Impact of Strategic Planning on Organizational Performance in private Higher educations and institutions in Nangarhar, Afghanistan

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Abstract

The fact that both scholars and practitioners believe that changes are occurring, whether outside or inside, means organizations must adopt changes, otherwise they will not survive and grow. To adopt changes, organizations must have strategic planning. It helps in adopting changes and its needs for backbone in today's changing world. The main aim of the study was to determine the impact of strategic planning on organizational performance in private universities and higher education institutions working in Nangarhar, Afghanistan. Data was obtained from university chancellors, vice chancellors, and provosts. Faculty Deans, Faculty Deputies, and Lecturers the Z score formula used 172 questionnaires given to the respondents. SPSS was used and the OLS method with its relevant assumptions was checked. Dimensions for strategic planning were mission and vision statements, SWOT analysis, cooperation agreements, R & D, and the existence of a data base. Whereas dimensions for organizational performance included inclination to cooperation, experience exchange, reward of good work, market share, growth, profit, and innovations and sought to know whether formal and informal education exist regarding these dimensions, researchers used adopted questions to gain the answers for each dimension, and the questions were used collectively to give the meaning of each variable. The result of the study finally indicated that strategic planning has a strong positive impact on organizational performance.

1. Introduction

From summary of literature we can define strategic planning that its synergy for companies for employees working in organization and it helps in today's complex market as well as in adopting changes. In Fred David book "strategic planning 13th edition" the scholar defined strategic management as it is art and science of formulating, implementing and evaluating cross functional decisions that enable organizations to achieve its objective according to his opinion in general strategic planning and strategic management is same.

Alvani (2007) defined strategic planning as it give data to an organization in order to move from current state to future sate, strategic planning is a fundamental tool in on organizational structure.

Adeleke (2007) strategic planning is the organized way of forecasting the uncertain situation of all goals of an organization. The Strategy term is taken out from Greek word Strategies mean "the roles of a general".

Chander (1963) defined strategy in terms of objectives and goals by which organizations can develop a detail plan. Johnson et al (2011) defined strategy as a direction of an organization for long term they further said that this concise definition has to implement by leaders and experts managers and must not skip any component of it also said that organizations would have long term strategy that guide the opportunity of organization,

activities to obtain advantages on its rivals, direct the change in corporate environment. In order to carry out an organization strategy realize organization resources, capabilities, values of organizations and finally realize the expectations of stakeholders. Due to wideness of strategic planning it received too much attention in organization and even in individual programs in today's dynamic environment. Planning requires active aware of implementing the strategy and finally decisions on reason, hopes on judgments therefore strategic planning is not an easy duty (Adeleke, 2001). Adeleke,ogundele & Oyenuga,2008) defined that The heart of a well-designed plan is long term planning and to inspire approaches to attain company's purpose. Strategic planning is a continuous process to arrange fundamental goals of a company. It is a step by step process by which organizations defining the direction and making decisions on how to direct capabilities towards desired state in an organization. Steiner (2009).Backer and Huselid (2001) defined strategic planning is an organized method that involves forecasting a desired state and matching it into a company specified goals and finally achieve them. In summarize the benefits of strategic planning are following: enhancing awareness of threats, improved understanding of competitor strategies, increased employee productivity, reduced resistance to change, clearer understanding of performance reward relationship and enhanced problem prevention capabilities (Fred R David).

Brendan (2006) reported that performance is a way of assessing results. He said that for plans to work correctly managers with their teams essential to innovate controls, mission and objectives.

Performance measures like a plan of evaluating success of firms. For instance, financial indicators like sales, profits, movement of money, return on equity and growth Tornike (2018).

Chow and Vander Stede 2006; Parigyralas and Theodoridis,(2009) organizations can generally use the objectives in order to measure performance include both financial and non-financial records i.e. reap profit, return in investment, employee turnover, inventory turnover, return on capital employed, market share and customer satisfaction they belief that above are relevant in order to survive in this ravishing environment.

