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Strategic Planning and Sustainable Organizational Performance

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Strategy

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Abstract

Purpose: The research links strategic planning to sustainable organizational performance.

Methodology: The methodology constituted a critical literature review linking strategic planning and leadership to organizational performance, while considering environmental dynamism. It's anchored on the Industrial Organizational Economic Theory, focusing on both public and private sectors; plus transformational leadership theory, and environmental dependence theory.

Findings: 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. The literature contends that strategic planning positively influences organizational performance; transformational leadership contributes to organizational performance; while environmental dynamism influences the impression of leadership on organizational performance. However, it depicts a partial focus on the link of strategic planning to performance, leadership and performance, and environmental dynamism and performance or a combination of the two and performance.

Unique Contributions to Theory, Practice and Policy:

From a conceptual perspective therefore, it would be interesting to comprehensively study the implications of strategic planning, and leadership on organizational performance where environmental dynamism variables are moderating factors. It is anticipated that the findings from this research will endeavor to advance scholarship, particularly on understanding the influence of strategic planning practices, transformational leadership, and environmental dynamism on organizational performance, in both the private and public sectors. Hence; how does the underlying effect of environmental dynamism on leadership, for example, manifest in strategic planning practices?

Keywords: *Environmental Dynamism Theory, Industrial Organizational Economic Theory, Organizational Performance, Strategic Planning, Sustainability, Transformational Leadership Theory*

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INTRODUCTION

The premise of this paper is that strategic planning is a pursuit executed by upper echelons of the organization in aligning the organization to its operational environment. It argues that strategic planning entails the setting of the organization's durable plans and consideration of different situations in the market (Oluoch, 2016); provides strategic, technical and operational framework (Andrews, 1971); and is denoted by determination of the firm's objectives and goals in relationship with its environment (Williams et al., 2020), with a focus on both public and private sectors.

Strategy entails a multi-dimensional concept to advance intents informed by market conditionalities (Neumann & Morgenstern, 1947); permeates organizations, and depicts their business and purpose (Drucker, 1954); establishes durable aspirations for any organization (Chandler, 1962); and entails product and market scope systems of a company (Ansoff, 1965). Organizations use it to address challenges in the environment (Mintzberg, 1979); it is an approach to grow, attract and retain clients (Thompson, 2010); a link amid the organization and the operational environment (Ansoff, 1993); positions an organization to attain competitive advantage (Porter, 1980); and is imperative in shaping direction for the organization and determining prospects plus menaces in the business environs (Schendel & Hofer, 1979). Effective strategic planning programmes and practices set organizational policies or plans to ensure the goals are achieved without fail (David, 2008); articulates vision and mission statements after careful situational analysis (Andrews, 1971); and provides a cohesive and holistic framework that facilitates attainment of goals and intents (Namada & Bagire, 2013). It relates the firm to its external environmental opportunities and threats (Greenley, 1986); and includes determination of goals and objectives, financial budgeting, competitive advantage, and quality control (Arasa & Obonyo, 2012).

On the other hand, organizational performance consists of remarkable business outcomes evaluated against intended outputs or efficiency and effectiveness (Oditia & Bello, 2015). It is the result of association amidst organizational resources, capabilities, deficiencies, actions and targets (Hieu & Nwachukwu, 2019). It focuses on outcomes, product quality, product market performance, and customer satisfaction (Lee & Nowell, 2014); entails both economic and non-monetary indicators (Oluoch, 2016); and encompasses evaluation of actual results and outcomes or outputs (Choke, 2006). Organizational performance assesses actual outcome against the intended results (Richard et al., 2009); or monetary and non-monetary outcomes (Shahzad et al., 2020; and Dastmalchian et al., 2020). Organizational performance is further espoused as the effect, return, and outcome that firms achieve after setting their mission, vision, and their goals and objectives, and refers to output and outcomes realized in pursuit of the aspirations and organizational targets (Dastmalchian et al., 2020). It is the expectation of what is to be delivered by various stakeholders in the firm (Kamariotou & Kitsios, 2022).

Hence, organizational performance mostly revolves around outcome, output, results, and quality of work delivered in organizations. It is the general output that measures the efficiency, effectiveness and output and how well services or products are delivered in the firm (Namada, 2022). Organizations only commit their resources towards the achievement of the set organizational objectives after measuring performance (Kamariotou, & Kitsios, 2022). The key measures of performance can be financial or non-financial, while success is evident when services and products are effectively and efficiently delivered (Liang et al., 2022).

Management Commitment and Moderating Factors

An additional perspective is management's commitment towards the achievement of the organizational goals and plans in terms of leadership, which determines how the aspirations of the organization are realized (Rau, Flores & Simha, 2020). Thus, leadership influences performance through strategic planning (Shahzad et al., 2020). In this context, leadership influences people towards a desirable direction (Koranteng, Iddris & Dwomoh, 2022); directs a group towards attainment of the set goals (Abdulhabib & Al-Dhaafri, 2019); transforms organizations through prudent strategies (Shahzad et al., 2020); and cultivates an enabling organizational culture that supports effective implementation of plans (Almansoori et al., 2021).

