

Strategic Planning — Organizational Performance Relationship in Health Care Organization: Perspectives of Previous Studies and Literature Review

Abdallah Ali Sulieman Alksasbeh, Zainudin Awang

(Faculty of Business & Management Sciences, University Sultan Zainal Abidin Kuala Terengganu, Malaysia)

Abstract: Organizations' performance still becomes an important concept in the strategic management studies, many researchers have used it as a focus of study and try to determine what the factors that might contribute to the better performance, where thought Strategic planning is believed to be able to drive organizations to achieve better performance. Within the extant literature, calls exist for more investigations into the concept of strategic planning on outcomes such as organization performance. The aim of this study is to Study the extent of the application of strategic planning practices in health care organizations and examine whether strategic planning will assist health care organizations to uplift their performance. Methods being used for this article were a comprehensive review and analysis of related studies and literature review for the development of hypotheses. Consensus assessment disclosed a high level of strategic planning practices in organizations; Empirical reviews also showed that there is a degree of connection between strategic planning and performance for all kinds of organizations. Chosen studies have been selected from different countries, these differences will enrich the study with diverse perspectives and findings.

Key words: strategic planning, organization performance, healthcare organization

JEL code: L

1. Introduction/Background

In the area of modern management and strategic management, the overall performance of organizations has been studied frequently and the importance of organizational performance has been recognized and evaluated (Venkatraman & Ramanujam, 1986). Previous studies and literature indicated that strategic planning and its components and methods are one of the most important factors and tools through which the performance of organizations in general and the performance of health care organizations, in particular, can be improved.

Strategic planning is defined in the literature as a set of organizational processes that help the organization to determine its desired future and develop its guidelines for appropriate decision-making. Through strategy, the organization can identify its strengths, address its weaknesses, exploit opportunities from the external environment, and avoid threats to the external environment (Swayne et al., 2006). Strategic planning is therefore believed to be a key component for achieving organizational performance and organizational success (Arafat Mobayed, 2006;

Abdallah Alksasbeh, Ph.D. Student, Sultan Zainal Abidin University; research areas: management (strategic planning). E-mail: alkasasbeh.abdallah@yahoo.com.

Zainudin Awang, Dr., Lecturer, Faculty of Business and Management, Sultan Zainal Abidin University; research areas: management (strategic planning). E-mail: drzainudin888@gmail.com.

Odam, 2007; Bangarkar, 2015).

Organizations that rely on strategic planning in their operations and activities can make profit and achieve their goals and achieve a position and it is difficult not to achieve this in these organizations, because they do environmental analysis to identify their weaknesses and strengths in the internal environment through which they can exploit external opportunities and avoid threats from the environment Outsourcing, unlike organizations that do not rely on strategic planning, methods and tools (Johnson, 2006).

The importance of the health care sector is highlighted by its contribution to the development of the national economy. And it has social importance through the importance of the services it provides in order to meet the interests and needs of citizens. However, the literature shows that most health care institutions suffer from poor organization because they develop their operations in an unstructured manner, without any plans, which leads to inefficiency and effectiveness, and thus lead to a decrease in the quality of services provided in these organizations, which in turn led to Dissatisfaction with the reviewers. The way healthcare organizations improve their operations has long-term consequences if they follow structured strategic plans (Salkic, 2014).

Strategic planning in healthcare institutions is still not well thought out, as knowledge, culture and routine planning for strategic planning are insufficient, and such a situation has very negative consequences for the health sector in general and health care organizations in particular. Managers and decision-makers in health care organizations are interested in the strategic planning process, tools and methods, to review and formulate procedures and objectives and control performance in these organizations by controlling the turbulent, changing and dynamic conditions surrounding the internal and external environment of health care organizations (David, 2013).

Therefore, this study seeks to highlight the extent of the application of strategic planning practices in health care institutions and to examine whether strategic planning will help healthcare organizations to improve their performance.

2. Literature Review and Empirical Study

Several previous studies have explored the relationship between strategic planning and the performance of the organizations, and concluded that there is a relationship and the impact of strategic planning in all Types of organizations and their performance. The following are theoretical and empirical aspects to support the relationship between strategic planning and organizations performance.

