and Peiro, 2012).

Owners: this term refers to the person, company or government body (public or private) that has ownership equity of the healthcare organization. The healthcare organization must clearly identify and understand their objectives and timing, and also understand the circumstances surrounding the activity to deal with expectations (Porter, 2008).

Second Stage: Analyzing the Internal Environment: This analysis provides information on everything relevant that has occurred and occurs within the healthcare organization. It is accepted that the healthcare organization has the complete ability to act, transform and change its internal environment. This analysis focuses on four different aspects:

Resources: an analysis is made of the healthcare organization's available resources, including people, financial budgets, structural resources (plant, facilities and equipment) and their degree of obsolescence, and organizational resources. Organizational resources may not be analyzed in sufficient depth, which would be a waste of the organization's enormous potential for improvement (Perera and Peiro, 2012).

The legal situation: an analysis is conducted of the current regulations affecting performance, particularly those limiting or guiding it. If the question arises of whether to include this aspect in the environmental analysis (certain regulations cannot be changed from within the organization), the answer is that there is no methodological obstacle to doing so, although the impression must be avoided that nothing can be done about them, which is often not true (Porter, 2008).

Other power groups within the healthcare organization: trade unions, professional associations, internal decision-making bodies, clinical commissions, informal power groups, etc, may play a role in the life of an healthcare organization and, if so, it is important to analyze their degree of influence and impact on operations (Perera and Peiro, 2012).

Analysis of clinical care, training and research activity: without doubt, this is the part of the healthcare organization's internal analysis with the greatest scope. It is important that the analysis is conducted over a long enough period to detect trends that may motivate taking strategic decisions. This analysis has to be addressed from the perspective of the quantity, quality and cost of production; comparing the healthcare organization's data to standard data and data from competitors is of maximum utility. The analysis of activity should not simply produce an avalanche of data but must be synthesized to highlight what is relevant and bring out any need to take strategic decisions (Porter, 2008; Perera and Peiro, 2012).

e. Strategic Choice

Throughout the process developed so far, the planning team has been able to generate numerous choice strategic actions. All these proposals are now formally entered in a document, without

judgment regarding their feasibility or relevance, and where no idea is rejected without due consideration. Armed with this set of proposals, the strategic plan steering group begins a process which classifies and groups them into more or less defined areas of action (Porter, 2008). These areas of action are also simultaneously identified and named depending on the type of proposals they contain. Based on the various discussions that have identified them, the strategic action selection process is fine-tuned; some proposals are discarded whereas some are linked to other proposals, thus better defining the fields of action each time. At this stage, the wide range of options for action that were originally suggested are narrowed down to some extent, leaving aside those that clearly do not meet the minimum conditions of feasibility or do not have the desired scope. The strategic plan steering group concludes this stage with a set of no more than 20 areas of action, which constitute the strategic options from which the subset that will definitely form the final strategy formulation is chosen (Perera and Peiro, 2012).

According to Ibrahim, (2020); Al-Douri, (2003), in this stage, the strategic choice that have been reached are presented, and the best one is chosen from among them in a way that achieves the organization's mission and vision. Strategic choice is the decision to select the strategic choice that best represents the organization's mission and strategic objectives. In other words, strategic choice is the decision to select a strategy from among a set of strategies available to the organization. It is worth mentioning here that this selection process is carried out according to specific criteria, without leaving the matter to chance or coincidence. Conversely, if the appropriate choice is not selected, the organization will have a significant negative impact (Ibrahim, 2020; Jawad, 2010). Jawad (2010) viewed strategic choice as representing the best available strategic choice that ensure the achievement of the organization's desired objectives, and that it is the key to any organization's success and enhancing its capabilities. Competitiveness is the degree of accuracy and objectivity in identifying and selecting the appropriate strategic choice (Ibrahim, 2020; Jawad, 2010).

f. Strategic Goal and Objective Formulation

Once the clear message and guiding vision are created, the planning team is now ready to set the goals to be accomplished. However, the means by which these goals are to be achieved is left for the planning team. Most researchers have provided a set of similar definitions for goals; the end results that the institution seeks to achieve. Adebayo and Ajayi, (2025), Wheelen & Hunger

(2010) defined it as "the final results of the planned activity, whose achievement is in the interest of accomplishing the mission of the institution."

2.2. Organizational Performance in the Libyan Ministry of Health

Organizational performance constitutes the ultimate criterion for evaluating the success of any institution, reflecting its ability to translate inputs and processes into valuable outcomes (Robbins & Coulter, 2018). In the public sector context, this concept transcends simplistic financial metrics to encompass a multidimensional spectrum, including operational efficiency, service quality, strategic goal attainment, and stakeholder satisfaction (Boyne, 2002). The evolution of performance management frameworks, most notably Kaplan and Norton's (1996) Balanced Scorecard, has cemented this holistic view, advocating for a balance between financial and non-financial indicators. For non-profit governmental entities like health ministries, performance is predominantly gauged by effectiveness in fulfilling public mandates, optimal resource stewardship, and adaptive responsiveness to societal needs (Walker et al., 2010). Consequently, measuring performance requires a tailored approach that captures the unique administrative and policy-driven objectives of such organizations. This study, therefore, adopts an integrated and adapted multidimensional perspective to define and assess organizational performance within the specific operational reality of the Libyan Ministry of Health.

2.2.1 Definition of Organizational Performance

Several researchers have provided different definitions for organizational performance, since organizational performance is a fairly broad concept (Obeidat, 2016), and its meaning changes in accordance with the user's perspective and needs (Avci, 2011, Masa'deh, 2015, George et al. 2019). For example, Tomal, and Jones (2015) referred to organizational performance as the actual results or outputs of an organization as measured against that organization's intended outputs. Since organizational performance is a multidimensional concept, it seeks to measure companies' achievement of the objectives proposed for different stakeholders in a given period (Richard, et al. 2009) . Hamon (2003) defined organizational performance as a variable used to measure the degree of organizational performance in achieving organizations' objectives, efficiency, and effectiveness in achieving their goals (Robbins & Coulter, 2002). Neely et al. (2002) organizational Performance refers to the state or quality of an organization's function. define performance as the process of explaining the quality of effectiveness and efficiency of

past actions. Effectiveness and efficiency are the two key components of organizational performance. Cho and Dansereau, (2010) defined organizational performance in relation to the organization's goals and objectives. (Wheelen and Hunger, 2015), states organizational performance reflects the way an organization takes advantage of tangible and intangible resources to achieve its goals and the culmination of an organization's working process and activities (Robbins and Coulter, 2007). Griffins, (2006). Organizational performance is described as an organization's ability to acquire and utilize its scarce resources and valuables as expeditiously as possible in the pursuit of its operations goals.

Additionally, Ho (2008) defined organizational performance as an indicator to measure the efficiency of an organization to accomplish its objectives, in terms of achieving organization market orientation and financial goals (Li, Ragu-Nathan, et al. 2006). Roca-Puig, (2007) and Osintsev and Khalilian (2023) organizational performance refers to the outcomes that organizations achieve according to predetermined goals and includes three main factors: financial results, employee satisfaction and productivity, and customer satisfaction with the services and products provided. (Iriye, 2019) views organizational performance refers to the actual output or results of an organization as measured against its intended outputs, goals, and objective. Muthuveloo et al., (2017) organizational performance is an organizational ability to obtain its planned objectives through efficient and effective use of available resources, and is crucial to determine the results due to which stakeholders are able to address deficiencies (Zhou & Zhou, 2017). It is obtained by formulating and implementing a strategy that is supported by organizational capabilities, resources, and competencies to achieve organizational goals like profit, market share, increased sales, productivity, competitiveness, customer satisfaction, quality, and competitiveness (Abuzaid, 2018; Dibrell et al., 2014; Ni et al., 2020; Sariwulan et al, 2020).

Furthermore, Alaaraj et al. (2018) defined organizational performance as a reflection of how the institution uses financial and human resources and uses them efficiently and effectively in a way that makes it able to analyze its goals . Organization performance is the output of value that the system produces in the form of goods and services, and it also expresses the efficiency and effectiveness achieved by the organization (Alaaraj, 2018). Performance occupied great importance in strategic literature, being a central axis for measuring the success and failure of

organizations in their strategic decisions and plans (Alaarj et al, 2018, Alaarj et al, 2016; Alaarj et al, 2015) . Ecosip (1999) and AbdElaal et al. (2021) view organizational performance as the ability to accomplish tasks or achieve certain results. Neely et al. (2005) and Mohammed et al. (2019) defined organizational performance as a set of achievements attained through the implementation of a set of practices. Daft (2010), Kolawole & Tanko (2008), Richard et al. (2009), and Umar (2021) stated that organizational performance is the organization's ability to develop and utilize its resources to achieve its goals effectively and efficiently. Alotaibi (2020) indicated that organizational performance is a set of achievements gained after implementing a set of practices. Abuzaid (2018), Dibrell et al. (2014), and Hermas et al. (2021) defined organizational performance as the success of an organization in achieving its objectives in terms of financial, customer, internal process, learning and growth. In line with study objectives organizational performance is defined as the perceived effectiveness of the Ministry's headquarters in achieving strategic goals, utilizing resources efficiently, implementing policies, adapting to change, and coordinating with stakeholders. It is measured through a multidimensional scale reflecting these administrative and process-oriented outcomes. The literature provide a set of definitions to illustrate the concept of organizational performance. Table 2.1 shows the definitions of OP from the extant literature.

Table 2.1: Definitions of Organizational performance

Author(s)	Definition
(Lebans & Euske 2006 after Kaplan & Norton, 1992).	<i>Organizational performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results</i>
(Robbins & Coulter, 2002; Hamon (2003).	<i>Organizational performance defined as a variable used to measure the degree of organizational performance in achieving organizations' objectives, efficiency, and effectiveness in achieving their goals</i>
Neely et al. (2002)	<i>Organizational Performance refers to the state or quality of an organization's function. define performance as the process of explaining the quality of effectiveness and efficiency of past actions.</i>
(Griffins, 2006).	<i>Organizational performance is described as an organization's ability to acquire and utilize its scarce resources and valuables as expeditiously as possible in the pursuit of its operations goals</i>
Ho (2008; Li, Ragu-Nathan, et al. 2006)	<i>defined organizational performance as an indicator to measure the efficiency of an organization to accomplish its objectives, in terms of achieving organization market orientation and financial goals</i>
Cho and Dansereau, (2010)	<i>defined organizational performance in relation to the organization's goals and objectives</i>
(Muthuveloo et al., 2017)	<i>Organizational performance is an organizational ability to obtain its planned objectives through efficient and effective use of available resources</i>
Alaaraj et al. (2018)	<i>Organizational performance is defined as a reflection of how the institution uses financial and human resources and uses them efficiently and effectively in a way that makes it able to analyze its goals</i>
(Iriye, 2019).	<i>Organizational performance refers to the actual output or results of an organization as measured against its intended outputs, goals, and objective</i>
Osintsev and Khalilian (2023)	<i>Organizational performance refers to the outcomes that organizations achieve according to predetermined goals and includes three main factors: financial results, employee satisfaction and productivity, and customer satisfaction with the services and products provided.</i>

Source: Researcher

2.2.2. Organizational Performance and Measurement

Organizational performance has been defined as a set of achievements gained after implementing a set of practices. Measuring performance means assessing the achievements resulting from the implementation of a set of practices (Neely, et al. 2005). In other words, performance measurement is a process of assessing progress toward achieving predetermined objectives. Through measurement, an organization evaluates and improves its production processes, and

assessing the achievements appropriately is critical. Inappropriate performance measures may not only undermine but also misrepresent the organization's efforts (Upton, 1998).

Traditionally, performance measurement systems have undergone a revolution, as explained by Neely et al. (2005) and Ghalayini and Noble (1996), from a purely financial emphasis to comprising more comprehensive business characteristics. According to Ghalayini and Noble (1996), the development of performance measurement was divided into two phases. The first phase purely emphasized financial performance measures such as profit, return on investment, price variances, return on sales and sales per employee. This performance was formally reported as financial outcomes (Abdel-Maksoud, et al., 2005). However, Schonberger (1996) argued that financial data were not the best measures of a manufacturing company's strength and prospects. Just as non-financial indicators (such as quality, flexibility, etc.) cannot be quantified accurately, so financial performance measures may produce misleading information that could undermine the achievement of a company's strategic objectives (Bhasin, 2008). Thus, they are not suitable for making strategic decisions. In other words, financial performance may not be relevant to practice because it is attempted to quantify performance in financial terms, whereas most of the improvements on the shop floor are unsuitable to be quantified in dollars (Ghalayini & Noble, 1996).

Hence, traditional performance measures may not support continuous improvement efforts in a plant. In the second phase of its evolution various scholars, most notably Kaplan and Norton (1992), claimed that some shortcomings have been found in financial measures, such as imbalance, lack of precision and neutrality, focusing only on historical data and the short term, all of which fail to reflect organizational performance and strategic issues. Therefore, many academicians and practitioners tend to use indicators that focus on both financial and non-financial indicators to evaluate performance (Grawe, et al., 2009; Saunila et al., 2014; Wadongo et al., 2010). For example, the balanced scorecard (BSC) method has been generated to provide a balanced measurement by which to evaluate organizational performance. Accordingly, the BSC has retained the financial measures and added three other perspectives (customer, internal process and learning and growth) to achieve a balanced measurement (Kaplan & Norton, 1992, Kaplan & Norton 1996). Although the majority of the studies on BSC have focused on the private sector, some have indicated that the public sector has adopted BSC successfully, even

though performance depends on different their goals and core business (Northcott & Taulapapa, 2012; Wilson et al, 2004). While the private sector intends to increase profit and enhance value for customers, the public sector intends to improve performance, customer satisfaction and quality (Serrano Cinca et al., 2003). Governments are looking to improve their performance in terms of corruption prevention and accountability, strengthened integrity, transparency, client satisfaction, citizen participation, use of public resources and program outcomes (Ashour, 2004). Ashour further pointed out that these reforms are crucial for enhancing public sector performance, for development, protecting the public performance and strengthening the government's role in providing basic services to citizens. Measuring performance in the public sector is nevertheless an integral part of the management process, to evaluate whether strategic objectives are being met, if any major problems exist, and how to solve and improve them in the future (Kanji & Sa, 2007).

In addition, public organizations at the present time consider the use of performance measurement as an important move toward service quality and providing value for money (Morgan & Murgatroyd, 1994). Eskildsen, Kristensen, and Jørn Juhl (2004) found that private and public organizations achieve excellent results in different ways; therefore, the results of studies on the private sector cannot be generalized to the public sector. Some studies have indicated that BSC can be adopted as a model to measure organizational performance in healthcare context (Purwadhi et al., 2025). BSC can cover and measure all of the aspects of healthcare context, achieving strategic goals, enhancing the use of resources in creating preferred outputs, and obtaining balance and cause and effect from BSC perspectives (Purwadhi et al., 2025). Therefore, this study adopted BSC to evaluate the organizational performance of the Libyan Ministry of Health.

It is worthy to mention that based on the established Balanced Scorecard (BSC) framework, which traditionally encompasses four perspectives financial, customer, internal processes, and learning and growth this study adapts the model to fit the public sector context of the research site (Kaplan & Norton, 1992, 1996; Obeidat, 2016). Therefore, In this study non-financial performance was applied to represent organizational performance. Thus, the performance measurement in this study relied on primarily on three key perspectives: Internal Processes, Customers, and Learning and Growth. This adaptation is particularly justified given the nature of

the organization under investigation of the Libyan Ministry of Health in question is a public sector entity, state-owned and operated with the core mission of providing free services to the community. Its primary objective is social welfare and public service delivery, not profit generation. Consequently, non-financial indicators related to service efficiency, beneficiary satisfaction, and organizational capacity development are more aligned with its strategic goals and provide a more relevant assessment of its performance (Modell, 2004; Northcott & Ma'amora Taulapapa, 2012; Hasibuan et al., 2022 Hendrawan et al., 2024).

2.3. Theoretical Review and Previous Studies

This section establishes the theoretical and conceptual underpinnings of the study. It provides a critical review of the key theories and constructs that inform the relationship between strategic planning dimensions and organizational performance, particularly within public sector and healthcare contexts. The review synthesizes existing literature to build a robust framework for analyzing this relationship in the Libyan Ministry of Health.

2.3. 1. Open Systems Theory for the Health Sector

This study is grounded in the adapted open systems theory for the health sector in fragile contexts (Katz & Kahn, 1978; Scott & Davis, 2007; Blanchet et al., 2017) as its primary theoretical framework. This theory, originally developed by Ludwig von Bertalanffy (1968) and adapted for healthcare systems by scholars such as Atun (2012) and Kruk et al. (2015), posits that health institutions in complex environments, such as Libya are hyper-complex open systems that interact dynamically with a volatile external environment (Paina & Peters, 2012).

The theory provides a comprehensive explanatory model linking the quality of strategic planning dimensions (vision, mission, objectives, environmental analysis) to an organization's capacity for adaptation and survival (Mintzberg, 1994; Bryson, 2018). The theoretical premise follows the open systems logic where environmental scanning serves as the critical input mechanism (Aguilar, 1967; Choo, 2001), strategic formulation constitutes the throughput transformation process (Ansoff, 1965; Porter, 1985), and organizational performance represents the measurable output (Kaplan & Norton, 1992). The theory explains the causal relationship whereby accurate environmental analysis acts as a sensing mechanism (PESTEL/SWOT analysis frameworks),

clear vision and mission define the system's boundaries and function within its environment (Collins & Porras, 1996), and strategic objectives serve as measures of successful adaptation (Drucker, 1954; Locke & Latham, 2002). In conflict-affected settings specifically, research by Pavignani and Colombo (2009) demonstrates how health systems must maintain adaptive resilience through flexible planning cycles.

In the Libyan context, the theory highlights how weakness in any of these dimensions, documented in reports by WHO (2022) and World Bank (2023), erodes the adaptive capacity of the health system, which in turn adversely affects key performance indicators such as service continuity, operational efficiency, and equitable allocation of scarce resources (Barasa et al., 2018). Empirical studies in similar fragile states (Syria, Yemen, Somalia) confirm this relationship, showing that health facilities with adaptive strategic planning maintained 40-60% higher service continuity during crises (Ager et al., 2015; Alameddine et al., 2019).

The theory contributes distinctively by explaining the failure of conventional planning models in unstable settings (Bennett et al., 2016) and proposes an adaptive choice centered on institutional resilience (Brinkerhoff, 2010), organizational learning agility (Senge, 1990), and continuous feedback loops (Argyris & Schön, 1978). Furthermore, it offers a framework for designing adaptive performance indicators, building on the Balanced Scorecard approach (Kaplan & Norton, 1996), that account for the unique security, political, and economic fluctuations faced by the Libyan Ministry of Health (Checchi et al., 2020).

This theoretical framework makes five key contributions to understanding the Libyan case: (1) it recognizes political fragmentation as an environmental constant rather than temporary disruption (Sbaiti et al., 2021); (2) it emphasizes phased adaptation over rigid long-term planning (Powell et al., 2021); (3) it incorporates stakeholder pluralism in strategic formulation (Bryson et al., 2014); (4) it values improvisational capacity alongside formal planning (Leykum et al., 2007); and (5) it measures success through sustained functionality rather than ideal performance metrics (Kruk et al., 2017). As such, this adapted open systems perspective represents the most suitable framework for analyzing the relationship between strategic planning and organizational performance within this complex research context, offering both explanatory power for past failures and prescriptive guidance for future improvement in Libya's health sector recovery.