2. Empirical literature review

Okolocha (2020) examine the impact of strategic planning on organizational performance in Nigerian banks. The study discovered that the extent organizational structure and employee welfare affects organizational performance. Akinyele et al (2007) in their study investigate the impact of strategic planning on organizational performance and survival they used First bank of Nigeria (FBN) as a case study 100 questionnaires were distributed to the senior and junior staff in various first bank branches the findings of the study is that strategic planning helps better organizational performance which for long period has impact on its survival and that strategic planning intensity is determined by managerial, environmental and organizational factors. George and Walker (2019) conducted a meta-analysis of 87 associations across 31 actual studies and found that the influence is consistent across the commercial and public sectors in both the US and non-US situations. Is strategic planning beneficial to a company's performance? Finally, a random effect meta-analysis reveals that strategic planning has a modest to significant positive effect on performance of the organization.

Donkor et al. (2018) examined the moderating role of innovation capability and strategic goals in the financial performance of medium and small scale enterprises in Ghana. Findings of research proved that strategic goals have a strong positive relationship with financial performance they also proved that there is a strong positive

and highly significant impact innovative capacity has on financial performance. Aldehayyat et al. (2011) examined the relationship between strategic planning and corporate performance in small business firms in Middle East country context. They discovered a substantial positive association between the research's independent and dependent variables. Glaister et al. (2008) conducted research by name "A causal analysis of formal strategic planning and firm performance" from a sample of Turkish firms. Findings of research revealed that strong positive relationship exist between formal strategic planning and firm performance. Cem (2020) examined the impact of strategic planning on organizational performance primary date were obtained from executive level employees in 120 organizations. Main findings of the study indicated that there is positive impact of strategic planning on organizational performance. Khalid and Nusari (2020) investigated the impact of strategic planning including vision, mission and goals on operational performance in the public sector of UAE. Result of the study proved that there is significant impact of the three components of strategic planning on operational performance. Mohamed Abdalkrim (2013) investigated the impact of strategic planning activities on Sudanese businesses. The study includes four strategic process identifiers: mission defines, application, internally and externally analysis, control, and assessment. On the other hand, productivity and turnover dynamics were used to assess organizational performance. Result revealed that all four variables of strategic activities are positively correlated with organizational performance in Sudanese private sector organizations.

As a case study of a public organization in Qatar, Maharmeh (2020) looked at the impact of strategic planning on organizational performance. Finally, researcher concluded that strong and positive relationship exist between strategic planning and organizational performance. Oludele (2021) investigated the impact of strategic planning on organizational performance of health care services in Nigeria. Result revealed that the development and implementation of strategic planning has a direct influence on effectiveness and efficiency of health institutions with increases in the performance of departments and longevity of the institutions.

Hani (2021) examined the effect of HRM in attaining productivity of organization and firm strategic goal in Saudi Arabia. Findings of the research indicated that factors like talent management, succession planning, job analysis, staffing plan and career development have positive effect to predict strategic goals of the firm. Furthermore, the interaction impact between achieving the strategic goal and organizational innovation is found significant. Also confirmed that the positive relationship between achieving the strategic goal of the firm and organizational productivity will be stronger when organizational innovation is higher.

Efendioglu (2010) investigated the impact of strategic planning on financial performance of Turkey companies. Findings of the research revealed that strategic planning which is independent variable in research has positive and statistically significant impact on financial performance.