2.1 Theoretical Literature

2.1.1 Systems Theory

According to system theory, organizations are classified according to their own system into two categories: closed system organizations, and open system organizations that produce outputs and share their products and information with the surrounding environment (Porter, 2010). Based on this theory, healthcare organizations and hospitals can be considered as open-ended organizations that affect and are influenced by the surrounding environment, and interact with them so that they can obtain the resources that health care organizations need to adapt, grow, and survive.

2.1.2 Institutional Theory

Institutional theory focuses on how organizations are influenced by their environments, and how the environment affects decision-making. The formal structure of organizations affects their decision-making process.

In other words, organizational structures can be invested in socially shared meanings, and thus can be added to the organization's objective and objective functions, to communicate information about the organization to both internal and external stakeholders. Consequently, the perspective of the formal structure provides an opportunity to explore different perspectives regarding the consequences and the structure of the institution.

2.2 Literature Review

2.2.1 Organization Performance

ALGalebi (2007) Argues that the performance of organizations is the outputs or objectives that organizations are trying to achieve, i.e., the concept that links activities to the objectives that the organization seeks to achieve are outputs of value produced in the form of goods and services. Dawei (2010) is seen as the way the organization uses its resources and uses them efficiently and effectively to achieve their goals.

Daft (2010) defines performance organizations as the ability of an organization to use its resources (such as knowledge, individuals, and raw materials) to achieve organizational goals in an effective and efficient manner. Flapper, Fortuin, and Stoop (1996) stated that performance could be defined as the way in which the organization carries out its pre-set objectives. The performance of organizations can be measured through financial and non-financial instruments (Venkatraman & Ramanujam, 1986).

Performance is described as the ability of organizations to achieve their goals as quickly, efficiently and effectively through their precious, rare and difficult to replicate resources (Griffins, 2006). Organizational performance is of interest to managers, specialists, and decision-makers, including strategic planners (Richard et al., 2009).

2.2.2 Strategic Planning

Bryson (2006) describes strategic planning as coordinated efforts that help to make appropriate decisions and can be answered through strategic planning on several questions, the most important of which are: What does the organization do? And why do you do that? And explained that strategic planning is an integrated decision It has several objectives: gives a clear visualization of the form that the organization wishes to reach, it facilitates communication and participation among all managerial levels which helps organizations achieve their goals.

Salkic (2014) defines strategic planning as the process of managing priorities, defining the vision and defining objectives that the organization seeks to achieve. Simpson (2012) says it is the process of developing an organization by focusing on developing its mission, providing appropriate information that enables senior management to make effective and correct decisions. Masada (2013) illustrates future threats and opportunities. Developing problem-solving techniques and improving decision-making methods. Communicate and share knowledge among members of the institution, a roadmap for success by defining the overall vision and direction of the organization.

Strategic planning is based on surveying and analyzing the internal and external environment. Strategic planning and its tools and methods contribute to making decisions concerning the future of the organization in a scientific and rational way based on analysis and study (Dajni, 2011).

2.2.3 Strategic Planning Spurs Organization Performance

The organizations that adopt strategic planning, tools and methods have improved their performance, conversely, organizations that do not rely on strategic planning, says that strategic planning is an important factor in improving the performance of organizations (Dhihyat, Tuwaisi, 2011).

The previous researchers conducted a lot of researches and studies that targeted the type of relationship and

the strength of the impact of strategic planning on the performance of organizations in small and medium organizations. A study conducted by Gică, Negrusa (2011) which examined the relationship between the components of strategic planning and organizational performance in 200 Romanian SMEs, could not confirm that there was a relationship or impact of comprehensive strategic planning and organizational performance, but in the study of Chavunduka et al. (2015) proven there is a positive relationship between strategic planning and organizational performance measures such as net return on investment and market share.

Health care organizations face many external challenges, of an economic, social, cultural, demographic, natural, political, governmental, legal and technological nature (David, 2013). The traditional health-care system cannot cope with these changes, especially at low cost (Irwin et al., 2010). Thus, the health care model of the 20th century is no longer sustainable. New models are needed as well as new models to deliver health care effectively and efficiently (Grossman, 2008).