It is also critical to acknowledge the moderating role of environmental dynamism (dependance). Organizational performance is affected by environmental dynamism, which entails changes in technology, customer's tastes and preferences, including laws and policies (Kim & Lee, 2022). Mohammad (2019) confirmed this assertion and noted that environmental dynamism entails changes in laws, fiscal policies, or economic conditions. Thus, environmental dynamism specifically focuses on political; economic; social; technological; environmental; and legal (PESTEL) scanning (Wilson, 1994). This concept of environmental dynamism delves into the uncertainty as well as complexity and unpredictability of changes in the environment which are constant but differ in speed based on the context (Pashutan et al., 2022). Environmental dynamism is informed by the magnitude of environmental changes, and based on complexity, unpredictability and uncertainties that need consideration (Onwe et al., 2020).

Problem Statement

However, while numerous studies have been undertaken on the relationship between strategic planning and performance (Xiao et al., 2022; Huynh, 2020), there appears to be lack of consensus by scholars on how strategic planning influences performance of organizations. Empirically, there is inconclusiveness from scholars on the correlation linking the variables, especially mediating or moderating factors. In China, Xiao et al. (2022) examined the impact of strategy implementation on performance focusing on perspective of employees; in UK, Huynh (2020) investigated the role of environmental responsibility on organizational performance; and Hussain, Shahzad, and Hassan (2020) examined the role of e-commerce and environmental factors on performance. In Africa, Guruwo et al. (2017) assessed how effectively strategy implementation influences performance in Zimbabwe while Nwachukwu et al. (2019) explored strategy implementation in Nigeria and Vietnam, identifying drivers such as resource allocation and leadership as critical for performance enhancement. In Kenya, Keya, (2019) and Mailu, Ntale, & Ngui, (2018) provided insights into how external factors influence enterprises implementation of strategies to improve organizational performance and Njoroge (2015) focused on strategy implementation, performance contracting, external environment and performance of Kenyan State Corporations. Ultimately, much of the existing literature focuses on the direct effect of strategic planning on performance without addressing the mediating or moderating factors that may influence this relationship. In particular, environmental manifestations (such as economic conditions, regulatory changes, and technological advancements) and the effectiveness of strategy implementation processes are critical yet often overlooked elements that shape how strategic plans translate into tangible results.

From a theoretical perspective, this study will provide significant contributions to theory building by expanding the understanding of the relationship between strategic planning and organizational performance, particularly in the context of State-Owned Enterprises (SOEs) in developing countries like Kenya. For policymakers, the findings from this study hold significant value, especially for the governance of State-Owned Enterprises (SOEs) and other similar contexts. Insights into how strategic planning and environmental manifestations (like government regulations and macroeconomic conditions) influence SOE performance can guide the formulation of more effective governance policies. From a managerial perspective, this study offers practical value by highlighting the importance of strategic planning and strategy implementation in driving organizational performance, specifically within the unique challenges faced by SOEs. Managers will gain a deeper understanding of how to tailor strategic plans that are not only theoretically sound but also adaptable to external environmental conditions.

This critical literature review therefore, covers theoretical propositions anchored on the Industrial Organizational Economic Theory on which strategy formulation is underpinned. It further entails empirical literature linking strategic planning and leadership to organizational performance, with environmental dynamism as the moderating variable. Thus, what is the impression of leadership and environmental dynamism on organizational performance? Hence, how does the underlying effect of environmental dynamism on leadership manifest in strategic planning practices?

LITERATURE REVIEW

Literature Examination

Bryson and George (2024) assert that strategic planning as an intentional, focused advancement to occasioning fundamental commitments and steps that informs what an organization is; what it does; and why? Strategic planning espouses the setting of the organization's longstanding plans and consideration of different situations in the market (Oluoch, 2016); provides strategic, technical and operational framework (Andrews, 1971); and is denoted by determination of firm's objectives and goals in relationship with its environment (Williams et al., 2020).

Strategy stems from the Greek expression "strategos" implying "general of the army". Thus, in 490 BC, the Strategoi guided the political leader through "strategic" as opposed to "tactical" advice. In 500 BC, Sun Tzu teachings have been associated with strategic planning who argued that "if you know the enemy and know yourself, you need not worry the results of a hundred battles (Woyzbun, R. P. (n.d.)). Later developments divided strategic plans into three periods: Product-orientation (1820), Market-orientation (1900) and Post-industrial orientation (1950) (Kohli and Jaworski, 1990). In 1920s, the concept of strategy was crafted by the Harvard Business School as the Harvard Policy Model (Candy & Gordon, 2011). While its major stages can be identified in the last 40 years, (Hammer,1996), the three broad eras include the early pioneers (Taylor, 1911), the culture and process (Mintzberg, 1973), and strategy development (Hopkins and Hopkins, 1997; Powell, 1992; Shrivastava and Grant, 1985).