Alotaibi (2020) examined the impact of strategic planning and innovation on organizational performance of the Saudi Red Crescent authority. Result shows that statistically significant positive relationship exists between each of strategic planning and innovation with organizational performance. Moutinho and Philips (2002) written research paper by name "the impact of strategic planning on the competitiveness, performance and effectiveness of bank branches" Main findings revelled that effective management practices can affect bank branch effectiveness mean bank branch effectiveness is affected by effective management practices another finding of the research was that overall performance of the branch depend highly on both innovation and long term thinking. Monye and Ibegbulem (2018) analysed the impact of strategic planning organizational performance and profitability and Zenith bank Plc Wari was used as a case study in Nigeria. Finally, the implication of the research that strategic planning helps better organizational performance which long term has impact on its profitability. Daniel et al. (2019) examined the impact of strategic thinking on organizational performance the study conducted in Nigeria in ABIA State in MTN. Findings revealed that strategic leadership has significant impact on organizational performance and also strategic planning has significant impact on effectiveness of organizational. Muriithi et al. (2018) empirically tested the link between strategic thinking competency and effectiveness of leadership in Kenyan indigenous banks. There is a positive association between strategic thinking competency and its sub-constructs, as well as a link between strategic thinking and leadership effectiveness. Al-Qudah et al. (2020) analysed the impact of strategic human resources planning on the organizational of Jordanian public shareholding companies. result of the study showed that adopting the strategic human resources planning dimensions help in on organization overall productivity, employee satisfaction as well as reduced in operating costs. Farley and Hulbert (1994) have written research paper which title is "strategic planning and financial performance: more evidence". Overall finding of research is that small positive relationship exist between strategic planning and financial performance. Batra et al. (2017) have written research paper by name "does strategic planning determine innovation in organizations?" the study conducted in Indian SME sector. Finding revealed that positive relationship exists between strategic planning and innovation. Study also established a significant positive moderating role of commitment to learning on the relationship between strategic planning and innovation.

3. Problem statement

Compare to its benefits there is little empirical evidence on strategic planning and its relationship with organizational performance (French et al 2004) need for more researches in order to see the relationship between strategic planning and organizational performance in SMEs. Besides here in Afghanistan the trend of research is new no one conducted any study on this topic therefore preferred to conduct research on this topic here in Afghanistan, Nangarhar province.

4. Research objective

The study's main goal is to determine the impact of strategic planning on organizational performance in a sample of private universities in Nangarhar, Afghanistan.

5. Research Hypothesis

HO: Strategic planning has no impact on the organizational performance in private universities in Nangarhar, Afghanistan

H1: Strategic planning has impact on the organizational performance in private universities in Nangarhar, Afghanistan

6. Research Question

What is the effect of strategic planning on organizational performance?

7. Methodology

To collect primary data survey method we used adopted questionnaire and cross sectional data collected from employees working in private sector universities and institutes of higher education in Nangarhar. Respondents or sampling units for the study were chancellors and vice chancellors of universities and institutes, deans and deputies of faculty and lecturers from two universities and four institutes working in Nangarhar, Afghanistan.

This study used survey method by written structured questions and by mailed Questionnaire data collected for the study.

Current study used probability technique to select sample besides, this technique has other methods but researcher used stratified random sampling technique to select sample.

8. Data collection process

This study in order to collect primary data survey method was used in survey method questionnaire method was used and adopted questionnaires were given directly to some respondent besides, some questionnaires were given to the R&D department of each university and institute. In order to collect primary data researcher also distributed questionnaire for respondents by email, WhatsApp and Facebook messenger.

Finally the number of returned questionnaires were 150 which shows 88% response rate that is statistically significant.

To measure the impact of strategic planning on organizational performance or to obtain the answers of respondents regarding questions of both variables researcher distributed questionnaire which were quantitative in nature and given to those employees who work at universities and institutes in Nangarhar.

As mentioned that survey method was used and questions were adopted. Items in the questionnaires are designed on a five point scale as strongly agree, agree, neutral, disagree and strongly disagree. Research instrument has three main sections. First part collects the basic demographic information from the selected sample like their gender, age, experience, education level and position.