Effective strategic planning is a valuable practice in the healthcare sector and is believed to be important for the effective operation of these organizations. Leaders and managers of healthcare organizations borrowed from the theories first developed in the business sector and the development of strategic management processes that are unique to them (Begun et al. 2005). Strategic planning contributes to improving or increasing the performance of public hospitals by enabling the healthcare organization to fulfill its obligations to the community, Enables hospitals to reduce operating costs, Enables hospitals to develop their services in line with their social responsibilities, It enables hospitals to prepare various training programs inside and outside to improve performance levels (Hadrawi & Zuhairi, 2013).

Although several differences in the strategic management model have emerged in both the business and healthcare sectors, the basic model has remained relatively unchanged since its inception (Simyar, LloydJones & Caro, 1988). There have been attempts to relocate the transfer of all management practices from private or for-profit organizations to hospitals and health care organizations. as hospitals are warned to implement management practices such as diversification and total quality management. Although specific management practices have changed, they claim that their adoption will improve hospital management, improve efficiency and ensure hospital survival (Arndt & Bigelow, 2000).

The prevalence and reliance on strategic planning in low- and middle-income countries is rare (El-Jardali et al., 2007). It should be noted that the health-care environment in low- and middle-income countries is more complex, tense, challenging and dynamic, compared to high-income countries (Mills et al., 2002). There is an urgent need for strategic planning in organizations with limited resources. However, strategic planning in low- and middle-income countries, if any, is set at the government level, with limited evidence of its employment and use at the organizational level (Mustafa et al., 2004).

One study of rural hospitals to find out the relationship between the use of strategic initiatives and the performance of rural hospitals revealed that there was no relationship between these two factors (Mick et al., 1994), However, Kasey and Pigeon (2008) revealed in their study the relationship between Texas hospitals that there is a positive relationship between them. Delgado and Langabeer (2009) found that cancer centers that install strategic control tactics have better financial performance than organizations that do not.

The researchers agreed to use a number of general indicators to measure the performance of hospitals and give these indicators and clear signs and accurate indications of the level of performance in these organizations, Thus, these indicators take into account all the overall factors and activities leading to a clear evaluation of hospital performance, and determined that performance measures and indicators are based on three principles:

financial performance; practical performance; and organizational effectiveness (Faouri, 2012).

2.3 Empirical Study

The Study conducted by Dina (2018) entitled *The Effect of Strategic Management on Organizational Performance Using the Balanced Scorecard Method for Measuring Performance: A Case Study in the Nursing Department at Al-Khaldi Hospital and Medical Center* It focused primarily on the impact of strategic management on the performance of Al Khaldi Private Medical Center by using the Balanced Scorecard as a measurement tool. The researcher in this study conducted in a private hospital in the Jordanian capital Amman reached several results: that there is a strong positive impact of management strategy on performance. This study found that the internal process perspective is the most influential perspective in strategic management and that strategic management has a positive impact on the performance of the hospital.

The study conducted by Jaworzynska (2017), The researcher conducted this study on 14 health care organizations in Lublin, the ninth-largest city in Poland. The researcher was assessing the use of these hospitals for strategic management tools. The study was motivated by the importance of strategic planning in Polish law, which requires hospitals to develop a strategic plan to organize their work. It was based on previous studies. The researcher concluded that hospitals that have a strategic plan and this plan is known to all staff at all administrative levels (upper, middle, lower). It has the ability to provide its services and activities with high quality and effectiveness, I also found that strategic planning makes hospitals sustainable. It raises the level of response to environmental variables.

The study of Henrique and Portulhak (2017), entitled *Performance Management in University Hospitals: An Empirical Analysis in a Brazilian Institution*. Uncover how to performance management in a hospital located in southern Brazil. The researcher tried to understand all the processes and meanings involved in managing hospital performance. He concluded that there was no relationship between performance management and decision-making and that there must be an agreement between strategic planning and performance management in the organization.