The early pioneers included Taylor (1911), the father of scientific school of management; Henri Fayol, (1916) father of modern management; the 1960s Peter Drucker's "knowledge worker" (Hindle, 2008); the theory of strategic behavior (Ansoff, 1960); the structure and strategy approach (Chandler, 1962); and systems theories (Schendel et al., 1980).

The studies on culture and process led by Mintzberg (1973) switched strategic planning from forecasting and positioning to assessment of strengths, weaknesses, opportunities, and threats, (Hammer, 1984); institutional-based view (North, 1990); and Porter's five market forces (Porter, 1990). Finally, there was strategy development entailing identification of problems, intentions and targets, evaluating options, and selecting strategic direction (Hopkins & Hopkins, 1997; Powell, 1992; Shrivastava & Grant, 1985). These later researchers emphasized the practice of planning upon which this paper builds. Most definitions of strategic planning have coalesced around procedures or practices (Wolf & Floyd, 2017). However, Lampel, Mintzberg and Ahlstrand (2009) criticized these for being rigid, too formalized and excessively analytical.

Thus, due to the fast-changing environments, critics argued for flexible strategy, that strategy is the art of maintaining the organization at the edge of chaos (Pina e Cunha and Vieira da Cunha, 2006), is the ability to meet the demand of turbulent environment (Daniel, 2006); that many decision makers ignored the opportunity cost of strategic planning process (Brunet et al., 1986), because they rarely did cost-benefit analyses between strategy and investment budget for organizational needs (Linn, 2008).

Theoretical Review

Strategy formulation applies to both public and private sectors and can be effectively anchored on the Industrial Organizational Economic Theory, Transformational Leadership Theory, and the Environmental Dependency Theory.

Industrial Organizational Economic Theory

This theory espouses that the structure of the industry informs the conduct of the firm which subsequently influences organizational performance. It is hinged on five forces, namely: buyers' bargaining power, threat of new entrants, competition of firms within an industry, the number of substitutes available, and the power of suppliers in the industry (Porter, 1980). Firms, therefore, stand to gain an edge over their competitors if they effectively scan the environment and exploit opportunities while neutralizing threats (Adelakun, 2020).

The theory assumes that profitability is significantly influenced by industry forces, emanating from the strategic stance organizations pursue (Bonatti & Hörner, 2017 & Shahzad et al., 2020). Internal organizational endowments are also extremely instrumental in influencing competitiveness of the firm (Sandada, Poee & Dhurup, 2014), hence imperative in determining the strategy to deploy in managing the organization (Bain & Mason, 1950).

Transformational Leadership Theory

While the theory was initially attributed to Dutton (1973), it emanated from James MacGregor Burns in late 1970s (Bass & Riggio, 2006), specifically in 1978 in terms of practices and policies of leadership (Ghasabeh, Soosay & Reaiche, 2015). It embraces the view that effective leaders have the ability to transform, change, inspire as well as motivate and empower employees to enhance performance in organizations (Lenka & Kar, 2021). Leaders apply persuasive incentives, rational instigation, independent reflection, and build a purposeful and motivational relationship with their subordinates to promote organizational performance (Berkovich, 2016); they advance an organizational culture aligned to the strategy, and influence subjects to align their goals and aspirations to the strategy to enhance organizational performance (Lenka & Kar, 2021). Leaders institutionalize supportive values and beliefs to influence their followers (Berkovich, 2016); and the ability to discern and satisfy the needs of

subordinates to achieve an intended change (Berkovich, 2016). The theory is associated with democratic practices (Andersen, Boesen, & Pedersen, 2016), thus allowing interaction between subordinates and leaders to effectively resolve issues (Ghasabeh, Soosay & Reaiche, 2015).

This theory is suitable in this context since it generates subordinates' self-actualization to attain organizational goals (Lenka & Kar, 2021). It highlights how leaders should act, advocating that leadership should evolve beyond the desires of individuals (Ghasabeh, Soosay & Reaiche, 2015); and enhances employees' satisfaction plus their performance levels, leading to high levels of organizational performance (Berkovich, 2016).

Environmental Dependence (Dynamism) Theory

This theory emphasizes that as organizations change, they increasingly depend on their external environment for resources (Pfeffer & Salancik, 1978), and are therefore environment-serving and environment-dependent for both their inputs and outputs (Dauda & Ismaila, 2013). There is therefore need to attain a congruence by responding to changes in the operational environment, lest there will be a strategy or capability gap (Ansoff and Sullivan, 1993), which entails a pattern of linkage of procedures, impact, arrangements and reporting in its midst (Emery & Trist, 1965). An organization therefore associates with the environment as both a receptor of and a transmitter of signals to it (Wu, Zhang & Luo, 2020). Hence, the need to undertake environmental scanning entailing SWOT), and PESTEL scrutiny (Wilson, 1994). It is imperative to deal with internal resistance to change that may impede effective alignment (Sharma, 2009). The theory is important since it helps organizations to review their strategies in reaction to the changing environmental circumstances (Thune & House, 1970) since all organizations are in a symbiotic relationship with the environment (Shahzad et al, 2020).

