

RESEARCH ARTICLE

STRATEGIC FORMATION FOR SUCCESS: ENHANCING ORGANIZATIONAL PERFORMANCE OF A STATE UNIVERSITY

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ABSTRACT

This paper examines the linkage between strategic formation and organizational performance at State University. The researchers used a descriptive research design to collect data from 50 respondents' administrative staff to assess their perceptions of the effective implementation of strategic planning processes in achieving institutional goals. Therefore, the results suggest a close relationship between university performance and the formulation and implementation of strategic planning, while elements such as leadership methodologies and client feedback vary significantly between groups. The findings were that in general, overall perceptions of strategic planning are "excellent" but still require specific areas of enhancement, primarily in career path communication and resource allocation. Recommendations under this area include better articulation of career opportunities, enhancing feedback mechanisms, investing in leadership training, and increasing stakeholder engagement in strategic planning processes. The study contributes to our understanding of the impact of strategic planning on organizational performance in higher education and provides practical insights for university administrators intent on improving their strategic initiatives.

KEYWORDS

Creativity, Organizational skills, Communication skills, Time Management skills, Leadership skills

1. INTRODUCTION

Strategic formation is a primary tool for organizations looking forward to improving their overall performance to reach long-term goals. By the interconnectedness of resources, stakeholders, and results of education, strategic planning is what state institutions must engage in for both quality and effectiveness of the institution. Utilization of explicit, implementable strategies in the coordination of objectives can help a university overcome challenges, exploit opportunities, and ensure the achievement of institutional goals as well as educational objectives.

Among these, state universities have unusual problems dealing with constraints in the availability of public funding and maintaining high standards of academic excellence while keeping up with changing educational needs and sustaining institutional viability. Strategic planning provides a guiding structure to work through all of these challenges in terms of priorities and resource allocation and aligns all members of the institution towards common goals. Strategic planning, therefore, if properly implemented will lead to better organizational performance, greater stakeholders' satisfaction, and subsequently institutional goals and visions.

In the past few years, strategic planning in higher education has become of much value due to the dynamic change going on in the academic field. The university has become the center not for mere education but, more importantly, as a hub for innovativeness, researches, and community engagement. Therefore, state institutions must establish pro-academic policies that will be beneficial to them in competing to stay relevant.

Public institutions also have to contend with competing interests of diverse stakeholders including students, professors, alumni,

governmental entities, and the local community. Strategic planning allows the institutions to engage many of these stakeholders since such an approach seeks the attainment of great transparency, accountability, and inclusiveness in their decision-making processes. It would help in proactive strategies for managing risk and adapting to change to enhance resilience against any external challenges that may face the institution.

The relationship between strategic formation and organizational performance is well-documented both in the academy and in the world of practice. Colleges using more detailed, fact-based strategic planning are found generally to be performing better-in more systemic ways-being better efficient, innovative, and collaborative as an organization-and more productive in terms of student learning results, higher rankings, and a stronger competitive advantage for faculty and student talent.

By proper strategic formation, universities can harmonize their mission and vision with practicable strategies to be a tool of growth and development. Organizational performance here encompasses much more than mere indicators of the financial bottom line or the profit and loss account, including academic excellence, the output of research, community engagement, and the interest of stakeholders. The holistic approach in the context of strategic performance ensures that all facets of life on campus contribute to the organization's success.

Strategic formation in state institutions can be aligned with global initiatives through the United Nations Sustainable Development Goals. Universities play a crucial role in achieving these objectives since they enhance good quality education (SDG 4), innovation (SDG 9), and sustainable cities and communities (SDG 11). The entry of SDGs into the strategic planning framework of universities will have potential

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significance for these universities to influence factors locally and globally toward an even more sustainable and equitable future.

Therefore, strategic formation proves an effective tool for improving organizational performance in public colleges. From laying a very clear roadmap for goals, universities can develop towards long-term success and sustainability in the competitive and dynamic character of the educational environment and stay in line with development objectives across the world.

2. RELATED LITERATURE AND STUDIES

Now, strategic planning is regarded as one critical development factor that contributes to organizational performance improvement. Practically, an area in which strategic planning plays a pivotal role is among higher education institutions like state universities. This paper deals with the contemporary researches of the last decade about the role of strategic planning in determining institutional effectiveness, educational outcomes, and compliance with organizational performance parameters.