2.3. 2. Resource-Based View (RBV) Theory

Complementing the external focus of Open Systems Theory, this study incorporates the Resource-Based View (Wernerfelt, 1984; Barney, 1991) to examine how internal capabilities and resources mediate the relationship between strategic planning and performance. The RBV posits that sustainable competitive advantage (or, in the public sector context, superior service delivery) stems from possessing valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities (Barney, 1991). In the Libyan health context, this includes Human capital resources: Medical expertise, managerial competencies, and adaptive leadership capabilities. Organizational resources: Health information systems, supply chain networks, and institutional knowledge. Relational resources: Partnerships with international organizations, community trust, and inter-ministerial collaborations. The RBV lens helps explain why strategic planning quality affects performance: effective planning enables better identification, development, and deployment of these strategic resources. Specifically, it illuminates how: Environmental analysis identifies resource gaps and opportunities (Wernerfelt, 1984). Strategic vision guides resource accumulation and development paths (Barney, 1991). Mission clarity ensures resources are aligned with organizational purpose (Peteraf, 1993). Objectives setting prioritizes resource allocation decisions (Teece et al., 1997). This perspective is particularly relevant for Libya given the severe resource constraints (human resource shortages, infrastructure damage, financial limitations) documented by WHO (2022) and World Bank (2023).

2.3.3. Balanced Scorecard Framework: Strategic Alignment and Performance Measurement

The third theoretical component is the Balanced Scorecard (BSC) framework (Kaplan & Norton, 1992, 1996), which provides a structured approach to translating strategy into measurable performance indicators. The BSC complements both Open Systems Theory and RBV by offering a practical implementation mechanism for strategic planning. In this integrated framework: The BSC's four perspectives (financial, customer/stakeholder, internal processes, learning/growth) provide a balanced view of performance that aligns with the multi-dimensional challenges of Libya's health sector. Strategy maps (Kaplan & Norton, 2004) visually represent the cause-and-effect relationships between strategic objectives, mirroring the systems thinking of Open

Systems Theory. Performance indicators operationalize the VRIN resources identified through the RBV lens into measurable outcomes.

2.3.4. Previous Studies

This section reviews empirical studies that have examined the relationship between the key dimensions of strategic planning and organizational performance. For instance, Adebayo and Ajayi (2025), conducted a study titled the impact of strategic planning on organizational productivity in the Nigerian pharmaceutical industry. The aim of the study is to examine the impact of strategic planning on organizational productivity. This study adopts a quantitative method and used a self-administered questionnaire to determine the opinions and attitudes of target beneficiaries about the effect of strategic planning on the organizational productivity of Tuyil Pharmaceutical Company. Data were collected from 217 employees who working in Pharmaceutical Company. The data were analyzed using inferential (regression, correlation, and ANOVA) to test the hypothesis. The results indicate that there is a significant positive correlation between strategic planning and organizational productivity within the pharmaceutical sector. By ensuring alignment between the goals and objectives of the company with its overarching mission and vision, clear direction is established. Therefore, the study recommended that the vision and mission statement be further intensified as the finding has shown how significant it is to Tuyil Pharmaceutical Industries, Ilorin. This will eventually influence the effectiveness of the firm thereby expediting the organizational productivity.

Asgedom (2025) conducted a research titled strategic planning and organizational performance: evidence from tigray. the objective of the study was to investigate the relationship between departmental strategic planning and both financial and non-financial organizational performance. A cross-sectional design was employed. Data were gathered through a structured questionnaire using a five-point Likert scale. Data were collected from 301 top-level and middle-level managers drawn from 25 large private manufacturing companies in Tigray, Ethiopia. Structural equation modeling (SEM) was employed for data analysis. The findings reveal that departmental strategic planning is significantly and positively associated with both financial performance and non-financial performance. This study contributes to the literature by integrating both performance dimensions and highlighting insights from a developing country context. It provides practical guidance for departmental managers aiming to enhance organizational outcomes

through strategic planning. Therefore, the study recommends that managers emphasize goal setting, strategic option development, and environmental analysis to improve outcomes, while policymakers should foster supportive environments through training and standardized planning practices in the organizations under investigation.

Ekiz Kavukoğlu and İşc, (2024), has carried study entitled "the mediating role of strategic planning awareness in the impact of organizational innovation on business excellence in hospitals in Istanbul (Turkey)". The aim of this study is to determining the mediating role of strategic planning awareness in the impact of organizational innovation on business excellence in hospitals. The data were collected using a quantitative questionnaire to 450 healthcare professionals working in private hospitals operating in Istanbul (Turkey). The data were analyzed using the AMOS (Analysis of Moment Structures), and SPSS (Statistical Package for the Social Sciences). The results confirm that organizational innovation has a statistically significant and positive effect on strategic planning awareness and business excellence. In addition, it has been determined that strategic planning awareness has a statistically significant and positive effect on business excellence. Moreover, the research model confirms that strategic planning awareness plays a mediating role in the relationship between organizational innovation and business excellence.

Mousa et al. (2024) conducted a research entitled Strategic Planning and Organizational Performance: an empirical study on the manufacturing Sector. the primary goal was to investigate the relationship between strategic planning and organizational performance in Iraq's manufacturing context. This study's primary data sources were 360 manager respondents. A structured questionnaire was used to collect primary data from manufacturing firms located throughout Iraq. To analyze the results, the researchers used descriptive statistics, correlation, and multiple regression analysis. SPSS version 16 software was used to conduct data analysis. The results reveal that the process of strategic planning has a beneficial effect on financial performance. Environmental scanning has a statistically significant positive effect on a company's nonfinancial performance. Management participation and planning formality positively and statistically significantly affect a business's nonfinancial performance .

Study Young, (2023), entitled "the moderating role of organizational culture on the relationship between strategic planning (STRP) and the performance of health establishments in Delta State".

The aim of the research was to examine the moderating role of organizational culture on the relationship between strategic planning (STRP) and the performance of health establishments in Delta State. The study adopted a survey descriptive survey design. Sample size of the study was three hundred (300) health workers who were randomly selected in various health establishments. The findings of the study revealed that employee engagement influences organizational performance in the health establishment of Delta State, strategic formulation as a factor of STRP plays a significant role in influencing organizational performance in the health establishment of Delta State, and there is a relationship between firm environmental scanning and organizational performance in the health establishment of Delta State. Also the finding shows that STRP influences organizational performance as it relates to organizational culture. The findings also revealed that change in strategic section has a positive significant impact on organizational performance in the health establishment of Delta State, as it relates to organizational culture. It was concluded that STRP is a factor that can determine the level of organizational performance taking cognizance of the organizational culture that is well imbibe by the employees, which they are expected to give their best as the management strategies on ways to improve their employee and organizational performance.

A study by Osintsev and Khalilian (2023), investigated the impact of innovation and strategic planning on organizational performance in public and private hospitals. The aim of the study is to identify the relationship between innovation, strategic planning and organizational performance in public and private hospitals. This study adopted quantitative approach and used a survey questionnaire. Data were collected from 63 who working in the middle-level managers and employees of public and private hospitals. The results indicate that organizational performance is positively impacted by innovation. Furthermore, the study found that the performance of organizations is positively influenced by strategic planning.

Naoual and Hamid (2023) entitled "the impact of strategic planning on organizational performance of the companies". The aim of this study is to determining the impact of strategic planning on organizational performance. The data were collected using a quantitative questionnaire to 46 industrial companies from different sectors. The data were analyzed using the PLS approach. The results confirm that the dimensions of strategic planning (information collected, decision-making strategic, implementation of strategic planning , strategic control)

positively affect only a certain number of financial and non-financial indicators of organizational performance.

Tumate and Njoroge, (2022) studied the impact of strategic management practices on performance of public hospitals in Nairobi City County, Kenya. The aim of this study is to determining the influence of strategic management practices on the performance of public hospitals in Nairobi City County. This study A descriptive survey research design was utilized in this survey. The survey targeted 1500 employees working at public hospitals in Nairobi City County. statistical packages for social science (SPSS) was utilized to examine the relationships between the variables. The results indicate that strategic management practices like planning practices, evaluation practices and implementation practices have a statistically significant impact on how well public hospital perform.

Al-Ghuwairi's (2022) research examined the impact of strategic planning on organizational performance in government departments and institutions in the Hashemite Kingdom of Jordan. This was achieved through a descriptive-analytical approach, with a sample of 300 administrative employees (directors, assistant directors, department heads, and administrative staff) in Jordanian government departments and institutions. Data was collected using a questionnaire, which was randomly distributed to the sample. Statistical analysis revealed a statistically significant impact of vision and mission statements on institutional performance in Jordanian government departments and institutions. The study also found that strategic objectives, monitoring, and plan evaluation influence institutional performance, while projects and implementation plans did not have a statistically significant impact. Finally, the study recommends increasing attention to strategic planning, considering it a crucial approach for improving and developing institutional performance in government institutions and departments across various aspects.

Oludele (2021) conducted a study in healthcare services in Nigeria to identify the Impact of strategic planning on organizational performance, and to achieve the study objectives, the study adopted the descriptive analytical approach. The study was conducted on a sample of (50) employees working in the Federal medical service center Abuja. The data was collected from them through a questionnaire designed for this purpose, and the statistical analysis program (SPSS) was used to analyze and interpret the data. The results showed that that strategic planning

has a positive impact on organizational performance of the public health institution. The study also revealed that strategic planning is a dynamic process of formulation, implementation, evaluation and control of strategies to realize the organization's strategic intent.

Odhiambo, (2021), assessed the influence of strategic management practices on health NGOs' performance in Nairobi City, Kenya. This study aimed to examine how strategic management practices influence health NGOs' performance in Nairobi City, the study was grounded on positivism research philosophy with a descriptive research design guiding the research. The study targeted the senior managers of the 98 health NGOs operating in Nairobi County. Stratified random sampling was used in the selection of the desired respondents. The sample participants for the research were 131 employees from health NGOs. The study results showed a positive and significant correlation between strategic planning, strategy evaluation and monitoring, and health non-governmental organizations' performance. The study concluded that strategy formulation as well as strategy evaluation and monitoring have a positive relationship with the performance of health NGOs.

The study conducted by Maharmeh (2020) aimed to reveal the impact of strategic planning on the organizational performance of a government organization in Qatar, and to determine the relationship and influence of strategic planning elements (vision, mission, strategic objectives and values, projects and implementation plans, and monitoring and evaluation) on the organizational performance of the government organization under study. A questionnaire was designed and distributed to a simple random sample of the organization's employees. A total of 241 questionnaires were returned and statistically analyzed using appropriate methods available within the SPSS software. The results of the analysis revealed a strong, statistically significant, and positive relationship between strategic planning and the institutional performance of the government organization. The study also demonstrated that strategic planning influences institutional performance, with 45% of the change in institutional performance attributed to the strategic planning variable. The study recommended increasing attention to strategic planning, providing specialists in this field, and allocating sufficient budgets and necessary support.

Alotaibi (2020) conducted a study aimed at identifying the impact of strategic planning and innovation on the organizational performance of the Saudi Red Crescent Authority. The study used a descriptive-analytical approach, and data were collected through a questionnaire

distributed to a simple random sample of (212) employees in Riyadh and Jeddah. The majority of the sample were educated and experienced. The study relied on the Statistical Package for the Social Sciences (SPSS) and applied PLS-SEM (Partial Squared Structural Equation Modeling) to process the collected data. The arithmetic mean, standard deviation, and multiple regression analysis were used. The study concluded that there were statistically significant positive correlations between both strategic planning and innovation and organizational performance.

Esfahani, et al., (2018) investigated the success of strategic planning in health care organizations of Iran. The aim of the study is to the success of strategic planning in health care organizations of Iran. The study adopted a descriptive and cross-sectional. The sample size of this study 99 health care managers in Tehran province, Iran. This study used Statistical Package for the Social Sciences software, version 19.0. Descriptive statistics such as means and standard deviations were computed for each of the questionnaire items. The results revealed that strategic planning was positively related to organizational performance including employees' and patients' satisfaction and organizational productivity. However, strategic planning was moderately successful in enhancing organizational performance of Iranian health care organizations. The most and least success was observed in the planning and employee management constructs of organizational performance. Process management, organizational culture and customer management constructs had the most effect on the success of strategic plans in health care organizations.

Khan and Huda (2016) explored the impact of strategic management on the performance of health care organizations in three selected tertiary health care center of Karachi, Pakistan. The study used a structured questionnaire to collect data. The data was tested by using descriptive Stats methods. As per requirement of the study, the sample included middle and senior managerial employees of three tertiary health care organizations in Karachi, Pakistan with a total of 30 participants. Data were analyzed using the Statistical Package for the Social Sciences (SPSS version 17). The results revealed that there is strong positive impact of strategic management on level of competition and organizational performance and growth.

Samad, et al., (2014), conducted a study aiming to assess the influence of strategic planning on organizational performance. a case of Malaysian Healthcare System. The aim of this is to examine the relationship and influence of strategic planning on organizational performance in

Malaysian Healthcare System. The study adopted a quantitative approach, A total of 400 samples were selected randomly. The study found that strategic planning components were related to organizational performance. These components had indicated a significant influence on organizational performance. It was found that strategic planning barrier was the most triggering aspect that influenced organizational performance. the study also revealed that components of strategic planning level, strategic planning implementation and barriers of strategic planning are the key factors that enhanced organizational performance of Malaysian healthcare system.

2.3.5. Relationship between Strategic Planning and Organizational Performance

Numerous empirical studies have examined the relationship between strategic planning and organizational performance in various sectors (Rosli and Sidek, 2013, Audenaert et al, 2019, Osintsev and Khalilian, 2023). A strategic program, one of the modern management tools, plays a significant role in improving an organization's performance. According to Hofer and Schende, (1978) strategic planning is crucial in a corporate environment. Guides, (2023) believes that strategic planning establishes and reaches the organization's objectives and helps bridge the gap between where an organization is and where it wants to be. However, implementing a strategic plan is not easy and requires skill, knowledge, methods, and resources to achieve the desired outcomes (Osintsev and Khalilian, 2023). Organizations that ignore strategic planning can experience poor performance and a reduced chance of surviving in the market (Salkic, 2014). Strategic planning needs to identify the organization's strengths and weaknesses and its goals to identify factors that significantly affect the organization. This way, strengths can be maximized, and disadvantages can be overcome to achieve set and planned goals.

Moreover, practicing strategic planning in organizations has a role in improving performance. Studies have indicated that organizations, which adopt strategic planning record better performance and effectiveness than those that do not (Greenley, 1986; Hofer & Schendel, 1978; Miller & Cardinal, 1994). Strategic planning clarifies the direction of the organization, controls its activities, and enhances coordination between its departments and employees (McCarthy & Minichiello, 1996). Veskaisri, et al. (2007) indicated that a sustainable basis for generating and preserving competitive advantage depends on strategies that clearly define all of these aspects, which in turn, lead to reinforcing organizational performance. Dauda, et al. (2010) indicated that best practices of strategic management contribute to boosting both market share and profitability

of the organization; for that they propose the adoption of the concept of strategic planning by organizations to gain these benefits.

Greenley (1994) said that strategic planning enhances the efficiency of management practices, which, in turn, are reflected positively in organizational performance. A good strategic planning system can help organizations to connect their long-term goals to their operational plans and short-term objectives (Falshaw et al. 2006), coordinate and unify actions to attain efficiency and improve effectiveness, combine their organization systems and evaluate strategic direction, all of which will reflect positively in organizational performance (Andersen & Nielsen, 2009). Strategic planning can also assist organizations to manage any instability of the environment (Boyd, 1991), which enables them to outperform competitors (Falshaw et al., 2006). In the same way, Capon, et al. (1994) pointed out that adopting strategic planning can help organizations to enhance their performance by taking into account environmental adaptation and adopting systematic thinking to deal with strategic issues. A study done by Desta. (2019) conducted a study on strategic planning process to company performance. To achieve study objective, descriptive approach of research was employed. The study used mixed method to collect data. The researcher distributed 65 copies of questionnaires for the top, middle and line level managers of the organization who are working in the organization. All the 65 questionnaires were completed and collected which makes 100% response rate. Besides, Interviews were held with 2 top level management officials. The result indicates that the strategic planning is an effective way of improving company performance.

Priem et al (2016) found that strategic planning has a positive effect on organizational performance. Wongsin, et al (2025) confirm positive relationship between strategic planning and organizational performance. Bryson et al. (2018) carried out their research and found a connection between strategic planning and organizational performance. Mousa et al (2024) confirm that the process of strategic planning has a beneficial effect on organizational financial performance and nonfinancial performance.

Shrader et al. (1984) evaluated the effects of strategic planning on corporate performance in Nigeria, and their analysis showed that companies must identify all relevant strategic factors when formulating their plans to ensure that their actions align with the company's goals. Eas et al. (2018) found that both mission statements and strategic planning significantly impact the

performance of the University of Uyo. Osintsev and Khalilian (2023) found that the strategic planning affects organizational performance. Cetin (2020) investigated the positive effect of strategic planning on organizational performance. Khalid and Nusari (2020) found that three components of strategic planning significantly affect operational performance in the UAE public sector. Maharmeh (2021) found a strong positive relationship between strategic planning and organizational performance in a case study of a public organization in Qatar. Oludele (2021) found that the development and implementation of strategic planning directly affect the effectiveness and efficiency of health institutions in Nigeria's healthcare sector. Obaid (2022) found a strong positive effect of strategic planning on organizational performance in private universities and higher education institutions.

In addition, many studies have asserted that strategic planning is the most critical factor in improving organizational performance (Stefan et al, 2025). Other scholars have pointed out that strategic planning has an impact on organizational performance (Oludele, 2021). In addition, a study by Tajuddin et al. (2015) reported that strategic planning has a substantial role in improving organizational performance. Successful implementation of strategic plans results in better organizational performance (Akinyele and Fasogbon, 2007; Glaister et al., 2008 Aldehayyat and AlKhattab, 2013, Esfahani, et al 2018). A study Walker, (2019) revealed that strategic planning has an impact on organizational performance. The author confirms that the way strategic planning is implemented and the amount of support it receives influence the relationship between strategic planning and performance. The impact of strategic planning on performance is amplified in organizations where strategic planning is practiced professionally and supported by senior management. Several studies have looked at the relationship between strategic planning and organizational success. Mater and Al-Shammari, (2019) investigated the relationship between multidimensional strategic planning activities and firm results. A study conducted by Klimenko & Kalgin (2018) in Russia did focus on strategic planning, which the federal government had adopted. It was noted that through strategy implementation, an organization can cut down on its costs, and this improves its performance. Shimwa (2019) revealed a positive linkage between strategic planning and project performance.