In relation to performance, Kim and Lee (2022) scrutinized the moderation of environmental dynamism on performance of restaurants in the UK; Pashutan et al. (2022) investigated the moderating role of environmental dynamism in IT firms' performance in Iran; Onwe et al. (2020) assessed the moderating role of environmental dynamism on small firm performance in Nigeria; and Kariuki and Nguyo (2020) studied the moderating role of environmental dynamism on organizational performance in Kenya. However, Mirabeau, et al, (2017), argued that transient manifestations of strategy such as Strategy Process (SP) and Strategy-as-Practice (SAP) receive little attention in the scholarly literature.

METHODOLOGY

In this critical review of literature, the paper synthesized information by identifying patterns and gaps. It involves systematically identifying, evaluating, and synthesizing other studies to highlight gaps towards subsequent studies (Baumeister & Leary, 1997; Tranfield, Denyer, & Smart, 2003). This review used a structured approach to identify major themes along with critical views to creating a framework for advancing knowledge and theory (Webster & Watson, 2002). A combination of multiple studies was done to create a comprehensive analysis of the literature on linkages between strategic planning practices and organizational performance. It covered organizational performance; strategic planning and organizational performance; strategic planning practices and organizational performance; and the theoretical, conceptual and contextual gaps. The review was informed by the Industrial Organizational Economic Theory, Transformational Leadership Theory, and the Environmental Dependency Theory.

This research deployed an integrative narrative approach (e.g., Baumeister & Leary, 1997; Wong, et al 2013). Integral strides included: a) clarifying the research question; b) determining the research strategy; c) data collection, including conducting a thorough search of literature, screening abstracts to identify relevant studies; d) carrying out a critical appraisal of the methodology, information analysis, including critics; e) thematic analysis to determine emerging themes, concepts, and arguments; f) developing syntheses and interpretations by highlighting key findings, areas of consensus and contradictions, along with gaps in knowledge for further research; and g) discussing pertinent implications toward future research and practice.

FINDINGS

Organizational Performance

Organizational performance is the result, output and outcome that firms realize after setting their mission, vision and their goals and objectives in both the immediate and long-run. It constitutes outputs and outcomes that define the goals and objectives of the organization (Dastmalchian et al.,2020); the expectation of what is to be delivered by various stakeholders in the firm (Kamariotou and Kitsios,2022); and measures the efficiency, effectiveness and output that entails financial, human resource and how well services or products are delivered in the firm (Namada,2022, Kamariotou, M., & Kitsios, F. ,2022).The measurement tools entail monetary performance, market share, corporate social investment and staff satisfaction levels (Andersen, Boesen, and Pedersen 2016); while its success is evident when services and products are effectively and efficiently delivered (Liang et al, 2022).

Contemporary studies have stressed that organizational performance is not a unidimensional construct but rather multidimensional in nature where financial parameters and market share have tended to receive more attention (Rehman & Anwar, 2019). It needs to also focus on operational performance constructs including quality, financial, customer satisfaction, employee' satisfaction, productivity, and safety (Liedtke,2019). However, current studies now focus on environmental integrity, social and governance index (ESG); diversity, equity, and inclusivity (DEI); the balanced scorecard, and strategic planning constructs (Walker & Andrews, 2015).

Several studies have investigated the linkage of strategic planning practices to organizational performance. For example, Kamariotou and Kitsios (2022) on strategy implications of IS planning and analysis; Liang et al. (2022) reviewed organizational performance and market analysis; Thaher and Jaaron (2022) scrutinized the relation linking strategic planning and the organization's sustainable performance; Umar, Muhammad and Hassan (2020) evaluated strategic planning's impact on accomplishment of public sector entities; Rizan, Balfas and Purwohedi (2019) explored the consequence of strategic planning, strategic orientation and firm innovational capability on company performance; and Otieno (2019) evaluated the impression of strategic planning on firm performance; while David and Okeyo (2018) investigated the moderating influence that environmental dynamism has on correlation of strategic planning and performance of organizations.

With respect to the public sector, Osborne (1992) outlined ten principles on which entrepreneurial public organizations are anchored. Thus; provision of strategic guidance and direction; empowerment of communities over and above delivery of services; encouragement of competition as opposed to monopoly; focus on mission, rather than rules; funding of outcomes as opposed to inputs; customer-centric instead of bureaucracy; and concentration on

earning, not just spending. In addition, they invest in proactive approaches, disperse authority, and navigate challenges by navigating the marketplace, rather than merely implementing public initiatives.

In developing strategic plans, Bryson and George (2024) emphasize three settings, i.e., forums such as workshops, retreats, or open meetings where background information is gathered, the formal and informal arenas in which legislative, executive, and administrative decisions are made for purposes of review and adoption of a strategic plan, and the authorized platforms where prevailing laws, policies and norms are either validated or redesigned.