Strategic planning refers to the planned strategy or approach that companies use to set goals, distribute resources, and align these resources for intended results. Strategic planning assists higher education institutions in making academic institutions outline a course of actions in handling issues like shifting educational expectations, financial constraints, and the need for a change in pedagogy and research. In fact, there are many studies that point towards the role played by strategic planning in overall performance of higher education institutions.

Alghamdi suggests that strategic planning in universities is of prime importance for maintaining quality institutions and their long-term sustainability (Alghamdi, 2018). The study further identifies that effective strategic planning by the universities enables leaders to align resources with policy priorities such that it leads to the enhancement of better performance indicators of student success, faculty effectiveness, and financial soundness. According to a study, strategic planning helps colleges to maintain competitiveness by formulating clear objectives which act as guidelines towards decision-making procedures (Zoghi and Matthews, 2017).

Recent findings show that colleges with full strategic plans are more likely to attain their strategic objectives and enhance organizational performance. As pointed out by some researcher, strategic planning fosters high institutional adaptability and responsiveness to environmental changes (Bryson et al., 2018). For example, state universities have to operate under constrained public funding as well as increasing demands for education accountability.

In addition, according to a study strategic planning fosters innovation through an environment that inspires universities to start new projects, partnerships, and technologies (Tapscott and Williams, 2020). They discovered that the universities engaging in proactive strategic planning are most likely to obtain more external funding, research outputs, and strengthen partnerships with businesses and governments.

According to a study, research has indicated that strategic planning improves organizational alignment along with the operational efficiency within universities (Groves et al., 2018). The research indicates that the process of strategic planning aligns a myriad of various departments and all practices would be assured to align with the global mission and vision set forth for the organization. When that is the case, it promotes sound resource management and optimized organizational performance.

Though it also has its merits, strategic planning implementation in public colleges encounters several difficulties. A study by reports that at times internal resistance, bureaucratic procedures, and limited available resources confront colleges with the problem of inadequately arranging strategic goals and actual outcomes (Ali and Rizwan, 2017). According to them, proper strategic planning requires good leadership with clear communication and proactive stakeholder involvement.

Strategic planning should be fluid, making it malleable to changing circumstances. According to a study, strict adherence to strategic objectives would arrest innovation and even stifle the capacity of such institutions to respond to emerging difficulties well (Hussain and Hamid, 2019). Thus, ongoing monitoring and evaluation are necessary to ensure that strategic plans are relevant and achievable.

Global trends dominate the higher education context, particularly towards sustainability and alignment with the United Nations Sustainable Development Goals (SDGs). Reportedly, sustainability now finds its center at the heart of strategic plans in support of the SDGs, particularly quality

education under SDG 4 and sustainable cities and communities under SDG 11. That is to say, this linkage raises the level of social contribution at the university level while at the same time strengthening its prestige and performance through the invitation of committed students and professors in sustainable development.

Strategic planning is a must for organizational performance improvement in public colleges. Strategic planning allows universities to get out of problems, foster long-term success, and render clear and well-articulated goals related to effective resource allocation and innovation facilitation. For strategic planning to be potent, it has to be dynamic, integrated, and linked with institutional priorities and international sustainability goals.

3. METHODOLOGY

The researchers employed a quantitative - descriptive research design. Collected data and asked questions regarding the study issue using the above method. Convenience sampling was used to collect and distribute the survey questionnaire to employees, who were selected based on population parameters. A checklist questionnaire was used by the researchers. Descriptive methods facilitated information collecting and evaluation. A three-section questionnaire was the study's main tool. First is the respondent's profile, then strategic formation, and finally organizational performance, assessed on four measures. To ensure respondents answered all questions, researchers disseminated the questionnaires in face to face modality. To enable statistical analysis, questionnaires were collected on time. The following scales and coding formats were used for data analysis.