Recent literature highlights the increasing importance of systematic strategic planning. Meyers and Kottapalli, (2025) state that controlled strategic forecasting improves hospitals' capacity to

adapt to uncertainty and enhances organizational performance. Desta, (2019), confirmed that strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action. Strategic planning is an effective way of improving company performance. A study by Thaher and Jaaron (2022) on the impact of strategic planning on sustainable organizational performance also concluded that strategic planning promotes organizational performance and sustainability. Anwar and Shah (2021) show strong evidence that strategic planning boosts company performance. Several studies on various corporate environments and geographic locations were supported, conducted among various organizations and sectors, and across various levels of employees. Glaister et al. (2008) assessed the impact of formal strategic planning on the performance of Turkey's most prominent manufacturing companies. The research concluded that successful strategic planning helps a company's performance.

On the other hand, many studies have reported contradictory results (Elliott, 2016; Gica & Negrusa, 2011; Ghobadian, et al. 2008). Armstrong (1982) and Mohammed et al., (2019) argued that these contradictory findings are to the result of serious research problems. He asserted that the description of the planning techniques is critical in strategic planning studies, to evaluate the value of the planning in a scientific manner. Other studies have indicated that the role of strategic planning to improve performance is contradictory and inconsistent (Pearce, et al., 1987). They have doubts about the ability of researchers to understand the impact of strategic planning on organizational performance as a result of limitations in the methodology adopted. Boyd (1991) indicated that the relationship between strategic planning and organizational performance is modestly positive. The author argued that these results are due to measurement errors in the studies, which have led to an underestimation of this relationship. Therefore next discussed the research gap.

2.3.6. The Research Gap

There have been several empirical studies (Aujirapongpan et al 2020, Hashmi et al 2021) examining the association between strategic planning and organizational performance in public and private sectors. Those empirical studies have mostly corroborated strategic planning's

positive impact on public service performance (Vandersmissen et al, 2024). However, according to a literature review, the relationship between strategic planning and organizational performance is inconclusive (Ali, 2018, Wongsin et al, 2025). Existing literature presents mixed findings of strategic planning and organizational performance, suggesting a need for a comprehensive re-evaluation of this relationship to identify potential knowledge gaps and unexplored areas (Desta, 2019; Wongsin, et al., 2025).

To our knowledge, this is the first scoping review and synthesis of literature related to strategic planning and organizational performance in the public health sector. However, there were not many included studies related to strategic planning and organizational performance in the public health sector, especially, the relationship between strategic planning and organizational performance in the public health sector. Therefore, further empirical, and scientific researches related to its relationship are warranted (Wongsin et al., 2025).

Evidence from the literature suggests that appropriate strategic planning is one of the factors that can improve organizational performance. According to Alosani et al. (2019), the setting of the strategy is based particularly on the conviction that it has a positive effect on organizational performance. Several researchers have defended the idea that the impact of strategic planning on organizational performance is generally positive due to different contexts of the studies carried out statement (Anwar & Shah, (2021); Aldehayyat & Al Khattab (2013); Mbengue & Ouakouak (2012); Elbanna (2010); Glaister, et al. (2008). However, some studies have confirmed the opposite hypothesis (Yusuf & Saffu (2005); Falshaw, et al (2006); Ghobadian et al, (2008); Gica & Negrusa (2011)). On this, Sosiawani, et al. (2015) and Alosani et al. (2019) explain these inconclusive results by the fact that the lack of uniformity in the choice of dimensions and variables to be studied could influence the inconsistencies in the results on the relationship between strategic planning and business performance.

There is scarce empirical evidence in developing countries, making it challenging to research the issue, which is probably just as important as in developed countries. It is discovered that researching the context of developing countries is vital. As ref. (Kaplan and Norton, 1996) suggested, it is the process of planning that is important, rather than the plan itself. Therefore, this research recommends including the strategic planning process perspective in future studies of strategic planning (Mousa et al. 2024). Strategic planning procedures have all been scrutinized

because they examine the formalities of planning, the management's participation, environmental scanning, and the strategic techniques used to generate company strategies. Thus, this study fills an existing literature gap by resolving several possible causes of conflicting results to achieve each of the study's study objectives. Is there a link between strategic planning and a company's financial and nonfinancial performance.

Okech et al, (2025) While past literature divulges lack of consensus on how deliberate strategic planning influences organizational performance, the moderating implications of environmental dynamism on organizational performance is not conceptually evident.

2.4. Chapter Summary

This chapter provides a comprehensive and critical review of the existing literature pertinent to the study's core variables: strategic planning dimensions and organizational performance within the healthcare context. The first section establishes the foundational concepts. It begins by exploring the definitions, the established importance of strategic planning, and core components (vision, mission, strategic objectives, environmental analysis, and strategic choice). It then narrows the focus to healthcare strategic planning, highlighting its unique characteristics, critical role in improving organizational performance, and the distinct challenges it faces in complex, often resource-constrained, environments like public sector or post-conflict settings. The strategic planning process is outlined to provide a procedural context. The second section delves into organizational performance, discussing its multifaceted definitions and the evolution of its measurement from purely financial metrics to balanced scorecards and multi-dimensional frameworks suited for public and healthcare organizations. The third section presents the theoretical and conceptual underpinnings. It reviews key theories, such as open systems theory for the health sector the Resource-Based View and the Balanced Scorecard (BSC) framework (for strategic alignment and performance measurement), that explain how strategic planning can lead to performance gains. This review synthesizes into a conceptual framework that posits the five dimensions of strategic planning as independent variables directly influencing the dependent variable of organizational performance.

Subsequently, the chapter reviews prior empirical studies that have investigated the relationship between strategic planning and performance, both in general and within healthcare. This review reveals a general consensus on a positive correlation but identifies a significant research gap: a

lack of focused studies examining the differential impact of individual strategic planning dimensions (e.g., vision, mission, strategic objectives, environmental analysis, and strategic choice) on organizational performance in public healthcare ministries within specific, challenging contexts (The Libyan Ministry of Health). This gap justifies the need for the current study. The next chapter, chapter three covers the methodology used in the study.

Chapter 3: Research Methodology

3.0. Introduction

Chapter two presents the theoretical aspects of the relationship between the strategic planning dimensions and organizational performance. This chapter reports the research methodology which is a systematic way to accomplish the research objectives or to solve the research problem. It refers as the strategy and procedure standing behind the selection process of the relevant methods of research (Crotty, 1998). This chapter is structured as follows. Section 3.1 discussed overview of the Libyan Ministry of Health. Section 3.2 outlines the research methodology. Section 3.3 presents the ethical considerations and Sections 3.4 and 3.5 provide the validity and reliability of the study instrument. Section 3.6 explains the statistical treatment methods. Section 3.7 presents the summary of the chapter.

3.1. Overview of the Libyan Ministry of Health

The Libyan Ministry of Health is the official governmental body responsible for directing and providing national health services. It faces exceptional challenges following the political transformations the country has witnessed (Bodalal, et al, 2020). The Ministry's structure includes a network of public hospitals, primary healthcare centers, and specialized institutes spread across various regions. Currently operating within the framework of the Government of National Unity, it seeks to rebuild the healthcare system impacted by security and economic conditions. Among its top priorities are addressing shortages in medical staff and equipment, improving the quality of health services, and implementing effective strategic plans. The Ministry cooperates with international organizations such as the WHO and UNICEF to enhance its capabilities (WHO, 2023). The current study aims to analyze the impact of strategic planning dimensions on organizational performance in this vital institution, contributing to the development of more efficient operational mechanisms.

The Ministry suffers from multiple structural challenges, most notably administrative duplication due to political division and weak coordination between the central and local levels (El Taguri & Bettamer, 2021). It also faces a significant shortage of financial and logistical resources, relying heavily on international aid to provide essential medicines and medical supplies (Bodalal et al 2020). Overcoming these challenges requires adopting an integrated strategic planning model

that balances urgent needs with long-term developmental requirements, focusing on building institutional capacity and enhancing transparency and governance in the health sector (Kurdi & Hamed 2022). The success of strategic planning in this complex environment largely depends on engaging stakeholders, adapting to rapid changes, and developing measurable performance indicators that reflect the actual impact on public health outcomes.

3.2. Study Methodology

To achieve the research objectives, a descriptive-analytical methodology was adopted. This design is deemed suitable for studies that aim to both describe phenomena in their natural setting and statistically examine the relationships between their key variables (Cooper & Schindler, 2014). This methodology was implemented through a structured survey targeting the administrative staff includes executive leadership, middle management, supervisory staff, operational personnel at the Libyan Ministry of Health. The descriptive component focused on systematically collecting data to provide a comprehensive diagnostic snapshot of the current state of strategic planning encompassing its key dimensions (vision, mission, strategic objectives, environmental analysis, and strategic choice), and organizational performance. This served to establish a baseline understanding of both variables. The analytical component built upon this foundation to test the core research hypothesis concerning the relationship between the study's variables. Within this framework, strategic planning is treated as the independent variable, while organizational performance is the dependent variable. The collected quantitative data were analyzed using statistical software (SPSS). Descriptive statistics (frequencies, means, and standard deviations) were used to summarize the data, while inferential statistics specifically correlation analysis and regression analysis were employed to determine if variations in the quality of strategic planning translate into statistically significant differences in organizational performance indicators (Saunders, Lewis, & Thornhill, 2019). By integrating these two dimensions, this methodology provides a robust framework for diagnosing the existing reality and rigorously testing the proposed theoretical relationship, thereby forming a solid basis for evidence-based conclusions and recommendations.

3.2. 1. Study Population

The target population for this study comprises the administrative staff in the Libyan Ministry of Health, includes executive leadership, middle management, supervisory staff, operational personnel levels, who are involved in strategic planning processes or the implementation of health policies, at the Libyan Ministry of Health in Tripoli. This population was selected because its members are directly involved in, or affected by, the processes of strategic planning, policy formulation, and performance management at the national health sector level. They possess the requisite knowledge and experience to provide informed insights into the relationship between strategic planning dimensions and organizational performance outcomes. Specifically, the population includes all level across key departments such as Planning and Finance, Human Resources, Health Projects, Epidemiology and Disease Control, Primary Health Care, and Hospital Administration. This ensures that respondents have a strategic overview of the ministry's operations and challenges.

3.2.2. Sampling Frame and Technique

The empirical investigation was undertaken at the central administrative complex of the Libyan Ministry of Health in Tripoli, recognized as the epicenter of healthcare policy formulation and strategic decision-making. Utilizing stratified random sampling techniques, a representative cohort of (223) administrative personnel was drawn from an accessible population of (685) eligible staff members. The sampling framework ensured proportional representation across hierarchical levels (Executive leadership, middle management, supervisory, and operational staff) and functional divisions. This methodological approach enables a focused examination of strategic planning mechanisms within the core administrative structure, mitigates geographical confounding factors, and yields robust datasets amenable to sophisticated multivariate analyses.

Table (3.1) The sampling framework ensured proportional representation across hierarchical levels

Hierarchical Level	Population Size	Percentage	Sample Size	Proportion in Sample
Executive Leadership	60	8.76%	20	8.97%
Middle Management	175	25.55%	57	25.56%
Supervisory Staff	275	40.15%	90	40.36%
Operational Personnel	175	25.55%	56	25.11%
Total	685	100%	223	100%

3.2.3. Response Rate

Distributing questionnaires to all 223 participants in the stratified random sample. All distributed questionnaires were returned, resulting in a 100% retrieval rate. Following rigorous data screening protocols, 200 questionnaires (89.7%) met the validity criteria for inclusion in subsequent analyses. The exclusion of 23 questionnaires was necessary due to incomplete responses, pattern responding, outlier responses, and inconsistent answers.

Table (3.2): Questionnaire Distribution and Response Rate

No	Rate Type	Count	Response Rate (%)
1	Questionnaires Distributed	223	100%
2	Returned Questionnaires	223	100%
4	Valid Response Rate	200	89.7%
5	Exclusion Rate	23	10.3%

3.2.4. Study Instruments and Data Collection Protocol

3.2.4. 1. Questionnaire

A questionnaire is defined as a systematic research instrument comprising a predetermined set of structured questions designed to collect standardized data from a selected sample regarding their opinions, beliefs, behaviors, attitudes, or demographic characteristics (Fink, 2003; Oppenheim, 2000). In rigorous academic research, particularly in management and organizational studies, it serves as a quantitative data collection tool that facilitates the measurement of variables through carefully constructed items that operationalize theoretical constructs (Creswell & Creswell, 2018). The questionnaire represents a methodologically controlled approach to gathering empirical evidence that enables statistical analysis and hypothesis testing while maintaining consistency across respondents (De Vaus, 2014).

The questionnaire method provides high standardization in data collection, ensuring measurement reliability and enabling meaningful comparisons across respondent groups, with the capability to calculate psychometric properties such as Cronbach's alpha coefficient (Field, 2018; Pallant, 2020). It offers exceptional efficiency in reaching large, geographically dispersed samples at lower cost and time compared to choice methods, which is particularly vital in complex institutional research (Bryman, 2016; Saunders et al., 2019). Questionnaires ensure

respondent confidentiality and anonymity, fostering more candid and honest responses, especially when addressing sensitive organizational matters such as strategic planning effectiveness and performance evaluation (Oppenheim, 2000; Bell et al., 2022). The structured nature of questionnaires facilitates sophisticated statistical analysis using advanced software packages, enabling the examination of complex relationships, mediating effects, and moderating influences among variables (Hair et al., 2019). The methodology offers remarkable design flexibility, allowing the integration of diverse question formats including Likert scales, semantic differentials, and ranking questions, thereby enabling precise operationalization of theoretical constructs (De Vaus, 2014). Questionnaires substantially reduce researcher bias compared to qualitative interviews, as standardized administration minimizes interviewer effects and non-verbal cue influences on respondents (Bell et al., 2022). They support large-scale studies and enable exact replication in longitudinal and comparative research, providing valuable insights into policy implementation and institutional development (Saunders et al., 2019). Finally, contemporary questionnaire design permits simultaneous multidimensional measurement of multiple constructs through carefully developed scales, allowing researchers to investigate intricate variable relationships within a single comprehensive data collection instrument (Hair et al., 2019).

3.2.4. 2. Questionnaire Design and Measures

To ensure measurement accuracy and provide respondents with the freedom to express their opinions, the questionnaire items were formulated according to the five-point Likert scale. Each item corresponds to a list of phrases: (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree). For the purpose of data analysis, a specific numerical value was assigned to each response across all axes and dimensions of the questionnaire, as follows: Strongly agree = 5 points, agree = 4 points, neutral = 3 points, disagree = 2 points, and strongly disagree = 1 point. The researcher adopted the five-point Likert scale because it provides respondents with the freedom to determine their stance and the degree of positivity or negativity of that stance for each statement, thereby enhancing the accuracy and comprehensiveness of the collected data. The table (3.3) shows the interpretation criteria for mean scores.

Table 3.3: Interpretation Criteria for Mean Scores

Mean Score Range	Level of Assessment (Interpretation)
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Moderate
3.41 – 4.20	High
4.21 – 5.00	Very High

3.2.4. 3. Outline of Questionnaire

A survey questionnaire with structured questions was employed as the data-gathering instrument. The development of the questionnaire was based on a comprehensive review of previous literature, relevant field studies, and the specific objectives of this study. The questionnaire that was used covered three different parts. Part One: generic information data of the respondents. This part includes the demographic and professional data of the respondents, represented by (Gender, Age, Educational Qualification, and Job Title). Part Two: Main Axes of the Study. This part consists of two main axes, as follows: Axis One: "Strategic Planning Dimensions" (The Independent Variable) This axis represents the independent variable in the study and is designed to measure the extent of the application of strategic planning dimensions within the researched organization. This axis includes (5) main dimensions, distributed as follows: First Dimension: Strategic Vision, which includes (5) items. Second Dimension: Strategic Mission, which includes (5) items. Third Dimension: Strategic Objectives, which includes (5) items. Fourth Dimension: Strategic Analysis, which includes (5) items. Fifth Dimension: Strategic Choice, which includes (5) items. The total number of items for Axis One is (5 dimensions × 5 items per dimension = 25) items. Axis Two: "Organizational Performance" (The Dependent Variable). This axis represents the dependent variable in the study and is designed to measure the level of organizational performance within the researched organization. This axis includes (11) items.

3.3. Ethical Considerations

This study was conducted in strict accordance with established ethical principles. Official authorization was obtained from the Libyan Ministry of Health to carry out the study and to

facilitate the distribution of questionnaires within the organization. Prior to participation, the researcher clearly explained the study's objectives to all potential respondents. The purpose of the research and the voluntary nature of participation were explicitly communicated both verbally and in the written questionnaire instructions. No incentives were offered, ensuring that involvement was entirely voluntary. To protect participant privacy, all data were anonymized and handled confidentially throughout the research process. Individuals were not required to provide their names on the questionnaires. Furthermore, during data analysis and reporting, responses were aggregated and presented in a way that prevents the identification of any individual participant.

3.4. Validity and Reliability of the Study Instrument

3.4. 1. Face Validity

Face validity represents the most fundamental level of validity, referring to the extent to which a research instrument appears to measure what it purports to measure from the perspective of target respondents and subject matter experts (Holden & Passey, 2010). While not a robust statistical measure of validity itself, establishing strong face validity is a critical preliminary step that enhances instrument credibility, improves response quality, and provides essential groundwork for establishing other validity forms (DeVellis & Thorpe, 2021). To ensure the clarity in this study, accuracy, and contextual appropriateness of the research instrument (the questionnaire), the researcher implemented the following procedures:

Expert Review: The preliminary version of the questionnaire was presented to a panel of five evaluators, comprising: (a) academic specialists in strategic management, and (b) administrative practitioners from within the Libyan health sector. The items were evaluated based on their clarity, appropriateness to the research concepts, and their alignment with the designated construct. This phase resulted in the modification of the phrasing of eight items to enhance clarity, the merging of two items within the environmental analysis dimension, and the addition of a local illustrative example to items measuring performance to make the concept more accessible.

Pilot Study: The revised questionnaire was administered to a pilot sample consisting of 12 employees and administrators from the Libyan Ministry of Health who were not included in the

main study sample. The results indicated an average completion time of 15 minutes, with no significant difficulties in comprehension reported. Furthermore, the pilot sample recommended simplifying one specific term, "Key Performance Indicators (KPIs)," by replacing it with the phrase "Key Standards for Performance Measurement" to ensure broader understanding.

Based on the feedback from the expert evaluators and the pilot sample, the questionnaire was revised to achieve its final form prior to the main distribution phase. This process ensured a high level of face validity and logical acceptance of the instrument within the target environment.

3.4. 2. Construct Validity Analysis

A critical aspect of any quantitative research is the validation of the measurement instrument. Validity assesses whether an instrument is a true and accurate representation of the abstract concept, or construct, under investigation. In the context of this study, it was essential to confirm that the developed questionnaire was a valid measure of "Strategic Planning". Therefore, this section is dedicated to presenting the construct validity analysis, which statistically tests how well the individual dimensions of the scale correlate with the overall construct, thereby providing evidence for the instrument's soundness.

3.4. 2.1. Correlations of Strategic Planning Dimensions with the Overall Construct

To assess the construct validity of the strategic planning axis, a correlation analysis was performed between each of the five individual dimensions and the overall strategic planning score. The results, shown in Table 3.4, confirm the validity of the strategic planning scale. Each individual dimension of strategic planning was strongly and significantly related to the overall strategic planning score. All the correlation coefficients were positive and statistically significant ($p < 0.001$).