The second section consist of 12 questions regarding the independent variable of research which is strategic planning. The third section is intended to collect data for dependent variable of the research which is organizational performance and this consist of 12 questions.

$$n = p * q \left[\frac{z}{\varepsilon}\right]^2 \quad n = 75 * 25 \left[\frac{1.96}{5}\right]^2 = 1875 \, (0.153664) = 288$$

$$n' = \frac{n}{1 + \frac{n}{N}} = \frac{288}{1 + \frac{288}{420}} = \frac{288}{\frac{420 + 288}{420}} = \frac{288}{1.685} = 170.91 \cong 171$$

Sample size for the study

Name of University/ institute	Number of employees which concerned this study
Khurasan University	53
Al- Falah University	28
Al- Taqwa institute of higher education	24
Rokhan institute of higher education	23
Spinghar institute of higher education	22
Aryania institute of higher education	21
Total number of employees	171

9. Reliability of the instrument

Reliability of the instrument refers that whether Likert scale questions have relation with each other or not. By the help of Cronbach's Alpha value we can check the reliability of our questionnaires. As range for Cronbach's Alpha is between (0-1) and acceptable range is (0.75).To check reliability researcher conducted pilot study based on sample of (25). And finally value for Cronbach's Alpha is (0.96). Thus according to Cronbach's Alpha value which is (0.96) so this value come in acceptable range we concluded that there is internal consistency among questions means there is link between questions.

10. Data analysis

To analysis primary data that were obtained from universities and institutes in quantitative form from respondents. Researcher used SPSS software for analysing of adoptive questionnaires. In SPSS different tools were used like descriptive statistics, correlation matrix regression model etc.

11. Econometrics model

Following model is used to test the relationship between strategic planning and organizational performance

$Op = Bo + B1\ (SP) + \varepsilon$

In this model (OP) is endogenous variable which shows organizational performance and (SP) is exogenous variable which shows strategic planning and (ε) is error term besides (B0) is intercept and (B1) is slope.

12. Data analysis and interpretations

Table 1. Statistics

Statistics

		Gender of the respondent	Age of the respondent	Education level of the respondent	Positioin level of the respondent	work experience of respondent
N	Valid	150	150	150	150	150
	Missing	2	2	2	2	2

Above table of statistics analysis has shown that from 152 respondents data have been collected. From 152 respondents 150 respondents filled the demography part of the questionnaire and there is 2 missing value in demography questions. In this part of demographic questions following taken into consideration that are, the gender of the respondents, age of the respondents, education level of the respondent, position level of the respondents and work experience of respondents.

Table 2. gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	150	98.7	100.0	100.0
Missing	System	2	1.3		
Total		152	100.0		

To know the gender of the respondents is important question this part has to be clear. In the above table of gender it is clear stated that the 98.7% of the respondents are male and the remaining 1.3% is missing value and there is no any female respondent in thy study.

Table 3. age of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	70	46.1	46.7	46.7
	31-40	55	36.2	36.7	83.3
	41-50	15	9.9	10.0	93.3
	51-60	6	3.9	4.0	97.3
	61 and above	4	2.6	2.7	100.0
	Total	150	98.7	100.0	
Missing	System	2	1.3		
Total		152	100.0		

Above table indicates the age of respondents we see in the table that the 46.1% of respondents were in the range of 20-30 years, 36.2% respondents were in the range of 31-40, 9.9% respondents were in the range of 41-50, 3.9% respondents were in the range of 51-60, 2.6 % respondents were above of 61 and above and total of the respondents are 98.7% while 1.3% respondents were missing.

Table 4. education level of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	32	21.1	21.3	21.3
	Master	112	73.7	74.7	96.0
	PhD	6	3.9	4.0	100.0
	Total	150	98.7	100.0	
Missing	System	2	1.3		
Total		152	100.0		

Above table indicates the education level of the respondents that are, 21.1% of respondents were graduate, 73.7% respondents were Master, 3.9% respondents were PhD and 1.3% were missing.