The researchers used to evaluate the following components using a four-point scale: Strategic formation and organizational performance used the following Likert scale: 4 - Strongly Agree; 3 - Agree; 2 - Disagree; 1 - Strongly Disagree. For interpreting the results in terms of strategic formation, the researchers used the scale of 4. Outstanding; 3 Exceeds Expectations; 2 Needs Improvement; 1. While for organizational performance: 4. Excellent; 3. Satisfactory; 2. Acceptable; 1. Unsatisfactory. Frequency count and percentage distribution to determine respondents' age, sex, education, position, and years of service. This survey used the weighted mean to calculate the analytical presentation, data presentation, and computed mean of Strategic Formulation and Organizational Performance. Pearson r was used to evaluate variable relationships. The study's respondents comprised (50) fifty administrative employees. Their frequency distribution aligned with the Strategic Formation and Its Impact on Organizational Performance.

The distribution of respondents by age, revealing that the largest proportion of participants falls within the 33 years old above age range. This group constitutes 52% (n=26) of the total respondents. The next highest age bracket is 24 years old below, accounting for 20% (n=10) of the respondents. Following that, the 25-26 age range and 29-32 years old age range represents 14% (n=7) of the participants wherein the lowest. The sex distribution of the respondents, indicating a clear majority of female participants. Out of the total number of respondents, 70% (n=35) were female, while males accounted for only 30% (n=15). These findings highlight the predominance of female participants in the study. Educational attainment distribution of the respondents, indicating a clear majority of collegiate participants. Out of the total number of respondents, 94% (n=47) were collegiate, while post-graduate accounted for only 6% (n=3).

These findings highlight the predominance of collegiate participants in the study. Employment position distribution of the respondents, indicating a clear majority of job order participants. Out of the total number of respondents, 64% (n=32) were job order, while regular accounted for only 24% (n=12). On the other hand, part-time got 12% (n=6). These findings highlight the predominance of job order participants in the study. Lastly, the years in service position distribution of the respondents, indicating a clear majority of job order participants. Out of the total number of respondents, 48% (n=24) were 5 years and below, while 6-10 years accounted for only 34% (n=17). Additionally, 11 years and above got 18% (n=9). These findings highlight the predominance of 5 years and below participants in the study.

4. RESULTS AND DISCUSSION

4.1 Strategic Formation

The following are tabular presentation of data regarding the mean level of strategic planning in terms of formulation.

| Table 1: Strategic Formation in Terms of Preparation | | |
|--|-------------|--------------------|
| Indicators | Mean | Interpretation |
| The preparation process allows the company to identify what is essential and crucial for its success. | 3.42 | Strongly Agree |
| Promotes job satisfaction by defining career paths, self-assessment opportunities, and clarifying employee expectations. | | Strongly Agree |
| | 3.35 | |
| Elucidates job responsibilities and enhances performance. | 3.42 | Strongly Agree |
| Organizational performance is significantly influenced by the facts of vision, mission, and objectives. The formulation strategy aligns with the organization's suitable structure. | | Strongly Agree |
| | 3.52 | |
| | 3.43 | Strongly Agree |
| Composite Mean | 3.43 | Outstanding |

Table 1 presents the Mean Perception of Strategic *Formation* in Terms of Presentation. The highly rated item, "The formulation strategy is consistent with the appropriate structure of the organization," received a score of 3.52, which was interpreted as "Strongly Agree." This indicates that the respondents consider the alignment between the strategic plan and the organizational structure to be crucial for successful implementation. This literature stated that the importance of an organization's structure in formulating strategic effectiveness, as it aligns with the availability of sufficient resources and personnel to effectively implement the plan (Ginter, Duncan, & Swayne, 2018). 018). The probability of successful implementation and attainment of objectives rises with proper integration of strategy and structure.

With a mean rating of 3.35, the item "Defines career paths, self-assessment opportunities, and clarifies employee expectations" received the lowest rating. Although this still means "strongly agree," the lower score suggests there could be some places where further work would be necessary, though employees recognize the advantages of strategic planning for job satisfaction. According to Wang (2016, p. 55), research findings indicate that an organization should establish clear career paths and performance

standards to enhance employee engagement and job satisfaction. This result indicates the need for a more robust methodology to foster a connection between strategic planning and employee development initiatives.