The study of Pascuci et al. (2016) highlighted the administrative tensions derived from the administrative logic of organizations in charitable hospitals, and how strategic management contributed to reducing tensions. The researcher noted in this study that there are ongoing tensions within the organizations directly affect administrative decisions and thus affect the performance of organizations. A strategic management approach must be sensitive enough to identify and reduce these tensions and find ways to integrate them more effectively. This effort requires a combination of strong leadership skills and appropriate management tools. Innovation, creativity and informal interactions should be the basis of any strategic initiatives. The audacity and innovation of hospitals - more than just acceptance - are essential for their social and financial sustainability.

The study conducted by Moraa and Juma (2016) entitled *effects of strategic management practices on the performance of public health institutions in Kissi county, Kenya*, analyzed the impact of the practice of strategic management on performance in health care organizations in Kenya's Casey County. The specific objectives of the study were to establish the extent to which human resource management strategy, technology architecture strategy and organizational structure strategy on the performance of the health care institutions. The study employed a descriptive survey research design. Findings revealed to a great extent that technology architecture strategy if fully embraced would lead to efficient service delivery in health care providers and improve the performance.

The study of Wanjiru and Wachira, (2015) comes to answer the question if strategic planning improves

organizational performance? Evidence from Kenyatta national hospital in Kenya. This study was conducted on Kenyatta National Hospital to determine if there is a relationship between strategic planning and organizational performance within the hospital. The study was based on quantitative and qualitative analysis and targeted senior, middle and executive management. The study concluded that there is a relationship between the implementation of the strategic plan efficiently and effectively with organizational performance within the hospital and All levels of management must be involved in the planning process from formulation, implementation, monitoring, and evaluation so that they can have effective organizational performance.

The study conducted by Thuwaib (2015) aimed to show “the impact of strategic planning on the performance of organizations — an applied study on pharmaceutical companies operating in Libya”, and the study answered questions what is the impact of the classification of strategic planning of marketing activity on the performance of companies, the study revealed the impact of the elements of strategic planning on the performance of the organization Strategic planning enhances cooperation among the various activities of the Organization; it also contributes to the expected growth of the Organization’s future. The study recommended that the organization should focus on the elements of strategic planning in order to cooperate between different activities to achieve a high level of performance.

The study of Abu Hadid (2014) was entitled strategic planning as an approach to improve the performance of human resources in Algerian public hospitals, conducted on public hospitals in Algeria, aimed to know the reality of strategic planning, and the extent of its practice, its contribution, to improve the performance of human resources in these hospitals. The study reached a number of results, the most important of which is that strategic planning contributes to improving the performance of human resources in the Public Health Authority by focusing on the compatibility between the job and the other based on them, the need for training as a strategic option, activating the incentive system for employees, and developing the capabilities and skills of human resources and performance evaluation.

The result of the study conducted by salkic (2014) was indicated that the use of strategic planning in public institutions increases the efficiency and effectiveness of managing organizational resources rationally, and reduces the possibility of allocating resources based on personal preferences, feelings or aspirations. Or some kind of response to some pressure policies.

The study conducted by Sabri et al. (2013), aimed to test the impact of strategic planning on the performance of staff in the Social Security Organization Hospitals; at Ayatollah Kashani Hospital in Tehran, the Iranian capital. The researcher was able after analyzing the data collected by a questionnaire to ensure that there is a strong relationship between strategic planning and performance and that strategic planning positively affects the effectiveness of performance in the hospital.

The study conducted by Shadi (2012), was entitled Strategic planning processes and financial performance among hospitals in Lebanon. This study, which was conducted on 79 Lebanese hospitals, aimed to reveal the extent of the use of strategic planning in these hospitals and to investigate its association with financial performance. The strategic planning process included six domains: having a plan, plan development, plan implementation, responsibility of planning activities, governing board involvement, and physicians’ the results of this study after the analysis of the data revealed that hospitals that have strategic plans and work to develop and focus on the flexibility of these plans be able to deal well with environmental disorders.

The study conducted by Jeroen et al. (2012), entitled Strategic analysis for health care organizations: the suitability of the SWOT-analysis. This study, which was conducted in European countries, tried to reveal the

importance of strategies and strategic tools that are used in health care organizations in European countries so that several studies were presented on the extent of the use of SWAT analysis in several different parts of health care organizations in the Netherlands. The results of this study The SWAT analysis is not suitable for health care organizations in its current form and accordingly this study provided an alternative SWAT model.