From these studies, there are conceptual/theoretical, and methodological perspectives to consider. Conceptually, performance is based on sales volume and profitability (Liang et al., 2022), while Thaher and Jaaron, (2022) and Kamariotou and Kitsios, (2022) focused on the moderating effect of environmental dynamism. However, from a methodological perspective, most studies undertaken on firm performance have adopted cross-sectional research design yet there is need for non-survey methods (Liang et al., 2022; Thaher & Jaaron, 2022; and Kamariotou and Kitsios, 2022); and evaluated performance in the manufacturing and telecommunication firms but ignored non-manufacturing contexts (Liang et al., 2022; Thaher & Jaaron, 2022; & Kamariotou & Kitsios, 2022).

Strategic Planning and Organizational Performance

Most research have inclined towards adoption of process/procedure of strategic planning. The Wolf and Floyd (2013) framework covered the underlying concrete activities of strategic planning and praxis, constructs of formulation entailing the practice of strategic planning and planning intensity (Elbanna, Al Katheeri & Colak, 2020). Strategy at planning level in addition to barriers to strategic planning is also analyzed (Samada and Ahmed, 2021). Posch and Garaus (2020) on their part, note that those mandated with formulating ideas and approaches for an organization should rely on the objectives of the company and the formulation of new ideas, and action plan will vary (Bradford & Duncan, 2000).

Others have adopted a structured approach to strategy development, environmental scanning, goal and objective setting, strategies and activities (George, Desmidt & De Moyer, 2016); or focused on participatory aspect of strategic planning (Papke-Shields & Boyer-Wright, 2017) to craft vision and mission statements, identify opportunities and impediments, and determine the goals, strategies and activities to enhance organizational productivity (Klijn & Koppenjan, 2020); while determining outcomes of tactical guidelines to reaffirm mission and vision, greater engagement from stakeholders to transform and grow the organization (Shamout & Elayan, 2020).

For instance, Kools and George (2020) focused on timely and inclusive decision-making processes. Elsewhere, Henry (2004) emphasized the accuracy of the action plan while Wu, Zhang and Luo (2020) argued that a tactical approach is important in helping any organization attain its goals. Starkey(2014), stated that an action plan is significant in deriving the objectives and positioning the firm in readiness for success. On his part, Henry (2004) opined that an action plan involves formulating detailed approaches to help a firm respond to uncertainties in future while Johnson & Scholes (1993) postulated a theory with three significant components, namely; deliberate analysis, strategic decision and the execution of the action plan. Strategically, organizations are continuously coping in a competitive business system (Abusharekh et al. ,2020); and any changes in the business system need to be inclusive (Ansoff, 1999).

Specifically on performance, Elbanna, Al Katheeri and Colak (2020) examined the impression of strategy formulation on achievement of semi-government entities; Globocnik et al., (2020), determined that firms with specific strengths and capabilities could sustain productivity and thrive; while Miller, (2004) argued that all stakeholders should be involved in the organization's resolutions for inclusivity and ownership in tandem with organizational goals and objectives.

Strategic Planning Practices and Organizational Performance

Several studies investigating the correlation of strategic planning practices to the performance of organizations have been undertaken. For example, Elliott, Day and Lichtenstein (2020) inquired into the linkage of strategic planning, innovation, salience of exterior stakeholders and organisational accomplishments. Further research can operationalize strategic planning using functional aspects such as degree of formality, comprehensiveness, level of stakeholder involvement, temporal horizon, and locus of decision-making among other constructs. Johnsen (2021) assessed municipal managers' insight on strategic planning's utility when integrated in an obligatory manner or undertaken in procedures entailing distinct strategic planning documents.

However, utilization of statutory planning documentations, formalism and effective stakeholder engagement was based on broad perceived value of strategic planning rather than specific contribution to firm performance. Kornelius, Upratikno, Bernarto and Widjaja (2020) explored the connection linking strategic planning, strategic maneuverability and organizational performance within the oil and gas industry. However, the scrutiny only entailed the process construct of strategic planning. Other performance constructs such as financial, internal process and learning and growth should be considered, possibly adopting stepwise regression and hierarchical regression. Poscha and Garaus (2020) scrutinized the consequence of strategic planning on ambidexterity of entities. However, it was limited to organizational ambidexterity which is an intermediate goal of an organization. Other studies should be carried out with ambidexterity as intervening variable and performance being the dependent variable. 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. However, the study only focused on manufacturing firms but ignored other organizations.

On their part, Rizan, Balfas and Purwohedi (2019) explored the consequences of strategic planning, strategic orientation, and firm innovational capability on company performance. Nevertheless, it was also limited to process construct of strategic planning. Further research should consider other constructs of strategic planning plus use of ratio analysis for measuring financial aspects of achievement.

Additionally, Donkor, Donkor and Kwarteng (2018) evaluated the linkage of strategic planning to accomplishment of SMEs. However, these postulations have narrow application to family-owned enterprises. Besides, mixed methods should be deployed in gathering and analyzing data. Umar, Muhammad and Hassan (2020) evaluated the effect of strategic planning on accomplishment of Nigeria's public sector entities.

However, this was a critical literature review that did not test hypotheses. An empirical study that collects and analyses data should therefore be carried out. Boateng (2019) explored the association of formality within strategic planning to organizational performance. In breadth, the investigation could however have been expanded through introduction of other interacting

variables besides environmental dynamism and carrying out the study in other settings besides academic institutions.