The composite mean stands at 3.43, indicating a widespread acceptance of the strategic planning formulation process among most respondents. Respondents believe that during the formulation stage, crucial success factors are identified and aligned with the organization's structure and objectives. Hill, Jones, and Schilling's 2016 research supports this, highlighting the importance of a proper formulation process for an organization that encompasses vision, mission, and structural capabilities to enhance performance.

Overall, the results demonstrate an "outstanding" interpretation level of acceptance for the process of formulating strategic plans, especially when it comes to the integration of strategy into an organization's structure. However, there appears to be potential for improvement in strategic planning and employee satisfaction, particularly in the areas of career paths and expectations.

| Table 2: Strategic Formation in Terms of Implementation | | |
|--|-------------|--------------------|
| Indicators | Mean | Interpretation |
| Successfully adapting to the diverse environment to attain competitive advantages | 3.5 | Strongly Agree |
| Deliberations are underway regarding the implementation of the strategic plan before engaging in the real strategic planning process. | | Strongly Agree |
| | 3.45 | |
| Establishing explicit goals along with a detailed list of business objectives provides a framework that serves as the basis for business planning and expansion. | | Strongly Agree |
| | 3.40 | |
| The company is focused and cognizant of the methodical measures required to advance its aims. Meetings are routinely held to assess objectives and progress. | | Strongly Agree |
| | 3.57 | |
| | 3.52 | Strongly Agree |
| Composite Mean | 3.49 | Outstanding |

The average view of strategic planning focuses on its execution. Table 2 illustrates the average perception of strategic planning in terms of execution, taking into account the diversity of the organization's strategic plan execution, as well as the strengths and potential weaknesses of the implementation phase.

The item with the highest rating was "Meetings are held regularly to assess objectives and progress," with a rating of 3.57 and interpreted as "strongly agree." This means that maintaining strategic plans is considered an essential practice that requires holding regular assessment meetings. Consistent assessment is the only way to guarantee that strategies align with organizational objectives and facilitate necessary changes. The literature substantiates the significance of this practice, emphasizing the need for continuous monitoring and assessment to ensure the success of strategic planning. Regular strategy evaluations promote timely decision-making, alignment with evolving environments, and improved execution, as per (Crittenden and Crittenden, 2008).

The statement "Setting explicit goals together with an explicit list of business objectives provides a framework that serves as the basis for business planning and expansion" received the lowest score. This score is still interpreted as "strongly agree." Although the score is positive, it suggests potential improvement in the level of detail and actionability of

the set objectives. For instance, some researcher asserted that clear and specific goals set for strategic planning are effective, as they offer a transparent action roadmap and eliminate ambiguity during implementation (George and Desmidt, 2018).

The composite means of 3.49, which translates to "strongly agree," and an interpretation of "outstanding" indicates that the organization generally accepts the process of strategic planning, particularly in terms of its implementation. The composite mean indicates that the organization is largely successful in implementing its strategy, demonstrating progress towards achieving its objectives. In fact, the high composite mean aligns with recent studies like McKinsey, which emphasize the increasing significance of adaptability, regular assessments, and comprehensive implementation processes in achieving successful strategic outcomes in competitive environments (McKinsey, 2020).

The findings thus suggest that, despite the general effectiveness of the implementation of strategic planning in organizations, there is always scope for improvement in specific areas, such as the specificity of objectives. People generally regard the organization as effectively conducting meetings to monitor progress and meticulously advancing its objectives, both of which are essential for the success of strategic planning.

Table 3: Organizational Performance in terms of Achieving Goals

| Indicators | Mean | Interpretation |
|---|-------------|------------------|
| Transparency can be achieved by reviewing the organization's meeting minutes regarding student affairs. | 3.42 | Strongly Agree |
| Ensuring that essential supplies are available and prepared for distribution as required. | 3.35 | Strongly Agree |
| The policies of the school are being followed consistently. | 3.59 | Strongly Agree |
| Ratio of personnel to students in instances of complaints or problems requiring response. | 3.43 | Strongly Agree |
| The objectives, vision, and mission of the school organization are being realized and executed. | 3.65 | Strongly Agree |
| The facilities are well-maintained and beneficial for students. | 3.55 | Strongly Agree |
| Sharing and communicating pertinent information with students and the school administration. | 3.47 | Strongly Agree |
| Establishing objectives to guarantee the success of every student. | 3.62 | Strongly Agree |
| The school organization consistently offers methods to promote student-related activities. | 3.56 | Strongly Agree |
| Students have access to open channels to express their complaints and suggestions regarding the performance of the school organization. | 3.46 | Strongly Agree |
| Composite Mean | 3.51 | Excellent |