The strategic choice dimension showed the strongest relationship with the overall score ($r = 0.799$), followed closely by strategic analysis ($r = 0.692$), strategic objectives ($r = 0.683$), and strategic vision ($r = 0.679$). The consistently high correlations across all dimensions provide strong evidence that they are all measuring the same core concept of strategic planning, confirming the construct validity of the instrument used in this research.

Table 3.4 Correlation Analysis for Validity of Strategic Planning Dimensions

First Axis "Strategic Planning Dimensions"	Correlation Coefficient	P-value
Strategic Vision	0.679**	< 0.001
Strategic Mission	0.658**	< 0.001
Strategic Objectives	0.683**	< 0.001
Strategic Analysis	0.692**	< 0.001
Strategic Choice	0.799**	< 0.001

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

a) Item-Total Correlation for the Strategic Vision Scale

Table 3.5 presents the item-total correlation analysis, which provides compelling evidence for the construct validity of the Strategic Vision dimension. The analysis confirms that the scale is a robust and coherent measure of this concept. The overall correlation for the dimension is 0.679 ($p < 0.001$), signifying a strong and statistically significant relationship and indicating that the items function collectively as a unified and reliable measure.

A detailed examination of the individual items reveals a consistently strong pattern of convergence with the overall construct. Every item demonstrates a strong and significant positive correlation ($p < 0.001$). The most influential item is Item 4, regarding the vision's appropriate timeframe ($r = 0.660$). This is closely followed by Item 2, which addresses the clarity of the publicly declared vision ($r = 0.596$), and Item 5, on the vision's measurability ($r = 0.622$). Furthermore, Item 1, concerning its realism ($r = 0.541$), and Item 3, on its role in guiding change ($r = 0.459$), also show strong, positive relationships.

In conclusion, the uniformly high and statistically significant correlations across all items provide powerful confirmation of the scale's excellent internal validity. There are no weak or outlier items, demonstrating that all facets of the vision measured by this scale are integral to the

core concept. Therefore, the instrument can be considered a highly reliable and robust tool for measuring the Strategic Vision dimension within the context of this study.

Table 3.5: Correlation of Strategic Vision Items with the Overall Dimension

No.	Items	Correlation Coefficient	P-value
1.	The Ministry's strategic vision should be realistic in relation to competitive conditions.	0.541**	< 0.001
2.	The Ministry has a clear and publicly declared vision for both its internal and external stakeholders.	0.596**	< 0.001
3.	The Ministry's vision guides the administrative change process toward the desired state.	0.459**	< 0.001
4.	The Ministry's vision is defined within an appropriate timeframe for its achievement.	0.660**	< 0.001
5.	The Ministry's vision is measurable based on the level of progress achieved by the Ministry.	0.622**	< 0.001
Overall Strategic Vision Dimension		0.679**	< 0.001

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

b) Item-Total Correlation for the Strategic Mission Scale

Table 3.6 presents the correlation analysis for the Strategic Mission dimension, and the results provide strong evidence for the scale's validity. The overall correlation for the dimension is 0.658 ($p < 0.001$), indicating a solid and reliable measure. Furthermore, every single item within the scale demonstrates a statistically significant and positive correlation with the overall mission score, confirming the construct's coherence.

The analysis reveals the items that contribute most strongly to the mission's effectiveness. The item stating that the Ministry "aims to communicate its mission to employees" (Item 10) shows the highest correlation at 0.675, suggesting that internal communication is seen as a vital component of the mission's practical application. This is followed by the item describing how the Ministry "seeks to translate its mission into clear plans, policies, and work programs" (Item 8) with a correlation of 0.574, highlighting the importance of operationalizing the mission. The

other items also contribute significantly, with correlations of 0.496 for reviewing the mission (Item 7), 0.418 for its breadth (Item 9), and 0.388 for its role in decision-making (Item 6).

In conclusion, the consistently moderate to strong and statistically significant correlations confirm that the Strategic Mission dimension is a well-defined and robust construct. The data shows that all its components, including communication, translation into plans, and its role in decision making, work together to represent a single, coherent concept.

Table 3.6: Correlation of Strategic Mission Items with the Overall Dimension

No.	Items	Correlation Coefficient	P-value
6.	The Ministry's mission serves as a permanent reference for decision-making within the Ministry.	0.388**	< 0.001
7.	The Ministry adopts regular meetings to review and develop its mission.	0.496**	< 0.001
8.	The Ministry seeks to translate its mission into clear plans, policies, and work programs.	0.574**	< 0.001
9.	The Ministry's mission is broad enough to allow the exploitation of new development opportunities.	0.418**	< 0.001
10.	The Ministry aims to communicate its mission to employees in order to enhance performance efficiency.	0.675**	< 0.001
Overall Strategic Mission Dimension		0.658**	< 0.001

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

c) Item-Total Correlation for the Strategic Objectives Scale

Table 3.7 presents the correlation analysis for the Strategic Objectives dimension, revealing a strong and coherent pattern. The overall dimension score is statistically significant ($p < 0.001$) with a value of 0.683, indicating a strong relationship. This suggests that employees perceive the various facets of strategic objectives as a unified and well defined construct.

The strength of this dimension is clearly evident when examining its individual items. Every single item shows a strong and significant correlation with the overall score. The most critical item, "The Ministry's objectives are realistic and measurable" (Item 15), has a very high correlation of 0.676. This is closely followed by the item on the existence of long term objectives

(Item 13) at 0.647, and the item on the flexibility of objectives (Item 11) at 0.540. This powerful finding indicates that the practical and grounded nature of objectives, being realistic, measurable, long term, and flexible, is seen as absolutely essential. The analysis strongly argues that for strategic objectives to be effective within the Ministry, they must be perceived as tangible, durable, and adaptable. This is a key insight for understanding strategic implementation.

Table 3.7: Correlation of Strategic Objectives Items with the Overall Dimension

No.	Items	Correlation Coefficient	P-value
11.	The Ministry's objectives are characterized by flexibility and the ability to adapt to unexpected changes.	0.540**	< 0.001
12.	Strategic objectives help in formulating the Ministry's operational and sub-objectives.	0.422**	< 0.001
13.	The Ministry has long-term objectives that it seeks to achieve.	0.647**	< 0.001
14.	The Ministry has motivating objectives that enhance employees' capabilities and skills for development and performance improvement.	0.481**	< 0.001
15.	The Ministry's objectives are realistic and measurable	0.676**	< 0.001
Overall Strategic Objectives Dimension		0.683**	< 0.001

d) Item-Total Correlation for the Strategic Analysis Scale

Table 3.8 presents the correlation analysis for the Strategic Analysis dimension, revealing a consistently strong and coherent pattern. The overall dimension score is statistically significant ($p < 0.001$) with a value of 0.692, indicating a strong relationship. This suggests that employees perceive the various facets of strategic analysis as a unified and well-defined construct.

The strength of this dimension is evident when examining its individual items. Every item shows a strong and significant correlation with the overall score. The strongest contributor is Item 16, on identifying opportunities and threats through external analysis, with a correlation of 0.731. This is closely followed by Item 17, regarding how analysis helps in developing vision and strategies ($r = 0.638$), and Item 20, on activating community partnerships ($r = 0.597$). The items on having

flexibility to adapt (Item 19, $r = 0.574$) and analyzing the internal environment (Item 18, $r = 0.517$) also show strong correlations.

This powerful finding indicates that for employees, strategic analysis is a comprehensive process that encompasses both external scanning and internal assessment. The data suggests that identifying external opportunities and threats is the most critical component, closely followed by using this analysis to actively shape the Ministry's future strategies. The analysis strongly argues that the Ministry's strategic effectiveness is perceived as being driven by a holistic approach that integrates analysis directly with strategy formulation.

Table 3.8: Correlation of Strategic Analysis Items with the Overall Dimension

No.	Items	Correlation Coefficient	P-value
16.	The Ministry identifies the opportunities and threats it faces through analysis of the external environment.	0.731**	< 0.001
17.	Analysis of the external and internal environment helps in developing the Ministry's vision and mission and identifying the required development strategies.	0.638**	< 0.001
18.	The Ministry's management continuously analyzes the internal environment to identify strengths and reduce weaknesses.	0.517**	< 0.001
19.	The Ministry has sufficient flexibility to confront and adapt to changes in the internal and external environment.	0.574**	< 0.001
20.	The Ministry activates community partnerships and active interaction between the Ministry and the external environment.	0.597**	< 0.001
Overall Strategic Analysis Dimension		0.692**	< 0.001

e) Item-Total Correlation for the Strategic Choice Scale

Table 3.9 summarizes the correlation analysis for the Strategic Choice dimension, and the results reveal a remarkably consistent and strong measure. The overall dimension itself shows a very high correlation ($r = 0.799$, $p < 0.01$), indicating that all the items work together effectively to represent this concept.

The analysis highlights two standout factors that are absolutely central to strategic choice. The most critical item is "The Ministry focuses on the suitability of each strategic option in relation to changes in the external environment" (Item 25, $r = 0.913$), followed closely by "The Ministry develops appropriate strategic choice " (Item 21, $r = 0.907$). This powerful finding suggests that for employees, the essence of strategic choice lies in a dynamic process: creating multiple options and then carefully selecting the one that best fits the external reality. Other important aspects, like commitment to timelines (Item 22) and making consistent decisions (Item 24), are also strongly correlated, reinforcing the theme of disciplined execution.

Interestingly, the item about applying "clear criteria to evaluate the strategic plan" (Item 23) has a much lower correlation, suggesting that while the process of choosing and committing is vital, the formal evaluation criteria may be less visible or perceived as less critical by staff. The analysis powerfully argues that effective strategic choice at the Ministry is defined by its adaptability and disciplined implementation.

Table 3.9: Correlation of Strategic Choice Items with the Overall Dimension

No.	Items	Correlation Coefficient	P-value
21.	The Ministry develops appropriate strategic choice .	0.907**	< 0.001
22.	The Ministry is committed to the programs and timelines it sets to achieve its objectives.	0.782**	< 0.001
23.	The Ministry applies clear criteria and indicators to evaluate the strategic plan.	0.314**	< 0.001
24.	The Ministry makes strategic decisions that are consistent with the established plans.	0.766**	< 0.001
25.	The Ministry focuses on the suitability of each strategic option in relation to changes in the external environment.	0.913**	< 0.001
Overall Strategic Choice Dimension		0.799**	< 0.001

3.4. 2.2. Correlations of the Organizational Performance Axis

Table 3.10 outlines the correlation analysis to confirm the validity of the Organizational Performance Axis, and the results are exceptionally strong. The analysis reveals that every single item is a powerful and significant contributor to the overall concept of performance.

Two items stand out with remarkably high correlations, indicating they are seen as the absolute core of the Ministry's performance. The most critical is "The Ministry seeks to conduct field surveys... to measure the level of community satisfaction" (Item 11, $r = 0.890$). This is followed closely by the item about fulfilling "obligations toward society by providing services aimed at spreading awareness" (Item 1, $r = 0.875$). This powerful finding suggests that for employees, organizational performance is fundamentally defined by its external impact and accountability to the community. Other items related to providing research, managing costs, and using information resources also show very strong correlations. The consistently high scores across all items provide overwhelming evidence that this scale is a robust, valid, and reliable tool for measuring organizational performance within the context of this study.

Table 3.10: Item-Level Correlation of Organizational Performance Variable

No.	Items	Correlation Coefficient	P-value
1.	The Ministry seeks to fulfill its obligations toward society by providing services aimed at spreading awareness and knowledge.	0.875**	< 0.001
2.	The Ministry seeks to reduce unnecessary operational costs that do not effectively contribute to improving the quality of services provided to society.	0.717**	< 0.001
3.	The Ministry is keen on developing the services it provides to society in a manner consistent with its social responsibilities.	0.612**	< 0.001
4.	The Ministry seeks to introduce modern technology that contributes to improving the efficiency of employees' performance.	0.655**	< 0.001
5.	The Ministry relies on various training programs, both domestically and internationally, to enhance the overall performance levels of the organization.	0.495**	< 0.001
6.	The Ministry invests significant financial resources in the scientific and practical qualification and development of its human resources.	0.647**	< 0.001
7.	The Ministry encourages innovation, patents, and the submission of new ideas.	0.670**	< 0.001
8.	The Ministry works to provide medical consultations and scientific research that benefit society as a whole.	0.752**	< 0.001

No.	Items	Correlation Coefficient	P-value
9.	The Ministry possesses modern and sufficient information resources that enable it to implement its programs and provide services effectively.	0.716**	< 0.001
10.	The Ministry improves its processes and procedures to ensure the efficiency and quality of organizational performance.	0.660**	< 0.001
11.	The Ministry seeks to conduct field surveys from time to time to measure the level of community satisfaction with its services.	0.890**	< 0.001

3.5. Reliability Analysis (Cronbach's Alpha)

Reliability is a critical measure of a research instrument's quality. It assesses the consistency of a scale, ensuring that the items designed to measure a concept are stable and produce trustworthy results. To confirm that the questionnaire used in this study was a reliable tool, Cronbach's Alpha coefficients were calculated for each dimension. Cronbach's Alpha is a widely accepted statistical test that measures the internal consistency of a set of items, with higher values indicating greater reliability.

Table 3.11 presents the Cronbach's Alpha coefficients for all variables in this study, and the results confirm that the questionnaire is highly reliable. All dimensions of the Strategic Planning scale have alpha coefficients well above the commonly accepted threshold of 0.70, ranging from 0.743 for Strategic Analysis to a high of 0.885 for Strategic Vision. This demonstrates strong internal consistency for each dimension.

Most notably, the organizational performance variable, which consists of 11 items, achieved an exceptional alpha coefficient of 0.937. This very high score indicates outstanding reliability and confirms that the items in this scale are extremely consistent in measuring the concept of performance. Overall, these results provide strong statistical evidence that the measurement instrument used in this research is both reliable and robust, ensuring the credibility of the data collected for subsequent analysis.

Table 3.11: Reliability Statistics for Research Variables (Cronbach's Alpha)

Dimension	No. of Items	Cronbach's Alpha
Strategic Mission	5	0.805
Strategic Objectives	5	0.860
Strategic Choice	5	0.872
Strategic Vision	5	0.885
Strategic Analysis	5	0.743
Strategic Planning Axis	25	0.891
Organizational Performance Axis	11	0.937

3.6. Statistical Treatment Methods

To derive meaningful insights from the collected data, a structured analytical process was implemented. Initial data preparation involved screening questionnaires for completeness and consistency, followed by systematic coding for quantitative analysis. The Statistical Package for the Social Sciences (SPSS) version 27 served as the primary analytical platform. Descriptive statistics including frequencies, percentages, means, and standard deviations were employed to summarize respondent demographics and variable distributions. Subsequently, inferential analyses were conducted, utilizing Spearman's correlation to examine variable relationships and multiple regression analysis to test predictive effects of strategic planning dimensions on organizational performance. Assumption testing for parametric analyses was performed, ensuring data suitability. Reliability was assessed via Cronbach's alpha, while validity was examined through factor analysis. Analytical procedures were executed with rigorous attention to methodological integrity and contextual relevance within the Libyan healthcare setting.

Table 3.12: Summary of Statistical Analytical Procedures

Analysis Type	Statistical Procedures	Purpose
Data Preparation	Data screening, coding, entry verification	Ensure data quality and readiness for analysis
Descriptive Analysis	Frequencies, percentages, means, standard deviations	Describe sample characteristics and variable distributions
Reliability Assessment	Cronbach's alpha coefficients	Evaluate internal consistency of measurement scales
Correlation Analysis	Spearman's correlation coefficients	Examine bivariate relationships between variables
Regression Analysis	A simple and Multiple linear regression	Test predictive relationships and hypothesis testing
Assumption Testing	Normality, linearity, homoscedasticity tests	Validate conditions for parametric analyses

3.7. Chapter Summary

This chapter discussed the research methodology used to achieve the research objectives. The chapter justified the research methods, identified the study population, and described the technique of sampling and sample size. Data collection techniques and study procedures used were also outlined, along with the ethical considerations of the study. Furthermore, the chapter discussed data analysis and how the requirements for reliability and validity of the research design were met. The following chapter presents the study results and deals with the analysis and discussion of the findings of the research.

Chapter 4: Data Presentation, Analysis and Interpretation

4.0. Introduction

This chapter presents and analyzes the results of the field study that examines the impact of strategic planning dimensions on organizational performance in the Libyan Ministry of Health. The collected data were analyzed using the Statistical Package for Social Sciences (SPSS).

4.1 Demographic Characteristics of the Study Sample

This section describes the demographic characteristics of the respondents using frequencies and percentages, including gender, age, educational qualification, administrative classification, and years of experience. administrative classification.

4.1.1 Distribution of the Study Sample by Gender

Table 4.1 and Figure 4.1 illustrate the gender distribution of the study sample. Of the total 200 respondents, 115 (57.5%) were male, while 85 (42.5%) were female. This distribution indicates a slight predominance of male participants in the sample. The gender balance, while not perfectly equal, provides a sufficient representation of both genders to allow for comparative analysis and to generalize the findings within the context of the studied population.

Table 4.1 Demographic Characteristics of Participants by Gender

Gender	Frequency (n)	Percentage (%)
Male	115	57.5
Female	85	42.5
Total	200	100.0

Note: N = 200. Data represents the age distribution of the total study sample.

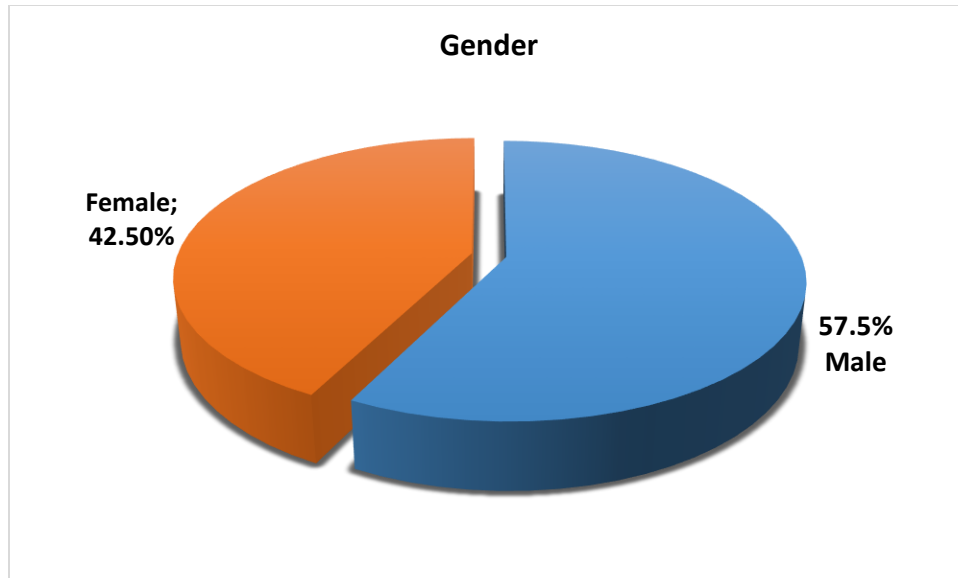


Figure 4.1. Gender distribution of study participants

4.1.2 Distribution of the Study Sample by Age

Table 4.2 and Figure 4.2 summarize the age distribution of the study's respondents. The data reveals a diverse sample with a wide age range, though the distribution is not uniform. The largest cohort of participants falls within the "30–35 years" age bracket, accounting for 47 individuals (23.5%) of the sample. This is closely followed by the "More than 50 years" group, which constitutes 41 participants (20.5%), and the "40–45 years" group, representing 40 participants (20.0%). Conversely, the age groups "45–50 years" (8.5%) and "Less than 30 years" (10.0%) are the least represented. This heterogeneous age profile suggests that the findings may capture a broad spectrum of perspectives and experiences related to the research variables, minimizing the potential bias that could arise from an over-concentration of participants within a single, narrow age band. The substantial representation of both mid-career (30-45 years) and senior professionals (over 50 years) is particularly noteworthy for the analysis.