Kateeba (2019) investigated the efficacy of strategic planning in sustainability of tour establishments. Still, the study failed to provide conclusive evidence on how strategic plans promote performance. In other studies, Abdalkrim (2021) determined strategic planning's impression on performance of private sector entities in Sudan, deploying empirical research. Nevertheless, the study focused only on large private firms in Sudan.

Further, Kang'ethe (2018) examined the impression of strategic planning on manufacturing enterprises in Kenya. However, the study adopted statistical analysis tools (independent and paired t-tests and chi-square test) that do not reveal the direction of the correlation of planning and performance. It is therefore imperative to deploy OLS or PLS regression to demonstrate direction of consequence of strategic planning on organizational achievement.

Elsewhere, Otieno (2019) explored strategic planning's impression on economic performance of Kenya's white-collar SMEs. The inquiry was however restricted only to the procedure constructs of strategic planning, hence the need to include other constructs such as degree of formality, stakeholder engagement, and comprehensiveness. Aosa (2011) researched on strategic management practices in large and private manufacturing entities and determined that while large manufacturing companies adopted strategic management in their operations, non-native firms were more committed to strategic management compared to locally-owned firms that focused more on financial performance. However, it did not emphasize environmental dynamism. Additionally, Mwangi, Kariuki and Muturi (2020) evaluated the impact of different strategic planning approaches deployed on the productivity of state corporations in Kenya. However, this study only involved economic performance indicators as opposed to non-monetary performance indicators.

Theoretical, Conceptual and Contextual Gaps

The literature on organizational performance has revealed that while contemporary studies have recognized that organizational performance is multidimensional with emphasis on financial parameters and market share (Rehman & Anwar, 2019), others have called for operational performance constructs including quality, financial, customer satisfaction, employee' satisfaction, productivity, and safety (Liedtke, 2019). Further, emerging literature is calling for environmental integrity, social and governance index (ESG); diversity, equity and inclusivity (DEI); the balanced scorecard and also concerned with strategic planning constructs (Walker and Andrews 2015).

An argument is therefore made about conceptual/theoretical, methodological and contextual gaps. With respect to methodology, while most studies have adopted cross-sectional research design, there is a call for further studies to focus on non-survey methods (Liang et al., 2022). Contextually, apart from performance in the manufacturing and telecommunication sector, there are calls to include the non-manufacturing contexts (Liang et al., 2022; Thaher & Jaaron, 2022; and Kamariotou & Kitsios, 2022). However, some critics argue that conceptually, it's imperative to investigate the moderating influence of environmental dynamism (Thaher & Jaaron, 2022; and Kamariotou & Kitsios, 2022). The implication is that, additional inquiry is necessary to enrich this topic, especially in regard to the implications of environmental dynamism.

With respect to strategic planning and organizational performance, literature has revealed that most studies have tended to adopt process/procedure of strategic planning including on framework of strategic planning (Wolf and Floyd, 2013); or praxis, constructs on practice of strategic planning and intensity (Elbanna, Al Katheeri & Colak, 2020). Some have focused on a structured approach to strategy development such as environmental scanning, goal and objective setting, strategies and activities (George, Desmidt & De Moyer, 2016); participatory aspect of strategic planning (Papke-Shields & Boyer-Wright 2017); or tactical guidelines to reaffirm mission and vision, greater engagement from stakeholders to transform and grow the organization (Shamout & Elayan, 2020). However, from a conceptual perspective, some critics have called for comprehensiveness to cope with a competitive business system (Abusharekh et al. ,2020); and to be inclusive (Ansoff, 1999). They argue for inclusivity and ownership in tandem with organizational goals and objectives (Miller, 2004), thus pointing to leadership, or a contextual perspective such as a call to include semi-government entities (Elbanna, Al Katheeri & Colak, 2020). In either case, these later literatures imply a conceptual and contextual gap touching on leadership.

With respect to strategic planning practices and organizational performance, conceptually several studies have examined the relationship between strategic planning, innovation, salience of exterior stakeholders and organisational performance (Elliott, Day & Lichtenstein, 2020); or the connection linking strategic planning, strategic maneuverability and organizational performance within the oil and gas industry (Kornelius, Upratikno, Bernarto & Widjaja, 2020). However conceptually, the critics point out that this scrutiny only entailed the process related constructs, hence also a need for constructs on internal process, learning and growth with implications to leadership in a dynamic environment.

Finally, contextually, some studies have focused on the impact of strategic planning on organizational sustainable performance (Thaher & Jaaron, 2022); or consequence of strategic planning, orientation, and firm innovational capability on company performance (Rizan, Balfas & Purwohedi, 2019). However, here too, the critics see these studies as being limited to process construct of strategic planning. Hence, further research especially in the context of public sector entities (Umar, Muhammad & Hassan, 2020) with some implications to the role of leadership is ongoing. Boateng (2019) explored the correlation of formality in strategic planning and organizational performance. The breadth of the examination could be expanded by introducing other interacting variables besides environmental dynamism, hence touching on environmental dependance aspects. Similarly, while Mwangi, Kariuki and Muturi (2020) evaluated the impact of different strategic planning approaches deployed on the productivity of state corporations in Kenya, but this study only involved economic performance indicators as opposed to consideration of non-monetary performance indicators which implicates issues of leadership.