4. Result/Discussion

The literature review indicated that strategic planning in all its dimensions and components contributes and greatly influences the improvement and upgrading of performance in all types and sizes of organizations. According to these relationships, further studies should be conducted in health care organizations and the extent to which awareness of the importance of strategic planning should be understood and formulated by managers, specialists and decision makers. The previous studies also showed that there is ambiguity among managers regarding the concept of strategic planning, and the importance of the participation of employees at all levels of management in the planning process.

5. Conclusion

After the researcher presented several previous studies that addressed the extent of the use of strategic planning and its relationship to organizational performance in all types of organizations and examined several papers dealing with strategic planning and its impact on organizational performance, directly and indirectly, all published between (2013-2018) in the peer-reviewed journals. The articles are analyzed in relation to several general variables such as research type and theory, and the organization criteria. The researcher drew the following conclusions from the study based on the research objectives: The empirical literature examined confirmed in this study that the impact of strategic planning on organization performance is a significant factor in the healthcare organizations. As a result, the application of concept-specific strategic planning and practices seems to be a reasonable approach to enhancing growth in health care organizations.

References

- Abu Hadid (2014). "Strategic planning as an approach to improve the performance of human resources in Algerian public hospitals", *Algerian Review of Economic Development*, Vol. 1, No. 1.
- Aldehayyat J. S. and Twaissi N. (2011). "Strategic planning and corporate performance relationship in small business firms: evidence from a middle east country context", *International Journal of Business and Management*, Vol. 6, No. 8, pp. 255-263.
- ALGalebi, Taher Mohsen Mansour Idris and Wael Mohamed Sobhy (2007). *Strategic Management: Integrated Systematic Perspective*, Amman, Jordan, Wael Publishing House.
- Arafat El-Mobayed M. G. (2006). "The relationship between strategic planning and growth in small industrial businesses in Palestine case study: The Gaza Strip", master's thesis, The Islamic University, Gaza, Deanery of Graduate Studies, Gaza Strip, Palestine.
- Arndt M. and Bigelow B. (2000). "The transfer of business practices into hospitals: History and implications", in: J. D. Blais, M. D. Fottler, G. T. Savage (Eds.), *Advances in Health Care Management*, New York, USA: Elsevier Science Inc., pp. 339-368.
- Begun J., Kaissi A. and Sweetland D. (2005). "An exploratory study of healthcare strategic planning in two Metropolitan Areas", *Journal of Healthcare Management*, Vol. 50, No. 4, pp. 264-275.
- Bryson J. M. (2004). *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*, Jossey-Bass, San Francisco.
- Bryson John (2003). "Strategic for public and non-profit institutions — A guide to action to support institutional sustainability and sustainability", translated by Abdel Mawkid, Mohamed Ezzat, Beirut Lebanon, Lebanon Library.
- Harrison J. (2006). "The impact of joint ventures on U.S. hospitals", *Journal of Health Care Finance*, Vol. 32, No. 3, pp. 28-38.

**Strategic Planning—organizational Performance Relationship in Health Care Organization:
Perspectives of Previous Studies and Literature Review**