Table 4.2 Demographic Characteristics of Participants by Age

Age Category	Frequency (n)	Percentage (%)
Less than 30 Yrs	20	10.0
30 - 35 Yrs	47	23.5
35 - 40 Yrs	35	17.5
40 - 45 Yrs	40	20.0
45 - 50 Yrs	17	8.5
More than 50 Yrs	41	20.5
Total	200	100.0

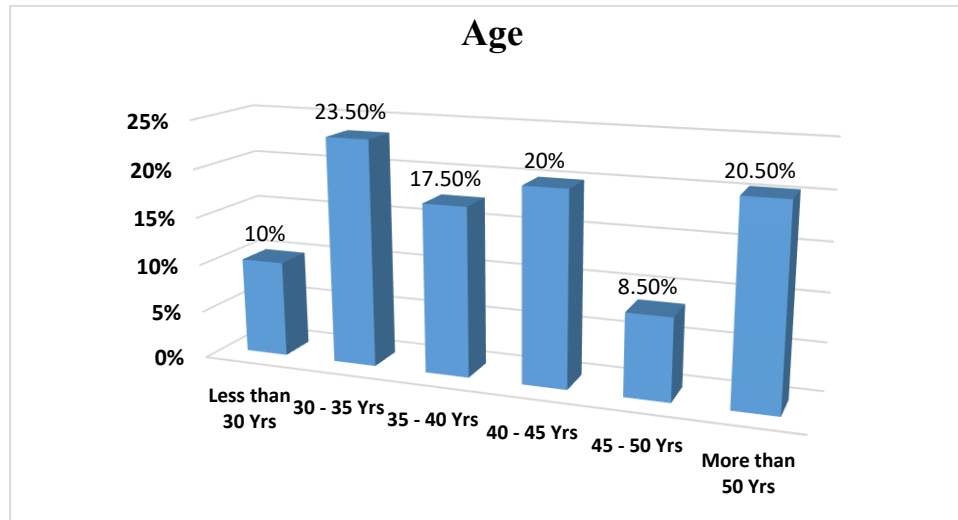


Figure 4.2 Age Category distribution of study participants

4.1.3 Distribution of the Study Sample by Educational Qualification

Table 4.3 and Figure 4.3 show the education levels of the people who took part in the study. The most common qualification was a Bachelor's degree, with 102 participants, making up just over half (51.0%) of the entire group. The next largest groups were those with a High Diploma (22.0%) and an Intermediate Diploma (11.5%). A smaller number of participants had higher degrees like a Master's (9.5%) or a PhD (3.0%). Very few people had only a Secondary education (1.5%) or listed "Other" qualifications (1.5%). This shows that the sample is highly educated, with the majority of participants having completed at least a university degree.

Table 4.3 Demographic Characteristics of Participants by Educational Qualification

Educational Qualification	Frequency (n)	Percentage (%)
Secondary	3	1.5
Intermediate Diploma	23	11.5
High Diploma	44	22.0
Bachelor	102	51.0
Master (MSc)	19	9.5
Doctor of Philosophy (PhD)	6	3.0
Others	3	1.5
Total	200	100.0

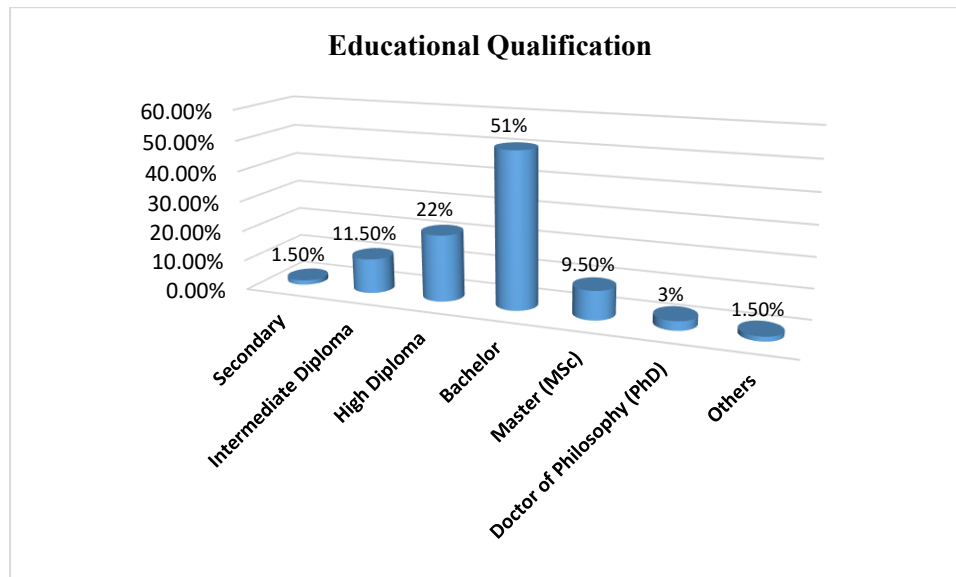


Figure 4.3 Educational Qualification distribution of study participants

4.1.4 Distribution of the Study Sample by Administrative Classification

Table 4.4 and Figure (4.4) presents the hierarchical distribution of the study's 200 participants, a structure that is fundamental to the research's validity. The sample is strategically weighted towards the supervisory and operational levels, which together account for 65.0% of all respondents. This is a significant strength, as these groups are primarily responsible for the day-to-day execution of strategic plans, and their perceptions are therefore vital for understanding

organizational performance. Furthermore, the inclusion of 26.0% from middle management, who act as the critical bridge between strategy and execution, and 9.0% from executive leadership, the architects of the strategy, ensures that the data captures a holistic view of the organization's strategic dynamics.

Table 4.4 Demographic Characteristics of Participants by Hierarchical level

Hierarchical level	Frequency (n)	Percentage (%)
Executive Leadership	18	9
Middle Management	52	26
Supervisory Level	82	41
Operational Personnel	48	24
Total	200	100

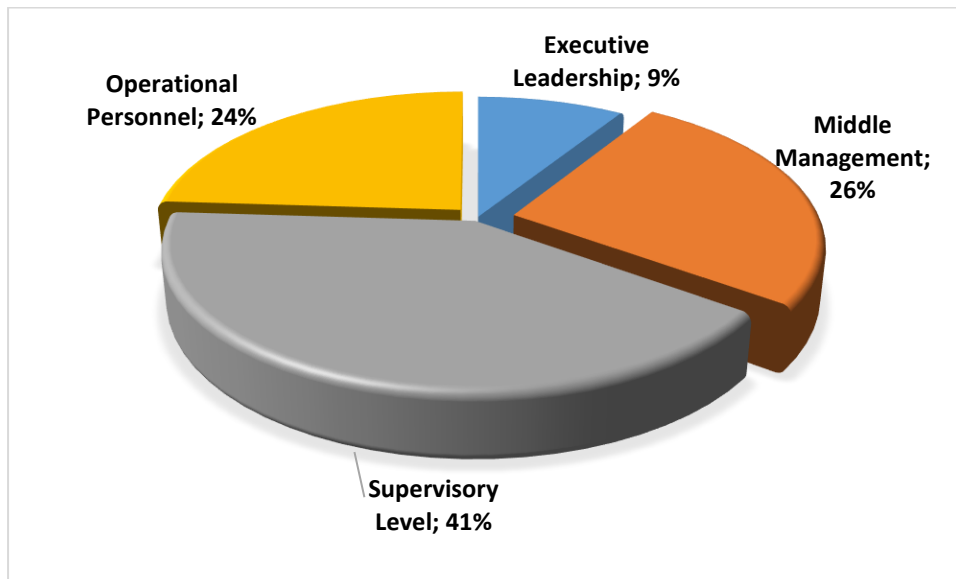


Figure 4.4 Administrative Classification distribution of study participants

4.1.5 Distribution of the Study Sample by Years of Experience

Table 4.5 and Figure 4.5 present the distribution of participants based on their years of experience. A notable finding is that the largest cohort, comprising 60 participants (30.0%), possesses more than 20 years of experience. This indicates a significant representation of highly

seasoned professionals within the sample. The mid-level experience ranges are also substantial, with the 5–10 years bracket accounting for 43 participants (21.5%) and the 10–15 years bracket for 39 participants (19.5%). Conversely, the least represented groups are those with less than 5 years of experience (16.0%) and those in the 15–20 years range (13.0%). This demographic profile suggests that the study's findings are likely to be heavily influenced by the perspectives of long-tenured employees, offering deep institutional insight, while the views of newer or early-career professionals are less prominent. This experience distribution is a critical factor to consider when interpreting the results and assessing their applicability to different career stages within the organization.

Table 4.5 Demographic Characteristics of Participants by Years of Experience

Years of Experience	Frequency (n)	Percentage (%)
less than 5 Yrs	32	16.0
5 - 10 Yrs	43	21.5
10 - 15 Yrs	39	19.5
15 - 20 Yrs	26	13.0
More than 20 Yrs	60	30.0
Total	200	100.0

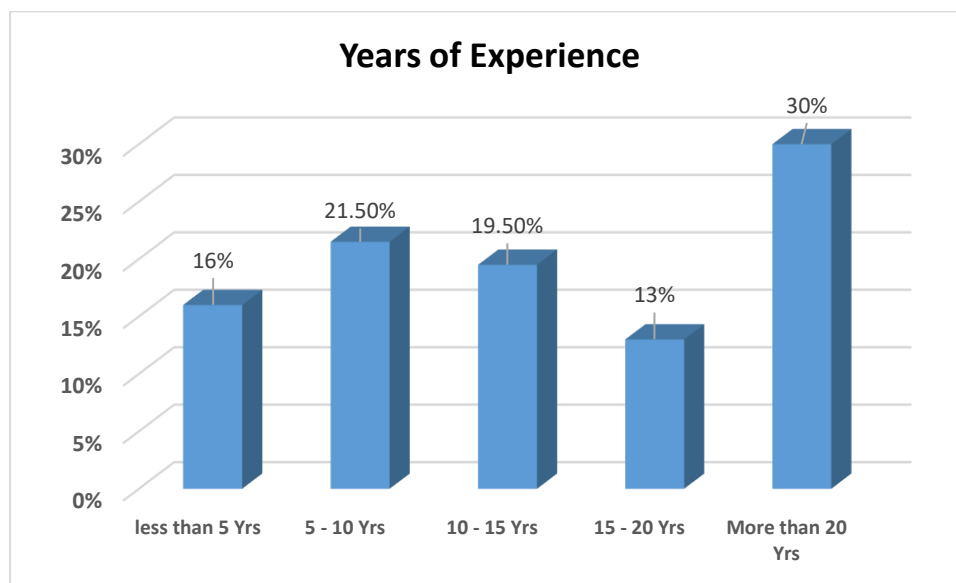


Figure 4.5 Years of Experience distribution of study participants

4.2 Descriptive Analysis of Study Variables

This section presents the descriptive statistics for the study variables, specifically the mean and standard deviation for each item, which were measured on a five-point Likert scale. The mean score is used to determine the average level of respondents' agreement or perception for each item, while the standard deviation indicates the level of consensus or dispersion in their responses. To facilitate the interpretation of the mean scores, the criteria were adopted in section (3.2.4. 2) , the mean scores are interpreted across five levels, ranging from 'Very Low' to 'Very High', corresponding to the five-point scale. The subsequent tables will present the mean scores for each variable, and their corresponding level of assessment.

4.2.1 Strategic Planning Dimensions (Independent variables)

Strategic planning was measured through five dimensions: strategic vision, strategic mission, strategic objectives, strategic analysis, and strategic choice. The analysis of the strategic planning dimensions, as presented in Table (4.6), reveals a moderate overall level of strategic planning practice within the Ministry. The overall mean score for the "Strategic Planning Axis" is 3.32, with a standard deviation of 1.049, indicating a moderate level of agreement among respondents.

The results show a clear distinction in strategic planning across the dimensions. The highest ranked dimension, "Strategic Mission" (Mean = 3.47), achieved a "High" level. This was followed closely by "Strategic Vision" (Mean = 3.44), which also achieved a "High" level. The other three dimensions (Strategic Objectives, Strategic Choice, and Strategic Analysis) were all rated at a "Moderate" level with means of (3.27, 3.21, and 3.20), and standard deviations of (0.888, 0.945, and 0.948) respectively. This suggests that while the Ministry has successfully established a clear mission and a well-communicated vision, there are significant opportunities for improvement in the more operational aspects of strategic planning, such as setting specific objectives, making strategic choices, and conducting analysis.

Table 4.6 Overall Means and Standard Deviations for Strategic Planning Dimensions

First Axis "Strategic Planning Dimension"	Mean	Standard Deviation (SD)	Level of Assessment	Rank
Strategic Mission	3.47	1.083	High	1
Strategic Vision	3.44	0.902	High	2
Strategic Objectives	3.27	0.888	Moderate	3
Strategic Choice	3.21	0.945	Moderate	4
Strategic Analysis	3.20	0.948	Moderate	5
Overall Score of Axis	3.32	1.049	Moderate	

4.2.1.1 Strategic Vision Dimension

The Strategic Vision dimension received a high overall mean score of 3.44, as shown in Table (4.7). A closer look at the individual items reveals a distinct and insightful pattern. The Ministry's greatest strength lies in the articulation and conceptual application of its vision; respondents strongly agreed that it has a "clear and publicly declared vision" (Item 2, Mean = 4.12) and that this vision "guides the administrative change process" (Item 3, Mean = 3.48). These two items were the only ones to achieve a "High" level of assessment, indicating that the vision is well-communicated and conceptually integrated into the Ministry's direction.

However, a significant gap emerges when the vision is examined for its practical application. The items concerning its measurability (Item 5, Mean = 3.39), its defined timeframe (Item 4, Mean = 3.11), and critically, its realism in competitive conditions (Item 1, Mean = 3.10) all received only moderate scores. This pattern reveals a crucial insight: while the Ministry has successfully defined what its vision is, it has been less effective in establishing how it will be achieved, measured, and grounded in reality. This disconnect between a well-articulated vision and its perceived operational feasibility represents a key challenge for the Ministry's strategic implementation.

Table 4.7: Descriptive Statistics for Strategic Vision Dimension

No.	Items	Mean	Standard Deviation	Level of Assessment	Order
1.	The Ministry's strategic vision should be realistic in relation to competitive conditions.	3.10	1.037	Moderate	5
2.	The Ministry has a clear and publicly declared vision for both its internal and external stakeholders.	4.12	0.969	High	1
3.	The Ministry's vision guides the administrative change process toward the desired state.	3.48	1.044	High	2
4.	The Ministry's vision is defined within an appropriate timeframe for its achievement.	3.11	1.053	Moderate	4
5.	The Ministry's vision is measurable based on the level of progress achieved by the Ministry.	3.39	1.001	Moderate	3
Overall Score of dimension		3.44	0.902	High	

4.2.1.2 Strategic Mission Dimension

Table (4.8) presents the descriptive statistics for the Strategic Mission dimension, which achieved a high overall mean score of 3.47, reflecting a "High" level of assessment. This suggests that employees perceive the mission as a strong and active element within the Ministry.

The highest-rated item within the dimension was the belief that "the Ministry aims to communicate its mission to employees" (Item 10, Mean = 3.75). This was followed by the perception that "the Ministry's mission serves as a permanent reference for decision-making" (Item 6, Mean = 3.44) and that "the Ministry's mission is broad enough to allow the exploitation of new development opportunities" (Item 9, Mean = 3.36). The areas of relative weakness were translating the mission into clear plans (Item 8, Mean = 3.29) and adopting regular meetings to review it (Item 7, Mean = 3.32), which, while still moderate, were the lowest-scoring items within this otherwise strong dimension.

Table 4.8: Descriptive Statistics for Strategic Mission Dimension

No.	Items	Mean	Standard Deviation	Level of Assessment	Rank
6.	The Ministry's mission serves as a permanent reference for decision-making within the Ministry.	3.44	1.091	High	2
7.	The Ministry adopts regular meetings to review and develop its mission.	3.32	0.877	Moderate	4
8.	The Ministry seeks to translate its mission into clear plans, policies, and work programs.	3.29	0.865	Moderate	5
9.	The Ministry's mission is broad enough to allow the exploitation of new development opportunities.	3.36	1.025	Moderate	3
10.	The Ministry aims to communicate its mission to employees in order to enhance performance efficiency.	3.75	1.044	High	1
Overall Score of dimension		3.47	1.083	High	

4.2.1.3 Strategic Objectives Dimension

Table (4.9) summarizes the Strategic Objectives dimension, which was assessed at a moderate level, with an overall mean of 3.27. Respondents most strongly agreed that the Ministry has "long-term objectives" (Item 13, Mean = 3.47), which was the only item to reach a "High" assessment level. This was followed by a moderate perception that "strategic objectives help in formulating the Ministry's operational and sub-objectives" (Item 12, Mean = 3.28) and that the "objectives are characterized by flexibility" (Item 11, Mean = 3.26). The areas of relative weakness were more pronounced. The objectives were not perceived as particularly "motivating" (Item 14, Mean = 3.20) or "realistic and measurable" (Item 15, Mean = 3.14), which were the two lowest-rated items. This finding is critical, as it points to a potential disconnect between the existence of long-term objectives and their perceived effectiveness in driving performance, being practically attainable, and providing operational guidance.

Table 4.9: Descriptive Statistics for Strategic Objectives Dimension

No.	Items	Mean	Standard Deviation	Level of Assessment	Rank
11.	The Ministry's objectives are characterized by flexibility and the ability to adapt to unexpected changes.	3.26	0.987	Moderate	3
12.	Strategic objectives help in formulating the Ministry's operational and sub-objectives.	3.28	0.996	Moderate	2
13.	The Ministry has long-term objectives that it seeks to achieve.	3.47	0.935	High	1
14.	The Ministry has motivating objectives that enhance employees' capabilities and skills for development and performance improvement.	3.20	1.047	Moderate	4
15.	The Ministry's objectives are realistic and measurable.	3.14	1.061	Moderate	5
Overall Score of dimension		3.27	1.030	Moderate	

4.2.1.4 Strategic Analysis Dimension

Table (4.10) outlines similar to the objectives dimension, strategic analysis was rated moderately (Mean = 3.20). The strongest point within this dimension is the perception that "management continuously analyzes the internal environment" (Item 18, Mean = 3.51). However, this internal focus appears to be stronger than the external analysis. The item concerning the identification of "opportunities and threats through analysis of the external environment" (Item 16) received the lowest score in the entire study (Mean = 3.08). This suggests a potential bias towards internal analysis over a comprehensive external environmental scan, which could limit the Ministry's ability to adapt to external market forces.