Table 5. position level of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chancellor of University	3	2.0	2.0	2.0
	Vice Chancellor of University	5	3.3	3.3	5.3
	Dean of faculty	16	10.5	10.7	16.0
	Deputy of faculty	16	10.5	10.7	26.7
	Lecturer	110	72.4	73.3	100.0
	Total	150	98.7	100.0	
Missing	System	2	1.3		
Total		152	100.0		

Above table shows the position level of respondents that in which position respondent's work. This indicates that 2.0% of respondents were chancellors of university, 3.3% respondents were vice chancellors of university, 10, 5% respondents were deans of faculty, 10.5% of respondents were deputies of faculty, and 72.4% of respondents were lecturers.

Table 6. work experience of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bellow one year	5	3.3	3.3	3.3
	1-3	34	22.4	22.7	26.0
	4-7	62	40.8	41.3	67.3
	8-11	44	28.9	29.3	96.7
	12-15	5	3.3	3.3	100.0
	Total	150	98.7	100.0	
Missing	System	2	1.3		
Total		152	100.0		

Above table reveals the experience of respondents it is also important point to be discuss. We see in the table that 3.3% of respondents had bellow one year experience, 22.4% of respondents had in the range of 1-3 year experience, 40.8% of respondents had in the range of 4-7 year experience, 28.9% of respondents had in the range of 8-11 year experience, and 3.3% of respondents had in the range of 12-15 year experience.

Table 7. Correlations

		Strategic_ planning	Organizational_ performance
Strategic_ planning	Pearson Correlation	1	.772[**]
	Sig. (2-tailed)		.000
	N	150	150
Organizational_ performance	Pearson Correlation	.772[**]	1
	Sig. (2-tailed)	.000	
	N	150	150

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

This table of correlation is used to show the link or relationship among dependent and independent variables of research model. It is clear that correlation coefficient or (r) take value between (-1 – and +1) if value of (r) comes more than 75 it means that strong direct correlation exist among variables. According to the table above, there is a 77.2 percent correlation among strategic planning and organizational performance mean that there is strong direct relationship between strategic planning and organizational performance. While the conducted study model is statistically significant at the 0.01 level or 99% confidence level.

Table 8. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772[a]	.596	.594	6.503

a. Predictors: (Constant), Strategic_planning

According to the table above, there is a 77.2 percent correlation among strategic planning and organizational performance indicates that there is a substantial direct link between strategic planning and organizational success. Another one is coefficient of determination (R-Square) it shows or determent the variation (variance) in dependent variable which is explained by independent variable. In above table we see the value of (R-square) that is (59.6%) it mean that dependent variable is 59.6% explained by independent variable while remaining (40.4%) is considered as effect of other variables on dependent variable. Besides the goodness of fit is good because the value of R- square is more than (50%).

Table 10. ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9244.590	1	9244.590	218.601	.000[a]
	Residual	6258.903	148	42.290		
	Total	15503.493	149			

a. Predictors: Constant, Strategic __planning

b. Dependent Variable: Organizational __performance

ANOVA table is used to check overall significant of the estimated model or to check the estimated b's that whether are statistically significant or not. We can check this test by two ways first by value of (F) that whether this value comes in acceptance region or in critical region second by sig value if sig value comes less than the level of significance than the model is statistically significant conversely model is not statistically

significant. In above table (F) value is comes in acceptance region besides sig score of the table is less than the Alpha (level of significance) which is (99%). Finally concluded that our all estimated b's are statistically significant at the 0.01 levels or 99% confidence level so the null hypothesis (HO) is rejected, while the alternative hypothesis is accepted (H1).