The analysis of Table 3 provides an in-depth review of the organizational performance of a state university, showing particular focus on achieving objectives. The highest score indicator is "The objectives, vision, and mission of the school organization are being realized and executed," which reveals that stakeholder perception sees a good fit between activities by the institution and core strategic goals essential elements for sustainability and success in the long run. This aligns with the literature that highlights the crucial role of effectively articulating and actualizing an institution's vision and mission in enhancing both academic and operational performance (Keller, 2015). Strong mission alignment allows institutions to sustain their focus on main goals despite changing demands from the outside world.

Although the lowest scored indicator, "Assuring that basic supplies are available and ready for distribution as needed," receives a positive rating, there may still be a need for improvement in logistics. According to literature, resource management is a critical function of educational administration. The success of both students and institutions depends on effective resource management. For instance, Dhir believes that the immediate demands of any educational institution necessitate the efficient utilization of resources, and any shortcomings in this regard could potentially compromise other performance indicators (Dhir, 2019).

In this context, the composite mean of 3.51 indicates an overall perception of "strongly agree" and an interpretation of "excellent". This aligns with research that suggests goal attainment frequently involves multiple variables, including strategic planning, resource management, and leadership (Berman, 2017). According to a study, institutions with well-defined strategic plans typically achieve better results in goal attainment, which further validates the university's positive outcomes across most performance indicators (Nyaribo and Nyambega, 2020).

Table 4: Organizational Performance in Terms of Client's Feedback

| Indicators | Mean | Interpretation |
|--|-------------|------------------|
| Effective leadership methodologies. | 3.65 | Strongly Agree |
| Positive managerial relationship. | 3.69 | Strongly Agree |
| Acknowledgment. | 3.55 | Strongly Agree |
| Progression. | 3.40 | Strongly Agree |
| Individual development. | 3.55 | Strongly Agree |
| Evaluation and assistance. | 3.39 | Strongly Agree |
| Explicit guidance and goals. | 3.50 | Strongly Agree |
| Competitive remuneration and benefits. | 3.25 | Agree |
| Job stability. | 3.52 | Strongly Agree |
| Work-life equilibrium. | 3.32 | Strongly Agree |
| Composite Mean | 3.50 | Excellent |

The table above presents a significant assessment of the overall organizational performance of a state university, as reported by clients. The high-scoring indicator, positive managerial relationships, achieved a mean score of 3.69, earning the classification of "strongly agree." This suggests that stakeholders perceive the management of a state university as fostering positive relationships. This is a crucial factor in enhancing employee engagement and performance. Communication and mutual

respect between management and staff lead to higher organizational success. Studies have shown that effective managerial relations boost the level of trust and cooperation between the managerial team and all the other employees (Cameron and Quinn, 2011). The university can use this score to portray the management relationship as supportive and constructive.

On the other hand, the university rates Competitive Remuneration and Benefits (mean: 3.25), the indicator with the lowest rating, as "satisfactory." This rating indicates that the university provides good compensation and benefits, despite not meeting the client's expectations. Competitive remuneration is very significant in employing and retaining experienced employees. It directly contributes to the success of organizations (Milkovich et al., 2016). A relatively low score for this aspect suggests areas for improvement in aligning compensation packages with industry standards, which can enhance the satisfaction and sustainability of compensation.

The composite mean of 3.5, "strongly agree," with an interpretation of "Excellent" indicates a strong performance across all aspects of leadership, development, and management practices at the university. While there are areas for improvement, particularly in compensation, the university generally meets client expectations and excels in leadership and managerial relations. This aligns with existing literature, which highlights the crucial role of excellent leadership in enhancing organizational performance and underscores the necessity of implementing variable compensation strategies to sustain workforce motivation.