This literature has noted some incompleteness in conceptual, contextual and methodological applications on the impression of strategic planning on sustainable organizational performance. Evidently, certain aspects of leadership and environmental dynamism emerge.

DISCUSSIONS

Contingent Factors Connecting Strategic Planning to Organizational Performance

Transformational Leadership

Despite many studies scrutinizing the connection of strategic planning, transformational leadership and organizational performance, several gaps in knowledge still exist (Jaleha &

Machuki, 2018). For example, in a survey of public organizations, Knies et al, (2016) determined a positive impact of transformational leadership on performance but noted that the effect of size varied considerably. Witts (2016) investigated the impact of strategic leadership on profitability levels but hypothesized a linear linkage of leadership to performance without considering the external environment as a moderating factor. Also, Kitonga, (2017) researched on impression of strategic leadership on performance of non-profit entities and determined a significant influence of leadership on organizational performance. However, the investigation, did not encompass the exterior environment and organizational change as moderating variables.

Samad and Ahmed (2021) examined the contribution of strategic planning and transformational leadership to achievement, but limited to the banking sector. Finally, Mutia (2015) assessed the role of leadership on development of the church which revealed a remarkable constructive association connecting leadership practices to growth of the church, but did not consider external environment as a moderating factor. Thus, unlike Samad and Ahmed (2021) focus on private sector (banking) and Mutia (2015) focusing on non-profit sector (church), this study focused on the public sector (state owned enterprises). In addition, this study considered the external environment as a moderating factor.

Environmental Dynamism

The role of environmental dynamism has been emerging over time. Onwe et al. (2020) undertook a study on entrepreneurial orientation and small firm performance in Nigeria plus the moderating role of environmental dynamism. In England, Kim and Lee (2022) investigated the impression of famous CEOs on performance of restaurants while moderated by environmental dynamism. In Iran, Pashutan et al. (2022) investigated the contribution of IT resources and strategy alignment to firm performance, plus the moderating role of environmental dynamism. The study deployed quantitative approach, and data was analyzed through Structural Equation Modeling. In Kenya, Kariuki and Nguyo (2020) conducted a study on firm level factors and organizational performance plus the moderating role of environmental dynamism.

However, a critical assessment of these studies shows that the majority of them focused on market demand, economic factors and competitors' power or changes (Pashutan et al., 2022; Onwe et al., 2020); or viewed environmental dynamism from Porter's industry factors, but did not cover the PESTLE component of environmental dynamism (Kariuki & Nguyo, 2020). It is also evident that almost all these studies adopted cross-sectional survey design but not much of non-survey design (Pashutan et al., 2022; Onwe et al., 2020; Kim & Lee, 2022; and Kariuki & Nguyo, 2020). Unlike these studies, this study focused on the public sector and also adopted both survey and non-survey designs.

Strategic Planning Practices, Contingent Factors and Organizational Performance

Strategic Planning Practices, Leadership and Organizational Performance

A number of studies have been conducted on analysis of the role of leadership in the relationship between strategic planning practices and organizational performance. For instance, Djordjevic et al. (2020) investigated leadership's impression on strategic planning and organizational performance in Serbia, concluding that leadership influences strategic planning and organizational performance. In Yemen, Samad and Ahmed (2021) sought to determine if strategic planning dimensions and transformational leadership enhance performance of

organizations. In Malaysia, Rashid et al. (2016) examined the effect of leadership elements on strategic planning and performance of public universities.

These studies focused mostly on the moderating aspect of transformational leadership on the nexus aligning strategic planning to organizational performance (Rashid et al., 2016; Yemen, Samad and Ahmed, 2021; Djordjevic et al., 2020). Methodologically, while many past studies on leadership's impression on the correlation between strategic planning and organizational performance adopted cross-sectional research design, some have called for further studies to focus on non-survey methods (Rashid et al., 2016; Yemen, Samad & Ahmed, 2021; Djordjevic et al., 2020).

Strategic Planning Practices, Environmental Dynamism and Organizational Performance

Several studies have been undertaken pertaining to the moderating influence of environmental dynamism on the interplay between strategic planning and organizational performance. In South Korea for example, Seo et al. (2020) investigated the linkage of environmental dynamism to strategic planning and firm performance. Elsewhere, in the UK, Tamayo-Torres et al. (2017) conducted a study on strategic planning, environmental dynamism and organizational performance.

However, from a conceptual gap perspective, these studies focus mostly on environmental dynamism in terms of demand and market forces plus their influence on the interplay connecting strategic planning to organizational performance (Seo et al., 2020; Goudsmit, 2020; and Tamayo-Torres et al., 2017). However, since many past studies deployed cross-sectional and quantitative research design, others have argued for further studies that focus on qualitative research design (Seo et al., 2020; Goudsmit, 2020; and Tamayo-Torres et al., 2017). Besides quantitative approaches, this study also applied qualitative approaches.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study reviewed literature covering three research areas, namely; a) contingent factors connecting strategic planning to organizational performance with respect to transformational leadership and environmental dynamism; b) strategic planning practices, leadership and organizational performance; and c) strategic planning practices, environmental dynamism and organizational performance. From the review undertaken in this paper, various propositions emerge.