Table 4.10: Descriptive Statistics for Strategic Analysis Dimension

No.	Items	Mean	Standard Deviation	Level of Assessment	Rank
16.	The Ministry identifies the opportunities and threats it faces through analysis of the external environment.	3.08	1.056	Moderate	5
17.	Analysis of the external and internal environment helps in developing the Ministry's vision and mission and identifying the required development strategies.	3.13	1.019	Moderate	4
18.	The Ministry's management continuously analyzes the internal environment to identify strengths and reduce weaknesses.	3.51	1.017	High	1
19.	The Ministry has sufficient flexibility to confront and adapt to changes in the internal and external environment.	3.22	1.085	Moderate	3
20.	The Ministry activates community partnerships and active interaction between the Ministry and the external environment.	3.32	1.046	Moderate	2
Overall Score of dimension		3.20	1.019	Moderate	

4.2.1.5 Strategic Choice Dimension

Finally, Table (4.11) illustrates the strategic choice dimension also received a moderate assessment (Mean = 3.21). An interesting finding here is the high standard deviation for the item on applying "clear criteria and indicators to evaluate the strategic plan" (Item 23, Mean = 3.41). This high SD indicates significant disagreement among respondents; some may strongly agree that clear criteria exist, while others strongly disagree, pointing to a possible inconsistency in how evaluation is perceived across different departments. Other items, such as commitment to timelines (Item 22) and making decisions consistent with plans (Item 24), were rated only moderately, suggesting challenges in the execution phase of the strategy.

Table 4.11: Descriptive Statistics for Strategic Choice Dimension

No.	Items	Mean	Standard Deviation	Level of Assessment	Rank
21.	The Ministry develops appropriate strategic choice .	3.25	1.021	Moderate	2
22.	The Ministry is committed to the programs and timelines it sets to achieve its objectives.	3.23	0.955	Moderate	3
23.	The Ministry applies clear criteria and indicators to evaluate the strategic plan.	3.41	2.341	High	1
24.	The Ministry makes strategic decisions that are consistent with the established plans.	3.07	1.087	Moderate	5
25.	The Ministry focuses on the suitability of each strategic option in relation to changes in the external environment.	3.17	1.055	Moderate	4
Overall Score of dimensions		3.21	0.945	Moderate	

4.2.2 Organizational Performance (Dependent variable)

Table (4.12) summarizes the organizational performance was analyzed through indicators related to efficiency, service quality, innovation, and community satisfaction. The results for the "Organizational Performance" axis show a moderate overall level, with an average score of 3.06. Looking at the individual items, the highest-rated activity was the use of training programs to improve performance, which received a "High" score of 3.83. Other areas that scored well include trying to reduce costs and using modern technology. However, the Ministry received lower scores in some important areas. For example, conducting surveys to measure community satisfaction was the lowest-rated item. Similarly, encouraging new ideas and providing scientific research to the public also received low scores. This suggests that while the Ministry is focused on internal improvements like training and technology, it may need to pay more attention to measuring public satisfaction and promoting innovation.

Table 4.12: Descriptive Statistics for the Organizational Performance Variable

No.	Items	Mean	Standard Deviation	Level of Assessment	Rank
1.	The Ministry seeks to fulfill its obligations toward society by providing services aimed at spreading awareness and knowledge.	3.36	1.125	Moderate	3
2.	The Ministry seeks to reduce unnecessary operational costs that do not effectively contribute to improving the quality of services provided to society.	3.39	1.083	Moderate	2
3.	The Ministry is keen on developing the services it provides to society in a manner consistent with its social responsibilities.	3.25	1.106	Moderate	5
4.	The Ministry seeks to introduce modern technology that contributes to improving the efficiency of employees' performance.	3.35	1.111	Moderate	4
5.	The Ministry relies on various training programs, both domestically and internationally, to enhance the overall performance levels of the organization.	3.83	0.990	High	1
6.	The Ministry invests significant financial resources in the scientific and practical qualification and development of its human resources.	3.18	1.231	Moderate	7
7.	The Ministry encourages innovation, patents, and the submission of new ideas.	2.86	1.232	Moderate	9
8.	The Ministry works to provide medical consultations and scientific research that benefit society as a whole.	2.85	1.224	Moderate	10
9.	The Ministry possesses modern and sufficient information resources that enable it to implement its programs and provide services effectively.	3.15	1.115	Moderate	8
10.	The Ministry improves its processes and procedures to ensure the efficiency and quality of organizational performance.	3.19	1.072	Moderate	6

No.	Items	Mean	Standard Deviation	Level of Assessment	Rank
11.	The Ministry seeks to conduct field surveys from time to time to measure the level of community satisfaction with its services.	2.77	1.195	Moderate	11
Second Axis: "Organizational Performance"		3.06	1.024	Moderate	

4.3 Test of Data Normality

Normality was tested using Kolmogorov–Smirnov test. The results of the normality tests, shown in Table 4.13, indicate that the data for all variables does not follow a normal distribution. This conclusion is based on the statistical significance (Sig.) values from the Kolmogorov-Smirnov test. For every variable, including all dimensions of strategic planning and the organizational performance axis, the significance value is $p < 0.001$, which is less than the standard alpha level of 0.05.

Since the data is not normally distributed, it is not appropriate to use parametric statistical tests that assume normality. Therefore, this finding justifies the use of non-parametric statistical tests for analyzing the hypotheses of this study. Non-parametric tests, such as Spearman's correlation or regression analysis, are suitable for data that is not normally distributed and will provide more reliable and valid results for this study.

Table 4.13: Tests of Normality for Research Variables

Axes	Dimension	K-S	D.f	P-value
Independent variable (Strategic Planning)	Strategic Mission	0.267	200	< 0.001
	Strategic Objectives	0.178	200	< 0.001
	Strategic Choice	0.323	200	< 0.001
	Strategic Vision	0.190	200	< 0.001
	Strategic Analysis	0.214	200	< 0.001
Dependent variable (Organizational Performance)		0.125	200	< 0.001

4.4 Testing the relationship between the Strategic Planning and Organizational Performance

Research Hypothesis: There is a statistically significant relationship between the "Strategic Planning " and "Organizational Performance " in the Ministry.

Spearman's correlation was used to examine the relationship between strategic planning and organizational performance. Table (4.14) outlines the correlation matrix, and the results reveal a consistent and highly significant positive relationship among most of the variables, as all significant correlation coefficients are significant at the 0.01 level.

A closer analysis of the matrix provides key insights. First, the five dimensions of strategic planning show a strong and positive correlation with organizational performance. The most influential dimension is strategic choice ($r = 0.667$), followed closely by strategic Analysis ($r = 0.640$), strategic vision ($r = 0.380$), strategic mission ($r = 0.378$), and strategic objectives ($r = 0.316$). This powerful finding suggests that the process of analyzing the environment and making strategic decisions is most strongly linked to how the organization performs.

Second, the matrix shows that the strategic planning dimensions are also strongly interconnected with each other. For instance, there is a very strong link between strategic choice and strategic analysis ($r = 0.596$), and between strategic choice and strategic vision ($r = 0.380$). This indicates that these strategic activities do not happen in isolation but are part of an integrated system. In conclusion, the analysis provides strong statistical evidence that most dimensions of strategic planning are positively and significantly related to organizational performance, with strategic analysis and strategic choice emerging as the most critical drivers of success.

Table 4.14 Correlation Matrix of strategic planning and Organizational Performance

Variables		Strategic Mission	Strategic Vision	Strategic Objectives	Strategic Analysis	Strategic Choice	Organizational Performance
Strategic Mission	Correlation Coefficient	1					
	Sig. (2-tailed)						
	N	200					
Strategic Vision	Correlation Coefficient	0.056	1				
	Sig. (2-tailed)	0.432					
	N	200	200				
Strategic Objectives	Correlation Coefficient	0.035	0.112	1			
	Sig. (2-tailed)	0.625	0.113				
	N	200	200	200			
Strategic Analysis	Correlation Coefficient	0.276**	0.283**	0.214**	1		
	Sig. (2-tailed)	< 0.001	< 0.001	0.002			
	N	200	200	200	200		
Strategic Choice	Correlation Coefficient	0.337**	0.380**	0.172*	0.596**	1	
	Sig. (2-tailed)	< 0.001	< 0.001	0.015	< 0.001		
	N	200	200	200	200	200	
Organizational Performance	Correlation Coefficient	0.378**	0.380**	0.316**	0.640**	0.667**	1
	Sig. (2-tailed)	< 0.001	< 0.001	< 0.001	< 0.001	< 0.001	
	N	200	200	200	200	200	

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

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

4.5 Testing of Research Hypotheses

4.5.1 Testing of Main Hypothesis

Null Hypothesis (H₀): There is no statistically significant effect of the "strategic planning on "organizational performance" in the Ministry.

Choice Hypothesis (H1): There is a statistically significant effect of the strategic planning" on "organizational performance" in the Ministry.

4.5.2 A simple Linear Regression Analysis of Strategic Planning Dimensions

To test the hypothesis that strategic planning significantly influences organizational performance, a simple linear regression analysis was conducted. This statistical technique determines the nature and strength of the linear relationship between a single independent variable (strategic planning) and a single dependent variable (organizational performance). The results of the analysis, detailed in Table (4.15), revealed a statistically significant and positive relationship.

Table (4.15) presents the model summary for the regression analysis, which evaluates the overall impact of strategic planning on organizational performance. The key indicator, the R Square value, is 0.431. This is a crucial finding as it indicates that strategic planning explains 43.1% of the variance in organizational performance.

In practical terms, this means that a substantial portion of the changes or differences observed in the Ministry's performance can be attributed to its strategic planning practices. The Adjusted R Square value of 0.428 confirms that this result is robust and not an artifact of the sample size. This provides strong statistical evidence that strategic planning is a highly significant and powerful predictor of organizational performance, validating the main hypothesis of this study.

Table 4.15 Model Summary of Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.656 ^a	0.431	0.428	0.774
a. Predictors: (Constant), Strategic Planning				

Table (4.16) summarizes the Analysis of Variance (ANOVA) results, which is used to test the overall statistical significance of the regression model. The F-statistic for the model is 162.099, with a corresponding $p < 0.001$. Since this p-value is much smaller than the standard significance level of 0.05, the result is highly significant.

This finding confirms that the regression model as a whole is statistically valid and that the relationship between strategic planning and organizational performance is not due to random chance. In simpler terms, it provides strong statistical evidence that Strategic Planning has a genuine and significant effect on organizational performance. This result validates the choice hypothesis (H₁) and confirms that the model is reliable for explaining the variation in performance.

Table 4.16 ANOVA Results for the Overall Regression Model

ANOVA ^a						
Model		Sum of Squares (SS)	Df	Mean Square (MS)	F	P-Value (Sig.)
1	Regression	93.842	1	93.842	162.099	< 0.001 ^b
	Residual	114.626	198	0.579		
	Total	208.469	199			
a. Dependent Variable: Organizational Performance						
b. Independent Variable, Strategic Planning						

Table (4.17) explains the regression coefficients, which provide detailed information about the nature of the relationship between strategic planning and organizational performance. The key finding is the positive and highly significant effect of strategic planning. The unstandardized coefficient (B) for Strategic Planning is 0.756, and its p-value is 0.001.

This result has two important implications. First, because the coefficient is positive, it confirms that there is a direct relationship: as strategic planning practices improve, organizational performance also increases. Second, the p-value of 0.001, which is less than 0.05, indicates that this positive effect is statistically significant and not due to random chance. The standardized coefficient (Beta) of 0.656 and the high t-statistic of 12.243 further support this strong positive relationship. Therefore, the analysis provides strong evidence to reject the main null hypothesis (H₀) and supported the main choice hypothesis (H₁): There is a statistically significant effect of the strategic planning" on "organizational performance" in the Ministry.

Table 4.17 Regression Analysis of Strategic Planning on Organizational Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	P-Value (Sig.)
		B	Std. Error	Beta		
1	(Constant)	0.695	0.201		3.458	0.001
	Strategic Planning	0.756	0.062	0.656	12.243	< 0.001

a. Dependent Variable: Organizational Performance

The scatterplot shows a clear, positive linear relationship between Strategic Planning and Organizational Performance. As strategic planning scores rise from 1 to 5, observed performance scores generally increase from the lower to the higher end of the 1–5 scale, and the fitted regression line tracks this upward trend closely. However, the points are noticeably dispersed around the line, indicating only a moderate strength of association and meaningful variance unexplained by planning alone. For instance, some organizations achieve high performance with only mid-level planning, while others lag despite stronger planning.

This pattern suggests that while improving strategic planning is likely to raise performance on average, it will not guarantee success unless combined with attention to execution and other drivers, such as culture, resources, leadership, and operational capability. Practically, leaders should prioritize strengthening both the quality of strategic planning and the mechanisms for its implementation. They should also probe the sources of variability through targeted diagnostics or multivariate analysis and track performance over time to ensure planning investments translate into consistent organizational gains. Figure 4.6 Scatterplot of observed organizational performance plotted against strategic planning scores

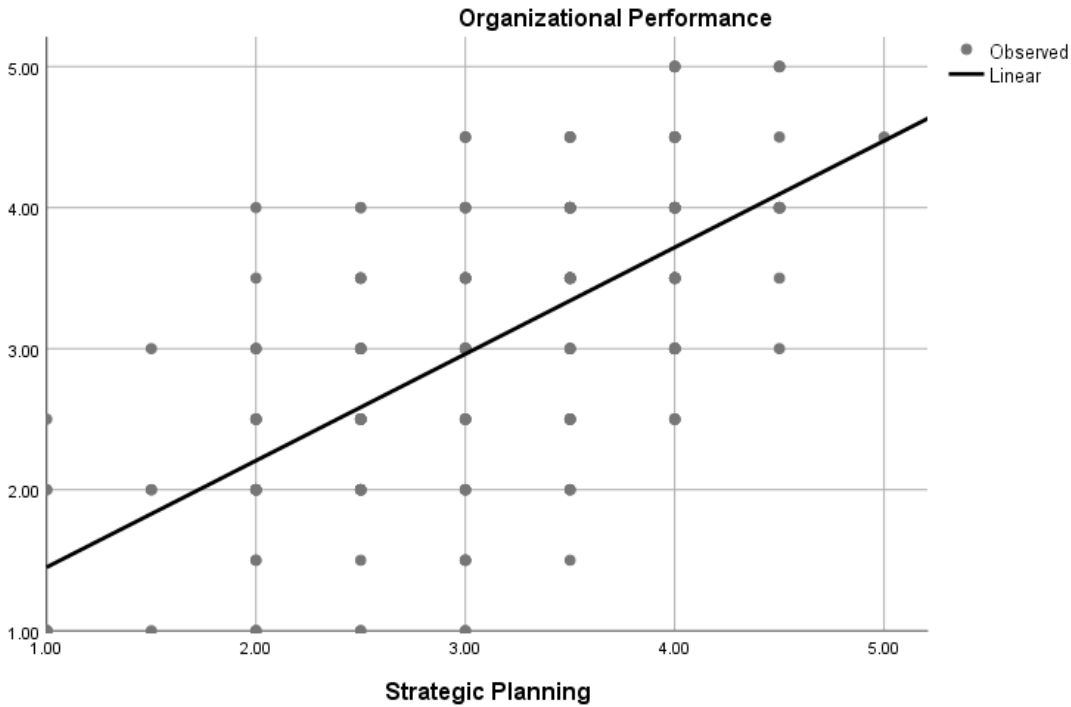


Figure 4.6 Scatterplot of observed organizational performance plotted against strategic planning scores.

4.5.3 Multiple Regression Analysis of Strategic Planning Dimensions

After establishing the overall effect of strategic planning, the analysis now proceeds to a more detailed examination using a multiple regression model. The purpose of this analysis is to test the collective impact of all five strategic planning dimensions on organizational performance. By including all dimensions in a single model, we can assess the total amount of variance in performance that they can explain together. This approach provides a more comprehensive understanding of how strategic planning as a whole construct influences the Ministry's success. Prior to using the multiple regression analysis, it is essential to test for multicollinearity among the independent variables.

4.5.4 Multicollinearity

Prior to interpreting the results of the multiple regression analysis, it is essential to test for multicollinearity among the independent variables. Multicollinearity is a statistical phenomenon in which two or more predictor variables in a model are highly correlated. If present, it can pose serious problems for the analysis, including: (i) making it difficult to assess the individual

importance of each predictor, (ii) leading to unstable and unreliable estimates of the regression coefficients, and (iii) potentially changing the sign of coefficients, which defies logical explanation. To ensure the model's stability and the validity of its conclusions, Variance Inflation Factor (VIF) and Tolerance statistics were calculated to diagnose any potential collinearity issues before proceeding with the hypothesis test.

Table (4.18) illustrates the collinearity statistics to ensure the validity of the regression model. This analysis checks for multicollinearity, which occurs when the independent variables are too highly correlated with each other, potentially distorting the results. Two key indicators are used: the Tolerance value and the Variance Inflation Factor (VIF).

A commonly accepted rule is that a model is free from serious multicollinearity issues if the Tolerance values are above 0.10 and the VIF values are below 10. As shown in the table, all five dimensions of strategic planning meet these criteria comfortably. The Tolerance values range from 0.328 to 0.935, and the VIF values range from 1.070 to 3.045. These results confirm that there are no significant collinearity problems among the independent variables. Therefore, the regression model can be considered stable and reliable, and the estimated effects of each strategic planning dimension on organizational performance are trustworthy.

Table 4.18 Collinearity Diagnostics for Strategic Planning Dimensions

Coefficients^a		
Independent Variables	Collinearity Statistics	
	Tolerance	Variance inflation factor (VIF)
Strategic Vision	0.867	1.153
Strategic Mission	0.840	1.191
Strategic Objectives	0.935	1.070
Strategic Analysis	0.505	1.980
Strategic Choice	0.328	3.045
a. Dependent Variable: Organizational Performance		

4.5.5 Testing of the Sub- Hypotheses

Null Hypothesis (H0.1, H0.2, H0.3, H0.4, H0.5): There is no statistically significant effect of the strategic planning dimensions (Strategic Vision, Strategic Mission, Strategic Objectives,

Strategic Analysis, and Strategic Choice) taken together on "organizational performance" in the Ministry.

Alternative Hypothesis (H1.1, H1.2, H1.3, H1.4, H1.5): There is a statistically significant effect of the strategic planning dimensions (Strategic Vision, Strategic Mission, Strategic Objectives, Strategic Analysis, and Strategic Choice) taken together on organizational performance in the Ministry.

4.5.6 Multiple Regression Analysis of Strategic Planning Dimensions on Organizational Performance

After establishing the overall effect of strategic planning, the analysis now proceeds to a more detailed examination using a multiple regression model. The purpose of this analysis is to test the collective impact of all five strategic planning dimensions on organizational performance. By including all dimensions in a single model, we can assess the total amount of variance in performance that they can explain together. This approach provides a more comprehensive understanding of how strategic planning as a whole construct influences the Ministry's success. The following sections present the results for the model's overall fit, its statistical significance, and the individual contribution of each dimension.