Table 11. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.454	1.394		5.348	.000
	Strategic_planning	.762	.052	.772	14.785	.000

a. Dependent Variable: Organizational__performance

In the table we see that the (t) value is (5.348) this value is beyond the range of (-2 and +2) we reject null

hypothesis and accept alternative hypothesis. We see the value for constant or intercept/ b0 that is (7.454) it

means that if the mentioned universities do not make strategic planning for their organization or if there is not

strategic planning in the mentioned organizations their organizational performance will be (7.454%).
Besides, value of slope is (0.762) it means that if a unit (%) change or focus taken place in strategic planning, it will bring (0.762%) changes in organizational performance. The point to be noticed is that besides (t) value that we can test estimated b's we can also test the estimated b's by distributed each estimated b's by (2) if the sum of distribution is greater than standard error of b's we concluded that estimated b's are statistically significant conversely not statistically significant. So in above table if we distribute the values of constant and slope by two the sum is come greater than standard error of each estimated (b) so from this point we can also accept (h1) and reject (ho).so the model is statistically significant with (99%) confidence level.

Diagram 1. First assumption of OLS method the assumption of linearity
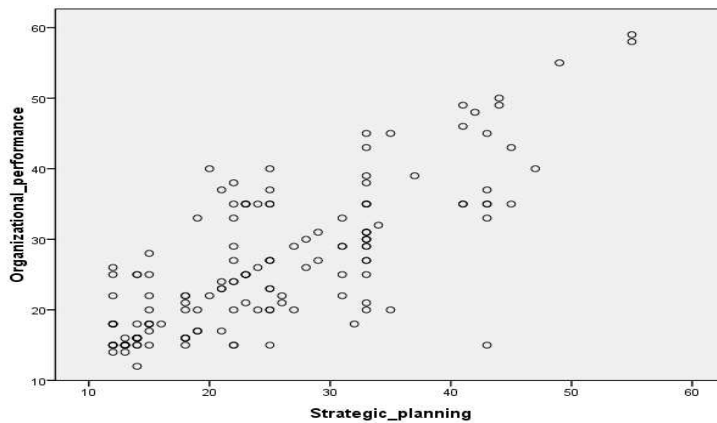
First assumption of the OLS method we assume that dependent and independent variables must be linear in relation. As we take estimated diagram this come scatter. So we see the above graph that the points are scattered not in specific pattern we concluded that the relationship among dependent variable and independent variable is linear.

12.1. 4th assumption of OLS

The variance of the residual is constant (Homo scedasticity) Means by this assumption that the residuals term must be homo scedasticity it mean that must have same variance or constant variance (change).
If the residual term is same we say that there is homo scedasticity or conversely if there is not same or constant variance we say that there is Hetro scedasticity in the residual term.
 By the help of diagram we can know that whether the residual term are constant (Homo scedasticity) or Hetro scedasticity.If the graph looks like a funnel shape it means that the variance of residual term is not constant it is hetro scedasticity, or if the graph looks like in scatter form or the graph is not in the funnel shape it mean that the variance of the residual term is constant.

Scatterplot

Diagram 2. Dependent Variable: Organizational_ performance
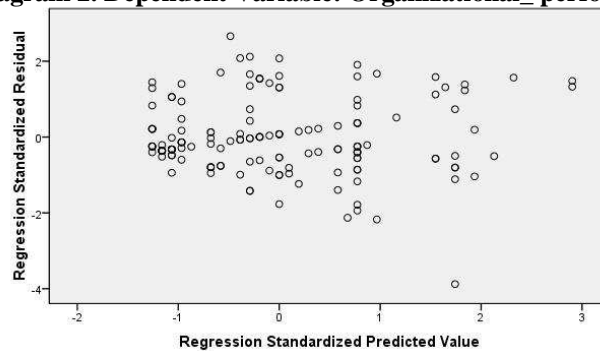
So we see in above graph that the shape is not in the funnel form it is completely disheveled (scattered) so we concluded that the variance of residual term is constant or there is homo scadesaticity in the residual term. So the assumption of homo scadasticity has been met.

12.2.Assumption 6th of OLS method

There is no influential cases biasing your model mean by this assumption that there must not outliers in the data.