Table 5: Test of Relationship Between Strategic Formulation and Organizational Performance in terms of Achieving Goals

| Strategic Formulation | Correlation Coefficient | P-value | Interpretation |
|-----------------------|-------------------------|---------|----------------|
| Pearson-r | | | |
| Preparation | 0.650 | 0.000 | Significant |
| Implementation | 0.745 | 0.000 | Significant |

The table below highlights the relationship between strategic planning and organizational performance, especially in terms of achieving targets. The table clearly demonstrates that the formulating and implementation stages of the strategic planning process significantly impact an organization's success. The table establishes the Pearson correlation coefficients at 0.650 and 0.745 during the formulating and implementation stages, respectively. The same time, both Pearson correlation coefficients were statistically significant at p-values of 0.000. Therefore, strategic planning plays a crucial role in meeting an organization's goals and achieving its targets.

The formulation phase yields a correlation value of 0.650, indicating a significant correlation between the organization's ability to realize its goals and the formulation of strategic plans. This finding underscores how explicit, actionable objective and the development of strategic frameworks that coincide with the organization's mission are important. Strategic formulation involves determining the objectives of an organization and how to accomplish the strategies. Poor planning may result in inappropriate goals as well as inefficiency, while the proper kind of planning results in proper allocation of resources (Mintzberg et al., 2020). For instance, in colleges, including state universities, formulating a

strategic plan that addresses the needs of students, instructors, and faculty members can enhance the achievement of educational and operational outcomes (Bryson, 2018).

The strong link of 0.745 between the implementation of the strategic plan and organizational performance indicates that the implementation of the strategic plan is crucial in realizing objectives. Implementation entails carrying out strategies and plans to realize objectives, and a failure in this stage can compromise even well-thought-out plans (Hrebiniak, 2018). The effective implementation of strategic initiatives like curriculum development and improvement of infrastructural facilities with stakeholder participation at the university can lead to great academic quality and organizational effectiveness improvements. As stated by a group research, organizations that implement procedures to their advantage have a better chance of achieving sustained success because they can adapt their strategies to the changing conditions and bring all organizational components into alignment with the ultimate objectives (Li et al., 2017).

There is substantial literature establishing the linkage between strategic planning and organizational effectiveness. According to a study, strategic planning has facilitated organizations in managing complexities by providing a structure or framework for resource allocation and decision-making (Mintzberg et al., 2020). Hrebiniak emphasizes the importance of implementation, suggesting that the ineffectiveness of strategic objectives primarily stems from inadequate execution, even with a robust planning process (Hrebiniak, 2018).

According to a study, the public sector needs strategic planning because the effectiveness of plan formulation and implementation heavily influences the realization of specific objectives, like educational improvements (Bryson, 2018). Research in higher education has demonstrated that aligning strategic plans with institutional requirements and stakeholder needs leads to superior performance outcomes (George et al., 2019). Effective formulation and implementation of strategic initiatives for universities, such as improving academic programs or upgrading facilities, may significantly enhance the institution's ability to realize its educational mission.

Development of strategic plans has a significant and positive impact on the ability of a state university to achieve its objectives. The close relationship at the implementation stage has emphasized the importance of turning strategic plans into action initiatives that aim for the desired outcome. This bolsters the claim that strategic planning not only determines objectives but also ensures their effective implementation. These findings do resonate with much more recent research on strategic management and highlight the significance of the two stages involved in organizational success in any field, such as education.

| Table 6: Test of Relationship Between Strategic Formulation and Organizational Performance in terms of Client's Feedback. | | | |
|---|-------------------------|---------|----------------|
| Strategic Formulation | Correlation Coefficient | P-value | Interpretation |
| | Pearson-r | | |
| Preparation | 0.752 | 0.000 | Significant |
| Implementation | 0.744 | 0.000 | Significant |

Table 6 demonstrates the relationship between strategic planning and organizational performance in terms of client feedback, using Pearson correlation coefficients to assess the strength and significance of this relationship. The results show that both the formulation and implementation phases of strategic planning are strongly and significantly correlated with client feedback, with correlation coefficients of 0.752 and 0.744, respectively. The p-values of 0.000 in both cases indicate a statistically significant relationship, suggesting that the way a state university formulates and implements its strategic plans directly affects client satisfaction.