Table (4.19) summarizes the model summary for the multiple regression analysis, which examines the collective effect of all five strategic planning dimensions on Organizational Performance. The R Square value is 0.597, which is a substantial finding. This indicates that the five dimensions, when considered together, explain 59.7% of the variance in organizational performance.

This is a significant result and demonstrates that the combined influence of all strategic planning activities is a very powerful predictor of the Ministry's performance. The Adjusted R Square value of 0.587 confirms that this strong explanatory power is reliable and not merely a result of adding multiple variables to the model. This result provides strong evidence that the overall construct of strategic planning, encompassing all its dimensions, is a critical driver of organizational performance.

Table 4.19 Model Summary of Multiple Regression for All Strategic Planning Dimensions

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.773 ^a	0.597	0.587	0.658
a. Predictors: (Constant), Strategic Choice, Strategic Objectives, Strategic Vision, Strategic Analysis, Strategic Mission				

Table (4.20) outlines the Analysis of Variance (ANOVA) results, which test the overall statistical significance of the multiple regression model. The F-statistic for the model is 57.496, with a corresponding p-value (Sig.) of 0.001. Because this p-value is significantly smaller than the standard alpha level of 0.05, the result is highly statistically significant.

This finding confirms that the regression model, which includes all five strategic planning dimensions, is a valid and reliable predictor of organizational performance. In practical terms, it provides strong evidence that the combined effect of strategic vision, mission, objectives, analysis, and strategic choice on organizational performance is real and not due to random chance. This result validates the Alternative hypothesis (H1.1, H1.2, H1.3, H1.4, H1.5) for the overall model and confirms that these strategic planning dimensions, when considered together, have a significant collective impact on the Ministry's performance.

Table 4.20 ANOVA Results for the Multiple Regression Model

ANOVA^a						
		Sum of Squares (SS)	Df	Mean Square (MS)	F	P-Value (Sig.)
1	Regression	124.472	5	24.894	57.496	< 0.001 ^b
	Residual	83.997	194	0.433		
	Total	208.469	199			
a. Dependent Variable: Second Axis: Organizational Performance						
b. Predictors: (Constant), Strategic Choice, Strategic Objectives, Strategic Vision, Strategic Analysis, Strategic Mission						

Table (4.21) demonstrates that strategic choice ranked first as the most influential strategic planning dimension affecting organizational performance (Beta = 0.343). This finding carries significant implications, indicating that an organization's ability to select appropriate strategic alternatives and competitive paths represents the most direct mechanism through which strategic planning translates into measurable performance outcomes. This result is consistent with the Dynamic Capabilities Theory, which emphasizes strategic choice as a core process for reconfiguring organizational resources to achieve sustainable competitive advantage.

Following closely, strategic analysis emerged as the second most influential dimension (Beta = 0.317), underscoring the critical relationship between diagnosis and action. Effective strategic choices cannot be formulated without a comprehensive analysis of both the internal organizational environment and the external competitive context. This confirms that analytical rigor is a prerequisite for sound strategic decision-making. Strategic objectives ranked third in terms of influence (Beta = 0.169), highlighting their role as an operational bridge that translates strategic intent into actionable and measurable goals. Objectives function as the mechanism through which vision and mission are converted into concrete performance targets.

In contrast, strategic vision (Beta = 0.163) and strategic mission (Beta = 0.134) ranked fourth and fifth, respectively. While these dimensions are fundamental to strategic planning, their comparatively lower standardized effects suggest that their contribution to organizational performance is largely indirect. Specifically, their impact materializes through subsequent stages of analysis, choice, and objective formulation rather than through immediate operational influence.

In conclusion, these findings provide a meaningful scholarly contribution by clarifying the relative importance of strategic planning dimensions. Rather than treating strategic planning as a unified construct, this study demonstrates that strategic analysis and strategic choice constitute the primary drivers of organizational performance. This distinction offers a more nuanced understanding of how strategic planning produces tangible organizational outcomes, emphasizing that analytical and decision-oriented dimensions exert stronger direct effects on performance than the foundational conceptual elements.

Table 4.21 Regression Coefficients for the Individual Effect of Each Strategic Planning Dimension

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	P-value (Sig.)
		B	Std. Error	Beta		
1	(Constant)	-0.445	0.234		-1.901	0.059
	Strategic Choice	0.366	0.065	0.343	5.646	< 0.001
	Strategic Analysis	0.344	0.063	0.317	5.493	< 0.001
	Strategic Objective	0.288	0.080	0.169	3.616	< 0.001
	Strategic Vision	0.198	0.059	0.163	3.333	< 0.001
	Strategic Mission	0.120	0.044	0.134	2.702	0.008
a. Dependent Variable: Organizational Performance						

The histogram for the regression standardized residuals for organizational performance (N = 200), shown in Figure (4.7), shows that the data points are spread out evenly around zero. The average is very close to zero (mean $\approx -5.72E-16$) and the standard deviation is near one (SD = 0.987), which is what we expect to see in a good model. The shape of the distribution is a bell curve with only a few points at the far ends. There is no obvious sign of multiple peaks or a strong tilt to one side. This suggests that the normality assumption, needed for this type of statistical test, has not been violated. Figure (4.7) Histogram of Standardized Residuals from the Regression Predicting Organizational Performance.

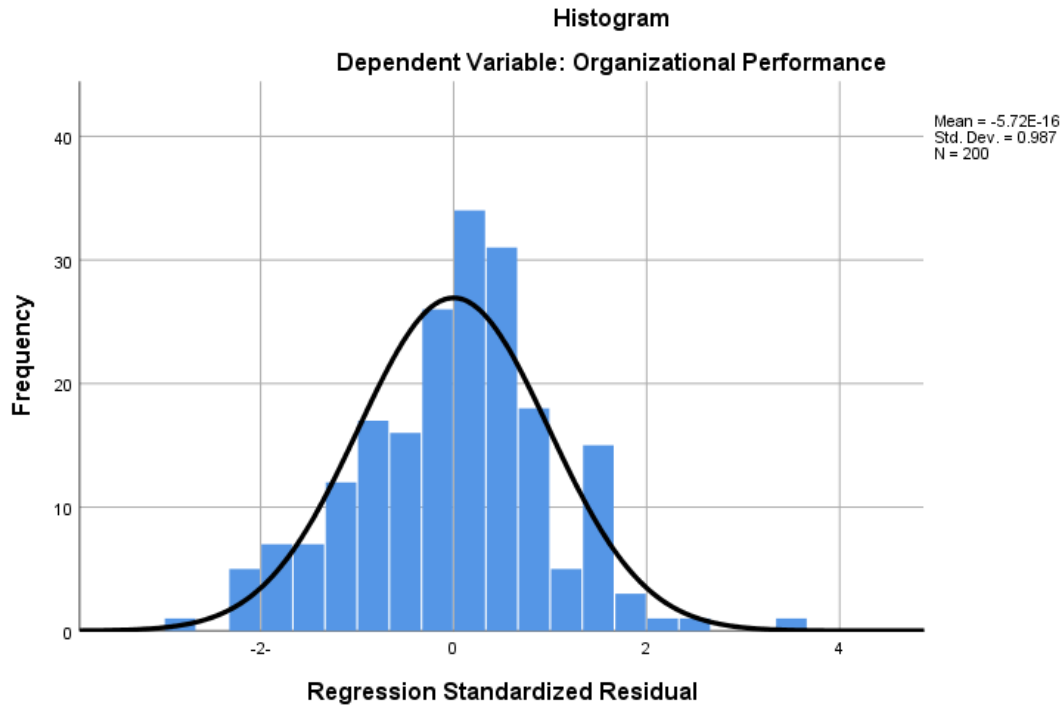


Figure (4.7) Histogram of Standardized Residuals from the Regression Predicting Organizational Performance

Chapter 5: Results Discussion, Conclusions, and Recommendations

5.0. Introduction

This chapter presents the major findings of the research and draws conclusions in accordance with the research objectives. The study makes recommendations in light of the findings. The chapter concludes with suggestions for further research.

5.1. Results Discussion

The results of descriptive statistics indicated that the overall mean score for the "Strategic Planning Axis" is (3.32), with a standard deviation of (1.049), indicating a moderate level of agreement among respondents. The highest ranked dimension, "Strategic Mission" (Mean = 3.47), achieved a "High" level. This was followed closely by "Strategic Vision" (Mean = 3.44), which also achieved a "High" level. The other three dimensions (Strategic Objectives, Strategic Choice, and Strategic Analysis) were all rated at a "Moderate" level with means of (3.27, 3.21, and 3.20), and standard deviations of (0.888, 0.945, and 0.948) respectively. This suggests that while the Ministry has successfully established a clear mission and a well-communicated vision, there are significant opportunities for improvement in the more operational aspects of strategic planning, such as setting specific objectives, making strategic choices, and conducting analysis.

The results of descriptive statistics also showed that the level of organizational performance was a moderate, with an average score of (3.06) and a standard deviation of (1.024). For the individual items, the highest-rated activity was the use of training programs to improve performance, which received a "High" score of (3.83). Other areas that scored well include trying to reduce costs and using modern technology. However, the Ministry received lower scores in some important areas. For example, conducting surveys to measure community satisfaction was the lowest-rated item. Similarly, encouraging new ideas and providing scientific research to the public also received low scores. This suggests that while the Ministry is focused on internal improvements like training and technology, it may need to pay more attention to measuring public satisfaction and promoting innovation.

For statistical regression analysis, a simple linear regression analysis was conducted to test the main hypothesis that strategic planning significantly influences organizational performance. The

model summary for the regression analysis showed that the overall impact of strategic planning on organizational performance. The key indicator, the R Square value, was (0.431). This is a crucial finding as it indicated that strategic planning explains (43.1%) of the variance in organizational performance. In practical terms, this means that a substantial portion of the changes or differences observed in the Ministry's performance can be attributed to its strategic planning practices. The Adjusted R Square value of (0.428) confirmed that this result was robust and not an artifact of the sample size. This provided strong statistical evidence that strategic planning was a highly significant and powerful predictor of organizational performance, validating the main hypothesis of this research.

For the analysis of Variance (ANOVA) results, which is used to test the overall statistical significance of the regression model. The F-statistic for the model was (162.099), with a corresponding ($p < 0.001$). Since this p-value is much smaller than the standard significance level of (0.05), the result is highly significant. This finding confirmed that the regression model as a whole was statistically valid and that the relationship between strategic planning and organizational performance was not due to random chance. In simpler terms, it provided strong statistical evidence that strategic planning has a genuine and significant effect on organizational performance. This result validates the choice hypothesis (H1) and confirmed that the model was reliable for explaining the variation in organizational performance. For the regression coefficients, the result inducted that the nature of the relationship between strategic planning and organizational performance. The key finding was the positive and highly significant effect of strategic planning. The unstandardized coefficient (B) for strategic planning was (0.756), and its p-value was (0.001). The results in this study are in line with study of Young, (2023); Tumate and Njoroge, (2022); Odhiambo, (2021); Maharmeh (2020); Oludele (2021); Esfahani, et al., (2018); Khan and Huda (2016); Samad, et al., (2014).

To test the sub-hypotheses that strategic planning dimensions including (Strategic Vision, Strategic Mission Strategic Analysis, Strategic Objectives, and Strategic Choice) significantly influences organizational performance, a multiple regression analysis was used to examine the collective effect of all five strategic planning dimensions on organizational performance. The result inducted that the R Square value is (0.597), which was a substantial finding. This indicates

that the five dimensions, when considered together, explain (59.7%) of the variance in organizational performance. For the analysis of Variance (ANOVA) results, which test the overall statistical significance of the multiple regression model. The F-statistic for the model is (57.496), with a corresponding p-value (Sig.) of (0.001). Because this p-value is significantly smaller than the standard alpha level of (0.05), the result is highly statistically significant. This finding confirms that the regression model, which includes all five strategic planning dimensions, is a valid and reliable predictor of organizational performance. In practical terms, it provides strong evidence that the combined effect of Strategic Vision, Mission, Objectives, Analysis, and Strategic Choice on organizational performance is real and not due to random chance. This result rejects the null hypotheses and accept the alternative hypotheses (H1.1 to H1.5) for the overall model and confirms that these strategic planning dimensions, when considered together, have a significant collective impact on the Ministry's performance. For the regression coefficients. The results indicate that strategic analysis, strategic objectives, strategic choice, strategic mission, and strategic vision are all statistically significant predictors of organizational performance. The most influential dimension is strategic choice, which has the largest positive effect (Beta = 0.343, $p < 0.001$). This is closely followed by strategic analysis (Beta = 0.317, $p < 0.001$) and strategic objectives (Beta = 0.169, $p < 0.001$). strategic vision (Beta = 0.163, $p = 0.001$) and strategic mission (Beta = 0.134, $p = 0.008$) also show significant positive effects. The results in this study are in line with Maharmeh (2020); Oludele (2021); Khan and Huda (2016); Samad, et al., (2014).

5.2 Conclusions

This study was conducted to investigate the impact of strategic planning dimensions on organizational performance at the Libyan Ministry of Health in Tripoli. The research was motivated by the critical need to enhance the effectiveness of healthcare administration in Libya, particularly within a complex, post-conflict context where strategic management is essential for improving service delivery and resource allocation. The primary purpose of this research was to examine the impact of strategic planning dimensions including (vision, mission, strategic objectives, environmental analysis, and strategic choice) on organizational performance. This investigation aimed to determine which specific dimensions of strategic planning are most influential in driving organizational performance within Libyan ministry of health.

To achieve the study's aims and objectives, a descriptive and analytical methodology, cross-sectional research design was employed, utilizing a structured questionnaire to collect data from a stratified random sample of 223 administrative personnel. The sample was drawn from a total population of 685 employees at the Ministry's central complex in Tripoli. The sample ensured proportional representation across four hierarchical levels: executive leadership, middle management, supervisory staff, and operational personnel. Following rigorous data screening, (200) valid questionnaires (89.7% of the distributed sample) were utilized for analysis. The collected data were analyzed using advanced statistical techniques with SPSS software, including: Descriptive statistics (frequencies, percentages, means, standard deviations) to summarize the demographic and professional profiles of respondents and the general trends in the data. Inferential statistics, specifically multiple linear regression analysis, to test the study's hypotheses and determine the predictive power and significance of each strategic planning dimension on organizational performance.

This study established eight research objectives to be addressed. The first objective was to determine the extent to which strategic planning dimensions are utilized in the Libyan Ministry of Health. The results indicated that the overall mean score for the "Strategic Planning Axis" is 3.32, with a standard deviation of 1.049, indicating a moderate level of agreement among respondents.. The highest ranked dimension, "Strategic Mission" (Mean = 3.47), achieved a "High" level. This was followed closely by "Strategic Vision" (Mean = 3.44), which also achieved a "High" level. The other three dimensions (Strategic Objectives, Strategic Choice, and Strategic Analysis) were all rated at a "Moderate" level with means of (3.27, 3.21, and 3.20), and standard deviations of (0.888, 0.945, and 0.948) respectively. This suggests that while the Ministry has successfully established a clear mission and a well-communicated vision, there are significant opportunities for improvement in the more operational aspects of strategic planning, such as setting specific objectives, making strategic choices, and conducting analysis

The second objective was to identify the level of organizational performance in the Libyan Ministry of Health. The results showed that the level of organizational performance was at a moderate level, with an overall mean score of (3.06) and a standard deviation of (1.024).

The objectives (O3.O4.O5,O6,O7, and O8) were to examine the impact of strategic planning dimensions strategic vision, strategic mission, strategic analysis, strategic objectives, and

strategic choice) on organizational performance in the Libyan Ministry of Health. The results led to the rejection of the main and sub-null hypotheses (H0, H0.1, H0.2, H0.3, H0.4, H0.5) and supported the main and sub-alternate hypotheses (H1, H1.1, H1.2, H1.3, H1.4, H1.5) of the study. Specifically, the findings confirmed that there is a statistically significant effect of strategic planning dimensions including (vision, mission, strategic objectives, environmental analysis, and strategic choice) on organizational performance in the Libyan Ministry of Health.

5.3. Recommendations and Implications

Based on the findings and conclusions of this study, it establishes a targeted roadmap to enhance strategic management within the Libyan Ministry of Health. The primary imperative is the institutionalization of the strategic planning process, transitioning from theoretical exercises to a mandated, cyclical framework. This process should be led by a dedicated strategic planning unit and involve cross-functional teams from all hierarchical levels (executive, middle management, supervisory, and operational).

5.3.1 Practical Recommendations for the Libyan Ministry of Health

The following recommendations are prioritized according to their statistical influence on performance:

Institutionalize Evidence Based Strategic Choice: Strategic Choice emerged as the primary determinant of performance (Beta = 0.343). It is recommended that the Ministry move away from intuition-led decisions by establishing a formal framework for evaluating strategic alternatives. Decision-making committees should utilize standardized criteria such as cost-benefit analysis, feasibility, and risk assessment to ensure that selected paths are the most viable for the Libyan healthcare context.

Bolster Strategic Analysis and Environmental Scanning: Despite being the second strongest predictor of success (Beta = 0.317), Strategic Analysis received the lowest practical implementation score (Mean = 3.20). To bridge this critical gap, the Ministry should establish a "Strategic Intelligence Unit." This unit must focus on continuous environmental scanning (utilizing SWOT and PESTLE tools) to provide real-time data on political shifts, epidemiological trends, and resource availability, transforming the Ministry from a reactive to a proactive entity.

Operationalize Goals through the SMART Framework: To strengthen the role of Strategic Objectives as an operational bridge (Beta = 0.169), the Ministry should translate its broad aspirations into Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) targets. Linking these objectives to departmental Key Performance Indicators (KPIs) will foster a culture of accountability and enable precise tracking of progress across all hierarchical levels.

Align the Strategic Vision with Operational Realities: The findings suggest that the impact of Vision (Beta = 0.163) is realized through subsequent analytical and decision-oriented stages. Top management is advised to refine the Ministry's vision to be more realistic and future-oriented. This vision must be actively communicated through diverse internal channels to ensure that frontline staff and middle management are philosophically and operationally aligned with long-term transformation goals.

Integrate the Mission into Institutional Filters: Although the Mission is highly understood by staff (Mean = 3.47), its direct impact on performance is currently the lowest (Beta = 0.134). The Ministry should leverage this high awareness by making the mission a strategic filter. Every proposed project or resource allocation should be strictly evaluated against the Ministry's core mission to ensure that all organizational efforts remain focused on its fundamental reason for being.

Implement a Multi-Dimensional Performance Measurement System: Recognizing that community satisfaction was the lowest-rated performance indicator, the Ministry should adopt an adapted Balanced Scorecard (BSC). This system must prioritize non-financial metrics specifically patient satisfaction, internal process efficiency, and employee growth. Conducting mandatory annual community feedback surveys will provide the necessary external data to improve service quality and rebuild public trust.

5.3.2 Recommendations for Future Research

To build upon the contributions of this study, the following avenues for future research are suggested:

Longitudinal and Causal Research: This study established significant relationships using a cross-sectional design. Future research should employ longitudinal studies to track changes in strategic

planning practices and performance over time, allowing for stronger causal inferences about the impact of planning initiatives.