First, it is apparent that strategic planning has a positive and significant influence on organizational performance. Elliott, Day and Lichtenstein (2020) examined the relationship between strategic planning, innovation, salience of exterior stakeholders and productivity in UK; Kornelius, Upratikno, Bernarto and Widjaja (2020) explored the connection linking strategic planning, strategic maneuverability and organizational performance in Indonesia; and Poscha and Garaus (2020) scrutinized the consequence of strategic planning on ambidexterity of entities. Also, Abdalkrim (2021) examined strategic planning's influence on performance in Sudan; and Aminu Umar, Muhammad and Hassan (2020) evaluated the effect of strategic planning on accomplishment of Nigeria's public sector entities. Further, Kang'ethe (2018) examined the impact of strategic planning on performance of Kenya's manufacturing enterprises;

Aosa (2011) examined strategic management practices in large and private manufacturing entities; while Mwangi, Kariuki and Muturi (2020) evaluated the consequence of different strategic planning approaches deployed on productivity of Kenya's state corporations.

Secondly, it is also emerging from the critical review of literature that certain factors impact the correlation of strategic planning to performance. For example, transformational leadership influences the impression of strategic planning on organizational performance. Samad and Ahmed (2021) investigated the impact of transformational leadership on strategic planning plus the achievement of banking organizations in Yemen.

Kitonga (2017) investigated consequences of strategic leadership on accomplishments of non-profit entities and determined a significant relationship linking leadership to organizational performance while Knies (2016) determined a constructive influence of transformational leadership on organizational performance. Additionally, Witts (2016) investigated the impact of strategic leadership on productivity and determined that profitability was significantly affected by leadership skills.

Elsewhere, Mutia (2015) assessed the role of leadership on development of the church, concluding that leadership positively impacts growth of the church. These studies therefore confirm the proposition that transformational leadership style significantly influences performance.

Thirdly, the literature review reveals that environmental dynamism variables moderate the impression of leadership on performance of organizations. Kim and Lee (2022) investigated the impact of celebrity CEOs on restaurant firm performance and the moderating role of environmental dynamism; Pashutan et al. (2022) undertook an inquiry on the contribution of ICT and strategic positioning to organizational performance, plus the impact of environmental dynamism; and Poscha and Garausb (2020) tested the effect of leadership innovation and orientation on the linkage of strategic planning to organizational ambidexterity plus the impression of environmental dynamism. Further, Boateng (2019) scrutinized the moderating impact of environmental dynamics and concluded that dynamism in the environment moderated impact of strategic planning on performance; Donkor, Donkor and Kwarteng (2018) ascertained that interacting effect of strategy plus market dynamics has a significant constructive relationship with performance.

Recommendations

The literature review determined that many studies have been undertaken regarding deliberate action plan and its impression on organizational performance. However, this paper has revealed methodological, contextual, and conceptual/theoretical gaps in research pertaining to this subject matter.

Theoretically, almost all the empirical studies do corroborate the postulations of this paper's anchor and support theories. This research therefore recommends that a comprehensive study should be done anchored on pertinent theories contributing to strategy formulation (Donkor, Donkor & Kankam-Kwarteng, 2018; Kateeba, 2019; and Mwangi, Kariuki & Muturi, 2020).

This study also revealed a partial focus on the correlation of strategic planning to performance, leadership and performance, plus environmental dynamism and performance or a combination of the two and performance. The emerging propositions should therefore guide future empirical research to address this partiality. Hence, from a conceptual perspective, this study recommends for a comprehensive study on the implications of strategic planning, and

leadership on organizational performance where environmental dynamism variables are moderating factors.

Methodologically, and informed by the above sentiments, this research recommends triangulating quantitative methods with qualitative interviews and focus group discussions. Contextually, Public Sector organizations should be included in future research to broaden the scope. Finally, given these findings, it is recommended that future research should assess the influence of environmental dynamism on leadership, strategic planning and organizational performance.

It's indeed anticipated that the findings from this research will endeavor to advance scholarship, particularly on understanding the influence of strategic planning practices, transformational leadership, and environmental dynamism on organizational performance.

So, what is the role of leadership and environmental dynamism on organizational performance? And, how does the underlying effect of environmental dynamism on leadership manifest in strategic planning practices? This study confirms that while leadership has a significant impression on strategic planning, dynamism in the environment moderates the effect of strategic planning on performance of organizations.

Informed by limitations of these partial studies, the proposed framework suggests directions for future research or practice. This framework therefore contributes to the existing literature in the field of strategic planning. It is anticipated that publishing with IPRJB is critical for reaching to more scholars and practitioners in business-related areas, especially on the topic of strategic planning.

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