- Chavunduka D., Chimunhu P. and Sifile O. (2015). “Strategic planning intensity and firm performance: A case of Zimbabwe mining development corporation”, *European Journal of Business and Management*, Vol. 7, No. 5, pp. 201-222.
- Daft R. L. (2010). *New Era of Management* (9th ed.). South-Western College, Cengage Learning.
- Dajani Eyad Ali (2011). “The role of strategic planning in the quality of institutional performance: A descriptive and analytical study in the palestinian regular universities”, Ph.D. thesis.
- David F. R. (1997). *Concepts of Strategic Management* (6th ed.), New Jersey, USA: Prentice Hall.
- David F. R. (2013). *Strategic Management, Concept and Cases*, New Jersey: Prentice Hall.
- Dawi Sheikh (2010). “Analysis of the theoretical foundations of the concept of performance”, *The Researcher Journal*, p. 227.
- Delgado R. I. and Langabeer J. R. (2009). “Strategic performance evaluation in cancer centers”, *J. Health Manag*, Vol. 54, pp. 369-381.
- Dina Mohamed Said Qarashay and Feras Ali Alzu'bi (2018). “The effect of strategic management on the organizational performance using the balance scorecards approach to measure performance: A case study in the nursing department at Al-Khalidi Hospital and Medical Center”, *International Journal of Business and Management*, Vol. 13, No. 4.
- Dora Abdul Bari Ibrahim (2003). “Human performance technology in organizations: Theoretical foundations and their implications in the contemporary Arab environment”, Arab Foundation, For development, Egypt.
- Elina Moraa Juma (2017). “Effects of strategic management practices on the performance of public health institution in Kisii county, Kenya”, Ph.D. thesis of Philosophy in Business Administration, Strategic Management Option in the Jomo Kenyatta University of Agriculture and Technology.
- El-Jardali F., Jamal D., Abdallah A. and Kassak K. (2007). “Human resources for health planning and management in the Eastern Mediterranean Region: Facts, gaps and forward thinking for research and policy”, *Hum. Resour. Heal.*, Vol. 5, pp. 9-20.
- Faouri Asma Marwan (2012). “The effectiveness of ERP systems on excellence in organizational performance: An empirical study in Greater Amman municipality”, unpublished master thesis in E-Business, Middle East University, Faculty of Business Administration, E-Business Department, Amman, Jordan, p. 38.
- Flapper S. D. P., Fortuin L. and Stoop P. P. M. (1996). “Towards consistent performance measurement systems”, *International Journal of Operations and Production Management*, Vol. 16, No. 7, pp. 27-37.
- Florence Wanjiru Wachira and Dancan Irungu (2015). “Does strategic planning improve organizational performance? Evidence from Kenyatta national hospital in Kenya”, *International Journal of Economics, Commerce and Management*.
- Gică O. A. and Negrusa A. L. (2011). “The Impact of strategic planning activities on Transylvanian SMEs — An empirical research”, *Procedia Social and Behavioral Sciences*, Vol. 24, pp. 643-648, doi: 10.1016/j.sbspro.2011.09.084.
- Greenley G. (1986). “Does strategic planning improve company performance?”, *Long-Range Planning*, Vol. 19, No. 2, pp. 101-109.
- Griffins L. W. (2006). “Strategic planning: Concept and cases”, *Strategic Management Journal*, Vol. 16, No. 2, pp. 71-83.
- Grossman D., J. Erikson and N. Patel (2013). “GEO-5 for business: Impacts of a changing environment on the corporate sector”, Nairobi, Kenya: United Nations Environment Programme.
- Hadrawi Rafid Hamid, Al-Zuhairi and Marwa Abdul Karim (2013). “Using intuition in formulating the strategic map by focusing on the balanced scorecard: An analytical study in a number of Rafidain Bank Branches in Najaf Province”, *Al-Ghury Journal for Economic and Administrative Sciences*, Iraq, Kufa University, Vol. 9, No. 29, pp. 117, 138.
- Henderson B. (1979). *Henderson on Corporate Strategy*, Boston: Abt Books.
- Henrique Portulhak (2017). “Performance management in university hospitals: An empirical analysis in a Brazilian institution”, *Business Tourism & Management Studies*, Vol. 13, No. 1, doi: 10.18089/TMS.2017.13107.
- Hussein Mohammed Odeh and Hamid Ahmed Majeed (2009). “The impact of selection on human resources to achieve strategic planning objectives — An empirical study of sample opinions of Najaf City hotel managers”, *Journal of Management and Economy*, No. 74, p. 126.
- Irwin G., Kleiner A. and Choudhury J. (2010). “When disruptive integration comes to healthcare”, *Strategy and Business Magazine*, 15 October.
- Jaworzynska Magdalena (2017). “Using tools of strategic management in medical facilities of Lublin region”, *Engineering Management in Production and Services*, Vol. 9, No. 2.
- Jeroen D. H., Wijngaarden Gerard R. M. Scholten and Kees P. and Wijk (2012). “Strategic analysis for health care organizations: The suitability of the SWOT-analysis”, *Int. J Health Plann Manage*, Vol. 27, No. 1, pp. 34-49, doi: 10.1002/hpm.1032.
- Johnson G., Scholes K. and Whittington R (2006). *Exploring Corporate Strategy: Texts and Cases* (8th ed.), London: Prentice-Hall.