Table 12. There is no influential cases biasing your model

COO_1	COO_1	COO_1	COO_1	COO_1	COO_1
		0.00397	0.01738	0.00000	0.00107
0.00000	0.00063	0.00224	0.00738	0.00832	0.00384
0.00002	0.00033	0.00168	0.00651	0.00000	0.00000
0.00002	0.00040	0.07897	0.00921	0.00001	0.00078
0.00000	0.00074	0.02365	0.00535	0.00036	0.00054
0.00002	0.00314	0.05757	0.00078	0.00107	0.00107
0.00008	0.00237	0.06342	0.00448	0.00000	0.00832
0.00013	0.00088	0.02249	0.00169	0.00054	0.00008
0.00019	0.00046	0.02988	0.00217	0.00039	0.00107
0.00000	0.00088	0.02992	0.00107	0.00003	0.01858
0.00002	0.00266	0.01501	0.00078	0.00198	0.00067
0.00060	0.00107	0.00376	0.00078	0.00033	0.00588
0.00132	0.00746	0.00770	0.00042	0.00046	0.00042
0.00098	0.00155	0.00338	0.00012	0.00074	0.01058
0.00314	0.00040	0.00405	0.00042	0.00215	0.02051
0.00314	0.01827	0.00386	0.00821	0.00832	0.02251
0.00262	0.00088	0.00405	0.00012	0.01984	0.00617
0.00068	0.00168	0.01762	0.00576	0.00078	0.01306
0.00262	0.00386	0.00886	0.01454	0.00016	0.01316
0.00027	0.00338	0.00738	0.00691	0.00012	0.01008
0.00033	0.00507	0.00821	0.00528	0.00576	0.00880
0.00074	0.00351	0.01493	0.00000	0.00054	0.00669
0.00098	0.00317	0.00056	0.00005	0.00020	0.01689
0.00921	0.00002	0.00143	0.00169	0.00054	0.01647
0.00042	0.00397	0.01738	0.00000	0.00107	0.01395

So cook's distance values are all under one so we say that there is no outliers in the data or there is no influential cases biasing in model. Because cook's distance values are bellow from one so we concluded that this assumption is has been met.

13. Recommendations

Human resources are crucial in achieving an organization's goals. As a result, mentioned Universities and institutions should pay close attention to their human resources and treat employee wellbeing as a top priority, as this is the resource that can help them achieve effective results. Besides, Organizations should do proper internal and external environmental analyses, which can be accomplished using the SWOT analysis, which identifies the organization's strengths, weaknesses, opportunities, and threats.

14. Limitations

Although the study gives students and owners of the indicated firms with good information on strategic planning and organizational performance, it is not without flaws. Because data was collected from a small number of people, the results cannot be applied to other universities and institutions in the country so further studies are required to conduct in different provinces of Afghanistan as well as other area of the world, besides researcher couldn't see the respondents personally due to lots of reasons this is way majority of questions might be in the questionnaires ambiguous for them. Direction for future research to conduct a similar study in other provinces of Afghanistan or other area of the world.

15. Conclusion

The result of the analysis of this study revealed the strategic planning has positive effect on organizational performance of selected universities and institutions working in Nanagarhar, Afghanistan and this effect is statistically significant. Scholarly words regarding this study also reveals that strategic planning effect organizational performance. In order to reach the result various statistical analysis and techniques were run. Data for the study were collected through adopted questionnaires and structure of the questionnaire consist of education level of the respondent, their age, experience, position and education level and then questions regarding strategic planning and organizational performance. Data for the study were collected from 171 respondents. SPSS was used for analyzing and different models were run to know the relationship. I.e. correlation test Pearson, validity, reliability, ANOVA, besides all relevant assumption of OLS method were used and checked. In summarize the correlation Pearson has been run to investigate the relationship among the strategic planning and organizational performance that shows the significant correlation by having (0.772) which indicates that independent variable of the study has impact on dependent variable of the study which are strategic planning and organizational performance.

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