Expanded Context and Comparative Studies: Replicate this study in other public sector ministries to test the generalizability of the findings. Comparative studies between the healthcare sectors of Libya and other post-conflict or developing nations could yield valuable contextual insights.

Qualitative and Mixed-Methods Exploration: A qualitative follow-up study is recommended to gain a deeper, nuanced understanding of how and why certain planning dimensions succeed or fail in the Libyan context. In-depth interviews and focus groups with Ministry officials could explore barriers to implementation, leadership dynamics, and cultural factors that this quantitative study could not capture.

Incorporating Mediating and Moderating Variables: Future models should investigate potential mediating variables (e.g., organizational culture, leadership style, employee commitment) that might explain the process through which planning affects performance. Similarly, exploring moderating variables (e.g., environmental volatility, funding stability) could clarify under what conditions the relationship is stronger or weaker.

Refinement of the Performance Construct: While this study used a multi-dimensional scale, future research could develop and validate a more comprehensive, context-specific scale for measuring organizational performance in public healthcare ministries, incorporating metrics of equity, access, and quality of care that are highly relevant to this sector.

5.3.3 Theoretical Implications

This study makes several significant contributions to strategic management theory:

By empirically disentangling strategic planning into its core dimensions (strategic vision, strategic mission, strategic objectives, environmental analysis, strategic choice) and testing their differential impacts, this research moves beyond treating planning as a monolithic construct. It provides a more granular understanding of "which specific elements" matter most in complex public sector contexts.

The study successfully operationalizes and validates key theoretical frameworks particularly the Resource-Based View (RBV) and Open Systems Theory within the novel context of a public healthcare ministry in a post-conflict Arab state. This demonstrates the cross-cultural and cross-sectoral applicability of these theories while highlighting necessary contextual adaptations.

It addresses a critical gap in literature by testing established strategic management concepts in a non-Western, bureaucratic, service-oriented setting, thereby enriching public administration theory with evidence-based insights from a challenging operational environment.

The validated conceptual framework serves as a baseline model for researchers examining strategic management in similar "challenging contexts" characterized by resource constraints and institutional instability.

5.3.4 Practical Implications

The findings offer direct practical significance for healthcare administrators. The evidence that specific planning dimensions differentially impact performance provides managers with a prioritized roadmap for intervention, allowing for more efficient allocation of limited resources toward the strategic activities that yield the highest returns in complex public sector environments.

By implementing practical recommendations, the Libyan Ministry of Health can transform strategic planning from a theoretical exercise into a driver of tangible performance improvement. Concurrently, by pursuing the suggested research avenues, academics can deepen the theoretical understanding of strategic management in complex public service environments. This dual contribution is possible because this study does not merely apply theory; it refines and extends it. By empirically disentangling strategic planning and testing it in a novel context, it provides a more granular and contextually aware understanding of how strategic thought translates into organizational effectiveness, thereby strengthening the theoretical foundations for both researchers and practitioners in public sector strategic management.

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دولة ليبيا
وزارة التعليم العالي والبحث العلمي
جامعة الزاوية
إدارة الدراسات العليا والتدريب
كلية الاقتصاد/ قسم الادارة الصحية

الأخ الفاضل، الأخت الفاضلة،
السلام عليكم ورحمة الله وبركاته ،،،

نجري حاليًا دراسة حول أثر أبعاد التخطيط الاستراتيجي على الأداء التنظيمي في وزارة الصحة الليبية. وذلك استكمالاً للحصول على شهادة الماجستير في الادارة الصحية. وتهدف هذه الدراسة إلى التعرف على أثر أبعاد التخطيط الاستراتيجي على الأداء التنظيمي في وزارة الصحة الليبية، ستكون آراؤكم مفيدة في مساعدة وزارة الصحة الليبية على تحسين مستوى ادائها، وتقديم خدمات أفضل في المستقبل. علماً بأن آراؤكم وإجاباتكم على الأسئلة أدناه محل تقدير كبير. ومن المتوقع أن يُسهم تعاونكم في تحقيق أهداف الدراسة. لن يستغرق الاستبيان أكثر من 15 دقيقة. وأن الأسئلة تتطلب إجابات من خلال وضع إشارة (X) في المربع. لا توجد إجابات صحيحة أو خاطئة. هذا البحث مخصص للاستخدام الأكاديمي فقط. وستُحفظ جميع الردود بسرية تامة. إذا كانت لديكم أي استفسارات بخصوص هذا الاستبيان، يُرجى التواصل معي عبر البريد الإلكتروني (@gmail.com) esm1997 او عن طريق واتس اب (0925376432)

شكرًا جزيلاً لمساعدتكم. يتطلع الباحث إلى استلام استبيانكم المُكتمل

الباحث

القسم الأول: البيانات الشخصية

يهدف هذا القسم إلى التعرف على بعض العوامل الديموغرافية للمستقصي، بغرض تحليل النتائج فيما بعد، لذا نرجو منكم التكرم بالإجابة المناسبة على التساؤلات التالية وذلك بوضع إشارة (x) في المربع المناسب لاختيارك.

1- الجنس

ذكر

انثى

2-العمر

أقل من 30 سنة

من 30 الي أقل من 35 سنة

من 35 الي أقل من 40 سنة

من 40 الي أقل من 45 سنة

من 45 الي أقل من 50 سنة

50 فأكثر

3-المؤهل العلمي

ثانوي

دبلوم متوسط

دبلوم عالي

بكالوريوس

ماجستير

دكتوراه

غير ذلك

4-المستوى الوظيفي

مدير إدارة

رئيس قسم

رئيس وحدة

موظف

5- سنوات الخبرة

أقل من 5 سنوات

من 5 الي أقل من 10

من 10 الي أقل من 15 سنة

من 15 الي أقل من 20 سنة

من 20 سنة فأكثر

القسم الثاني: محاور الإستبانة

المحور الأول: التخطيط الاستراتيجي

فيما يلي مجموعة من العبارات التي تقيس مستوى ابعاد التخطيط الإستراتيجي في الوزارة الصحة الليبية، والمرجو تحديد درجة موافقتك أو عدم موافقتك عنها، وذلك بوضع إشارة (X) في المربع المناسب لاختيارك.

ت	عبارات قياس ابعاد التخطيط الإستراتيجي	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
أ - الرؤية الإستراتيجية						
1	يجب أن تكون الرؤية الاستراتيجية للوزارة واقعية فيما يتعلق بالظروف التنافسية					
2	تمتلك الوزارة رؤية واضحة ومعلنة للمجتمع الداخلي والخارجي على حد سواء					
3	رؤية الوزارة تقود عملية التغيير الإداري نحو الوضع المأمول					
4	رؤية الوزارة محددة بتاريخ مناسب لتحقيقها					
5	رؤية الوزارة قابلة للقياس بمقدار التقدم الذي تحرزه الوزارة					
ب - الرسالة الإستراتيجية						
6	رسالة الوزارة تعتبر المرجع الدائم للقرارات داخل الوزارة					
7	تنتهج الوزارة اسلوب اللقاءات الدورية لمراجعة رسالتها وتطويرها					
8	تسعى الوزارة إلى تحويل رسالتها إلى خطط وسياسات وبرامج عمل واضحة					
9	رسالة الوزارة واسعة بحيث تسمح لاستثمار الفرص الجديدة المتاحة للتطوير					
10	تطمح الوزارة بإيصال رسالتها الى العاملين لغرض رفع كفاءة الأداء					

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	عبارات قياس ابعاد التخطيط الإستراتيجي	ت
ج- الأهداف الإستراتيجية						
					يتوفر لدى الوزارة أهداف طويلة الأجل تسعى إلى تحقيقها	11
					تتسم اهداف الوزارة بالمرونة والقدرة على التكيف مع المتغيرات غير المتوقعة	12
					تساعد الاهداف الاستراتيجية في صياغة الأهداف التشغيلية والفرعية للوزارة	13
					تتوفر لدى الوزارة أهداف محفزة لقدرات ومهارات العاملين من أجل التطوير وتحسين مستوى الأداء	14
					اهداف الوزارة واقعية وقابلة للقياس	15
د- التحليل الإستراتيجي						
					تقوم إدارة الوزارة بشكل مستمر بتحليل البيئة الداخلية في الوزارة للتعرف على مصادر القوة والتقليل من نقاط الضعف	16
					تقوم الوزارة بتحديد الفرص والتهديدات التي تواجهها من خلال تحليل البيئة الخارجية.	17
					يساعد تحليل البيئة الخارجية والداخلية في تطوير رؤية ورسالة الوزارة وتحديد الاستراتيجيات التطويرية المطلوبة.	18
					لدى الوزارة المرونة الكافية لمقابلة التغيرات التي تحدث في البيئة الداخلية والخارجية والتكيف معها.	19
					تعمل الوزارة الشراكة المجتمعية والترابط النشط بين الوزارة والبيئة الخارجية	20

ت	عبارات قياس ابعاد التخطيط الإستراتيجي	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
ه-الخيار الاستراتيجي						
21	تضع الوزارة بدائل استراتيجية مناسبة					
22	تركز الوزارة على مدى ملائمة كل خيار استراتيجي مع متغيرات البيئة الخارجية					
23	تتخذ الوزارة قرارات إستراتيجية تتسجم مع الخطط الموضوعة					
24	تلتزم الوزارة بالبرامج والجدول الزمنية التي تضعها لتحقيق أهدافها					
25	تطبق الوزارة معايير ومؤشرات واضحة للحكم على الخطة الاستراتيجية					

المحور الثاني: الأداء التنظيمي

فيما يلي مجموعة من العبارات التي تقيس مستوى أداء وزارة الصحة الليبية، والمرجو تحديد درجة موافقتك أو عدم موافقتك عنها، وذلك بوضع إشارة (×) أمام العبارة التي تناسب اختيارك

ت	عبارات قياس الأداء التنظيمي	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تسعى الوزارة إلى الوفاء بالتزاماتها تجاه المجتمع من خلال تقديم الخدمات الهادفة إلى نشر الوعي والمعرفة.					
2	تحرص الوزارة على تطوير خدماتها التي تقدمها للمجتمع بما يتناسب مع مسؤولياتها الاجتماعية.					
3	تسعى الوزارة إلى تقليل التكاليف التشغيلية غير الضرورية والتي لا تساهم بشكل فعال في تحسين جودة الخدمة المقدمة إلى المجتمع					
4	تقوم الوزارة بتحسين عملياتها وإجراءاتها لضمان كفاءة وجودة الاداء التنظيمي					

ت	عبارات قياس الأداء التنظيمي	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
5	تسعى الوزارة إلى إدخال التكنولوجيا الحديثة التي تساهم في تحسين كفاءة أداء العاملين.					
6	تعتمد الوزارة على برامج تدريبية مختلفة من داخل وخارج البلاد للارتقاء بمستويات الاداء للمؤسسة ككل.					
7	تستثمر الوزارة أموال كثيرة في تأهيل وتطوير الموا رد البشرية لديها علمياً وعملياً					
8	تشجع الوزارة على زيادة براءة الاختراع وتقديم الأفكار الجديدة.					
9	تعمل الوزارة على تقديم الاستشارات الطبية والبحوث العلمية والتي تعود بالنفع والفائدة على المجتمع ككل					
10	تمتلك الوزارة مصادر معلومات حديثة وكافية تمكنها من تنفيذ برامجها وتقديم خدماتها بشكل لائق.					
11	تقوم الوزارة بقياس مدي رضاء المجتمع عن خدماتها من فترة الي اخري					

شاكرين لكم حسن تعاونكم

Appendix B: The Covering Letter and Questionnaire in English Version



University of Zawia
Postgraduate Studies and Training Administration
Faculty of Economics
Health Management Department

Dear Brother..., Dear Sister...

May the peace, mercy, and blessings of Allah be upon you.

We are currently conducting a study on the impact of strategic planning dimensions on organizational performance at the Libyan Ministry of Health. This research is being carried out in partial fulfillment of the requirements for a Master's degree in Health Management. This study aims to investigate the impact of strategic planning dimensions (vision, mission, strategic objectives, environmental analysis, and strategic choice) on organizational performance within the Libyan Ministry of Health. Your valuable insights will significantly aid the Ministry in enhancing its performance and delivering improved services in the future. Your opinions and responses to the following questions are highly appreciated. Your cooperation is essential for achieving the study's objectives. The questionnaire will take approximately 15 minutes to complete. Please answer the questions by placing a check mark (X) in the appropriate box. There are no right or wrong answers. This research is strictly for academic purposes. All responses will be kept completely confidential. If you have any inquiries regarding this questionnaire, please feel free to contact the researcher via: Email: esm1997@gmail.com. WhatsApp: +218 92 5376432.

Thank you for your valuable assistance. The researcher looks forward to receiving your completed questionnaire.

Sincerely,
The Researcher

Section One: Personal Information

This section aims to gather demographic data for the purpose of subsequent analysis of the study's results. Kindly provide your response to the following items by placing a check mark (X) in the appropriate box.

1. Gender Male Female

2. Age Less than 30 years 30 - 34 years 35 - 39 years
 40 - 44 years 45 - 49 years 50 years and above

3. Academic Qualification High School Diploma Intermediate Diploma
 Higher Diploma Bachelor's Degree
 Master's Degree Doctorate (PhD)

4. Job Level / Position Executive Leadership Middle Management
 Supervisory Staff Operational Personnel

5. Years of Experience Less than 5 years 5 - 9 years 10 - 14 years
 15 - 19 years 20 years or more

Section Two: Questionnaire Axes

Axis One: Strategic Planning

The following statements measure the dimensions of strategic planning at the Libyan Ministry of Health. Please indicate your level of agreement or disagreement with each statement by placing a check mark (X) in the appropriate box.

No	Statements for Measuring Strategic Planning Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
a- Strategic Vision						
1	The Ministry's strategic vision should be realistic in relation to competitive conditions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2	The Ministry has a clear and publicly declared vision for both its internal and external stakeholders.					
3	The Ministry's vision guides the administrative change process toward the desired state.					
4	The Ministry's vision is defined within an appropriate timeframe for its achievement.					
5	The Ministry's vision is measurable based on the level of progress achieved by the Ministry.					
b- Strategic Mission						
6	The Ministry's mission serves as a permanent reference for decision-making within the Ministry.					
7	The Ministry adopts regular meetings to review and develop its mission.					
8	The Ministry seeks to translate its mission into clear plans, policies, and work programs.					
9	The Ministry's mission is broad enough to allow the exploitation of new development opportunities.					
10	The Ministry aims to communicate its mission to employees in order to enhance performance efficiency.					
c- Strategic Objectives						
11	The Ministry's objectives are characterized by flexibility and the ability to adapt to unexpected changes.					
12	Strategic objectives help in formulating the Ministry's operational and sub-objectives.					
13	The Ministry has long-term objectives that it seeks to achieve.					
14	The Ministry has motivating objectives that enhance employees' capabilities and skills for development and performance improvement.					
15	The Ministry's objectives are realistic and measurable.					

d- Strategic Analysis						
16	The Ministry identifies the opportunities and threats it faces through analysis of the external environment.					
17	Analysis of the external and internal environment helps in developing the Ministry's vision and mission and identifying the required development strategies.					
18	The Ministry's management continuously analyzes the internal environment to identify strengths and reduce weaknesses.					
19	The Ministry has sufficient flexibility to confront and adapt to changes in the internal and external environment.					
20	The Ministry activates community partnerships and active interaction between the Ministry and the external environment.					
e- Strategic Choice						
21	The Ministry develops appropriate strategic choice .					
22	The Ministry is committed to the programs and timelines it sets to achieve its objectives.					
23	The Ministry applies clear criteria and indicators to evaluate the strategic plan.					
24	The Ministry makes strategic decisions that are consistent with the established plans.					
25	The Ministry focuses on the suitability of each strategic option in relation to changes in the external environment.					

Section Two: Organizational Performance

The following statements assess the organizational performance of the Libyan Ministry of Health. Please indicate your level of agreement or disagreement with each statement by placing a check mark (X) in the appropriate box.

No	Statements for Measuring Organizational Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
1	The Ministry seeks to fulfill its obligations toward society by providing services aimed at spreading awareness and knowledge.					

2	The Ministry seeks to reduce unnecessary operational costs that do not effectively contribute to improving the quality of services provided to society.					
3	The Ministry is keen on developing the services it provides to society in a manner consistent with its social responsibilities.					
4	The Ministry seeks to introduce modern technology that contributes to improving the efficiency of employees' performance.					
5	The Ministry relies on various training programs, both domestically and internationally, to enhance the overall performance levels of the organization.					
6	The Ministry invests significant financial resources in the scientific and practical qualification and development of its human resources.					
7	The Ministry encourages innovation, patents, and the submission of new ideas.					
8	The Ministry works to provide medical consultations and scientific research that benefit society as a whole.					
9	The Ministry possesses modern and sufficient information resources that enable it to implement its programs and provide services effectively.					
10	The Ministry improves its processes and procedures to ensure the efficiency and quality of organizational performance.					
11	The Ministry seeks to conduct field surveys from time to time to measure the level of community satisfaction with its services.					

Thank you for your cooperation and valuable contribution.

Appendix C: List of Experts for Assessing the Questionnaire

No	Name	Academic degree	Instauration
1	Hussein Ali Al-bouaishi	Professor	University of Zawia
2	Abu Ajila Ali Mira	Professor	Libyan Academy for Postgraduate Studies
3	Hatem Abdel Qader Khapiza	Assistant Professor	University of Zawia
4	Osama Ammar Kashada	Assistant Professor	University of Zawia
5	Hussam Abdul Hamid Al-Ahrash	Assistant Professor	University of Zawia

Appendix D: Approval to conduct the study from the Libyan Ministry of Health

Ministry Of Higher Education
And Scientific Research

University Of Zawia

General Administration

الرقم الإشاري: ع.د.ح.ب. 1412/1



وزارة التعليم العالي والبحث العلمي

جامعة الزاوية

الإدارة العامة

تاريخ: 26/10/2025 م الموافق: / / 14 هـ

السيد المحترم / مدير إدارة الموارد البشرية بوزارة الصحة

تحية طيبة ...

في الوقت الذي نحييكم فيه على الجهود التي تبذلونها لخدمة العملية التعليمية وبناء على الطلب المقدم من الطالب /إسماعيل عبدالله الطاهر البوعيشي أحد الطلبة المسجلين بالدراسات العليا (ماجستير) بكلية الإقتصاد/القسم /الإدارة الصحية وهو في مرحلة إعداد الرسالة الذي مفاده تسهيل مهمته.

عليه ...

نأمل مساعدة الطالب المعني للاطلاع والحصول على البيانات والمعلومات الخاصة ببحثه كما نأمل منكم مساعدته في تعميم الاستبيان على الإدارات والمكاتب التابعة للوزارة وتسهيل مشاركة الموظفين فيه.

شاكرين لكم حسن التعاون
والسلام عليكم ورحمة الله وبركاته

د. حمزة الهادي كشلاف

مدير إدارة الدراسات العليا والتدريب والمعيدين



صورة إلى:

رئيس الجامعة لشؤون العلمية

مكتب التخطيط وتنظيم

الدراسات العليا

عبدكريم

2025

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رئيس القيد

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