**Strategic Planning–organizational Performance Relationship in Health Care Organization:
Perspectives of Previous Studies and Literature Review**

- Kaissi A. A. and Begun J. W. (2008). "Strategic planning processes and hospital financial performance", *J. Health Management*, Vol. 53, pp. 197-208.
- Kotier J. P. (1990). *A Force for Change: How Leadership Differs from Management*, New York: Free Press.
- Pascuci L. M., Meyer Júnior V. and Crubellate J. M. (2016). "Strategic management in hospitals: Tensions between the managerial and institutional lens", *Brazilian Administration Review*, Vol. 14, No. 2.
- Manaf Saberi, Ali maghole and Farrukh Ghouchani (2016). "The effect of strategic planning on employees' performance, Hospitals Social Security Organization — Case Study: Kashani Hospital in Tehran", *International Journal of Advanced Studies in Humanities and Social Science*, Vol. 5, No. 4.
- Mick S. S., Morlock L. L., Salkever D. G., Malitz F., Wise C. G. and Jones A. (1994). "Strategic activity and financial performance of U.S. rural hospitals: A national study, 1983 to 1988", *J. Rural Health*, Vol. 10, pp. 150-167.
- Mills A., Brugha R., Hanson K. and McPake B. (2002). "What can be done about the private health sector in low-income countries?", *Bull World Health Organ*, Vol. 80, pp. 325-330.
- Mostafa M. M., Sheaff R., Morris M. and Ingham V. (2004). "Strategic preparation for crisis management in hospitals: Empirical evidence from Egypt", *Disaster Prevention*.
- Msaada Majid Abdul Mahdi (2013). *Strategic Management: Concepts Operations Applications Cases*, Amman Jordan, Dar Al-Masirah for Publishing and Distribution, Najjar, p. 75.
- Odame A. M. (2007). "The relevance of strategic planning for entrepreneurial businesses in South Africa", master's thesis, University of Pretoria, Pretoria, South Africa.
- Pangarkar N. (2015). "Performance implications of strategic changes: An integrative framework", *Business Horizons*, Vol. 58, pp. 295-304, available online at: <https://doi.org/10.1016/j.bushor.2015.01.003>.
- Richard P. J., Devinney T. M., Yip G. S. and Johnson G. (2009). "Measuring organizational performance: Towards methodological best practice", *Journal of Management*, Vol. 35, No. 3, pp. 718-804.
- Salkic (2014). *Impact of Strategic Planning on Management of Public Organization in Bosnia and Herzegovina*.
- Shadi Saleh, Amer Kaissi, Adele Semaan, and Nabil Maher Natafqi (2013). "Strategic planning processes and financial performance among hospitals in Lebanon", *Int. J. Health Plann. Manage.*, Vol. 28, No. 1, pp. e34-45, doi: 10.1002/hpm.2128
- Simpson S. (2012). *Top Ten Leadership Skills: Book 1*.
- Simyar F. and Lloyd-Jones J. (1988). *Strategic Management in the Health Care Sector Towards the Year 2000*, Englewood Cliffs, USA: Prentice-Hall.
- Swayne L. E., Duncan J. E. and Ginter P. M. (2006). *Strategic Management of Health Care Organizations*, Blackwell Publishing: Malden, MA.
- Thuwaib (2015). Thuwaib, Mawlid Ali (2015). "The impact of strategic planning on the performance of organizations: An applied study on the pharmaceutical companies operating in Libya", unpublished master thesis, Sudan University of Science and Technology, College of Graduate Studies.
- Venkatraman N. and Ramanujam V. (1986). "Measurement of business performance in strategy research: A comparison of approaches", *Academy of Management Review*, Vol. 11, No. 4, pp. 801-814.