The high positive correlation between strategic planning formulation (0.752) and client feedback suggests that the strategic decisions made during the planning phase have a direct and substantial impact on how clients (students, faculty, and other stakeholders) perceive the performance of the university. Similarly, the implementation phase, with a correlation of 0.744, underscores the importance of how these plans are executed. Effective implementation translates into positive feedback from clients, as it demonstrates the university's ability to meet expectations and deliver on its promises.

Recent literature reinforces the critical role of strategic planning in driving organizational success. According to a study, well-structured strategic plans provide clear direction and help organizations respond proactively to environmental changes, which can result in better stakeholder satisfaction (George et al., 2019). This aligns with the strong correlations observed in Table 6, where both the formulation and implementation of strategic plans are key to obtaining positive client feedback. Additionally, Bryson emphasizes that the success of strategic planning does not solely rely on the formulation but equally on effective implementation (Bryson, 2018). An organization's ability to translate strategic goals into actionable steps and ensure alignment across departments and functions is crucial for sustained performance. This supports the finding that both formulation and implementation significantly influence client feedback, as an organization's ability to follow through on its plans is just as important as its initial vision.

In a university setting, strategic planning that incorporates the needs of students, faculty, and staff such as enhancing academic programs, upgrading facilities, or improving administrative processes can significantly impact client perceptions of service quality. As observed by Nutt and Backoff, strategic planning in educational institutions that is both inclusive and focused on execution often leads to higher satisfaction among students and staff, reflecting the importance of both planning phases in creating a supportive and effective learning environment (Nutt and Backoff, 2020).

Table 6 highlights the importance of both the formulation and implementation stages of strategic planning in shaping client feedback in a state university. The strong correlations found between these phases and client perceptions indicate that an organization's strategic direction and its ability to implement plans are critical to achieving favorable outcomes. Aligning strategic planning with the needs and expectations of stakeholders is essential to enhancing organizational performance, as evidenced by the significant relationships found in the data.

5. CONCLUSION

The results of the study indicate that the relationship between strategic planning and organizational performance for two major parameters: achievement of institutional goals and client feedback, is rather fair. The study found that the correlation coefficients for the formulation and implementation phases of strategic planning to meet goals are 0.650 and 0.745, respectively. The correlation coefficients for client feedback are 0.752 and 0.744. All of these numbers show strong positive correlations, which are all significant at p-values below 0.001. These findings disprove some existing assumptions that claim strategic planning has little or no impact on organizational success. Both strategic plan development and implementation are essential for an organization's performance. Strategic planning enables the effective achievement of corporate goals and client satisfaction, indicating that both factors are crucial in enhancing overall performance. Therefore, the study emphasizes the importance of strategic planning for state institutions, as it lays a solid foundation for future policy design and institutional advancement. Relationships are crucial in all aspects, and the planning process must be consistent, rigorous, and meticulously carried out.

RECOMMENDATIONS

The results of the study suggest a whole range of necessary recommendations to improve strategic planning and the performance of the state institution. For instance, they need to enhance career track communication, as the results show a strong correlation between work satisfaction and strategic planning. Improving professional promotion prospects and self-observation is imperative due to the low average score on career development. There is a focus on the need to preserve and foster coherence between the organizational framework of the university and strategic planning within the study. Efficient resource management always ensures that all departments focus on their objectives in areas, such as academic support and student services. The university may strengthen its feedback mechanisms through recurrent review meetings to assess the strategic objectives' progress.

The university will enhance its responsiveness to both internal and external changes through systematic feedback mechanisms. Investment in leadership development is essential because leadership has a direct impact on the success of the strategic project. The leadership training programs will enhance teamwork culture, and leaders are able to execute strategic plans better. Finally, the institution should improve stakeholder involvement in the planning process through systematic surveys and focus groups among academics, staff, and alumni. The above steps will ensure that different perspectives inform future strategies. Focusing on these

areas, the institution is sure to maximize its strategic planning methods for organizational effectiveness and stakeholder satisfaction.

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