

The Effect of Strategic Planning and Organizational Culture on the Organizational Excellence within Public Organizations in the UAE: A Proposed Research Framework

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Abstract

This research provides a comprehensive overview of the literature available to date, which will be useful for developing hypotheses in the field of Organizational Excellence (OE), Strategic Planning and Organizational Culture (OC). This research aims to provide relevant information on organizational excellence as an attempt to fill the lack in the literature in the context of private organizations. It will help bridge the gap in studies of shortages in developing countries. Efforts are made to increase awareness of organizational excellence in terms of skills and competencies that they can contribute to further development and improvement. This research can be used as a model that can be followed by private and public organizations in the UAE or in any country. This research can serve as a basis for the development of rules and guidelines from the government of the United Arab Emirates to put into practice and apply the model of this study in order to improve the development, growth, excellence, and performance of their service organizations.

Keywords: Strategic Planning, Organizational Culture, Organizational Excellence.

1. Introduction

Organizations either in private or public sectors are seeking for continuous improvements in their performance to reach competitive advantage level over their competitors. To reach these objectives, firms and companies need further investigation within their organizations. Adebajo (2001), Mann et al., (2011), Asif et al., (2011) and many others categorically state that business excellence models such as the European Foundation for Quality Management (EFQM) and the Baldrige Criteria for Performance Excellence (BCPE), used at the regional and national levels for awards and measurement of excellence globally, have been developed as a proxy for total quality management (TQM).

In pursuit of excellence, the establishment of plans, exploitation of tremendous capabilities, augmentation of business processes, adoption of resilient leadership and latest technology among other attempts have gained dominance among business organizations around the globe; however, only a small number of businesses are able to achieve true innovation (Ahmed 1998; Chesbrough, 2010; Von de Eichen, 2015; Alhafiti, Ameen, & Bhaumik, 2019a, 2019b; Mona Saeed Mohamed et al., 2018).

It is important to mention that, adopting the best for excellence, innovation management and other strategies to enhance business operations cannot be achieved without the installation of appropriate climate within the organization (Ahmed, 1998). The installation of innovation management requires more than mere commitment of senior management and dedication of funds. Ultimately, true achievement of innovation and excellence is holistic in nature. According to Buckler (1997), innovation “is an environment, a culture – almost spiritual force – that exists in a company”; other than this realization as the endpoint of innovation, true revolutionary innovation that drives successful businesses may be difficult to achieve. Companies including 3M, Honda and iPhone under Steve Jobs leadership have demonstrated an undefined element which exist within the organizations and is felt in the same manner as observing a machinery on the factory floor (Ahmed, 1998; Al-Ali, Ameen, Issac, Nusari, & Ibrhim Alrajawi, 2018; Al-Mulla, Asma; Ameen, Ali; Isaac, Osama; Nusari, Mohammed; Hamoud Al-Shibami, 2019; Mohammed Alameri, Isaac, Ameen, & Bhaumik, 2019; Albreiki, Ameen, & Bhaumik, 2019; Alkhateri, Asma S; Abuelhassan, Abuelhassan E; Khalifa, Gamal S A; Nusari, Mohammed; Ameen, 2018; Alshamsi, Ameen, Nusari, Abuelhassan, & Bhumic, 2019; Haddad et al., 2020; Isaac, Abdullah, & Ramayah, 2019).

The ability to pioneer innovation requires the creation of the “appropriate culture, which builds on creativity and a positive mind for changes within the environment” (Dahlgaard & Dahlgaard, 1999, p. S466; Al-Obthani & Ameen, 2019b, 2019a; Alghawi, Ameen, & Bhaumik, 2019; Alneyadi, Al-Shibami, Ameen, & Bhaumik, 2019). Many others including Terblanche (2003) agree that the only way through which innovation and creativity may be achieved is to come into terms with the definition of culture as it exists within organizations. Building on this argument, the proposed study expounds on culture in three main areas of innovation, creativity and learning; these three outcomes are designated facilitators of business excellence according to the European Foundation for Quality Management (EFQM) (2016) and Dahlgaard & Dahlgaard (1999).

2. Literature Review

2.1 Organizational Excellence

The word “excellence” refers always to the highest rank of evaluation. Dahlgaard-Park (2009) mentioned that it is not easy to know when you can attain excellence if you don’t know what excellence is. It is more related with “business” or “organizational” excellence; however, they are driving to the same meaning with the distinction that organizational excellence is more used in public sector organizations and business excellence used more to organizations of private sector (McAdam, 2000).

In today's rapid changing business environment, organizations either in the private or public sectors are seeking to improve their performance and achieve competitive advantage among competitors. Therefore, the present study focuses not only on organizational performance but also on organizational excellence. Studies about organizational performance are abundant in literature, but how excellence can lead to performance has been greatly neglected. According to Antony and Bahattacharyya (2010) the concept of organizational excellence in academic research is originated from Peter and Waterman (1982). Excellence is a complex term more than performance, and the organizational excellence can be measured based on the relationship between different indicators of performance (Antony and Bahattacharyya, 2010). They also proved that organizational excellence can be calculated depending on the relationships between the different variables of performance, therefore organizations aspiring for excellence cannot attain it by adding a single level of performance variable. In addition, they concluded that the organizational excellence helps managers to differentiate the level of success in organizations in a better way more than organizational performance.

The literature of organizational studies contains many definitions of the excellence construct. According to Hillman (1994), excellence assessment is the operation of evaluating a firm against a continuous improving model to comprehend what has been achieved and what improvements it needs. According to the European Foundation for Quality Management (EFQM guidelines, 1999) as “outstanding practice in managing the organization and achieving results-all based on a set of nine fundamental concepts, viz, result orientation, customer focus, leadership and constancy of purpose, management by process and facts, people development and involvement, continuous learning, innovation and improvement, partnership development and public responsibility.” According to the American Heritage dictionaries (1992), the word excel is defined as “to do or be better than; surpass, to show superiority, surpass others”. Furthermore, excellence is defined as the quality, state, or condition of excelling, superiority. In addition, the term excellence is derived from Latin word called “Exceller” which means “to ascend” (Attafar, Forouzan, & Shojaei, 2012). They pointed out that this term has different meaning in literature according to the author, as examples: excellence meaning quality (Peter & Waterman, 1982), value (Feigenbaum, 1983), proportionality for use (Juran & Gryna, 1988;Majed; Alameri, Ali Ameen, Isaac, Khalifa, & Bhaumik, 2019; Majed Alameri, Ali Ameen, Khalifa, Alrajawy, & Bhaumik, 2019; Mohamed, Nusari, Ameen, Raju, & Bhaumik, 2019).

In relation to that, Eskildsen et al., (2004) studied the difference between private and public sector organizations in Denmark in relation to the penetration of holistic management models and how companies achieve excellent results based on a questionnaire survey collected from 700 private sector organizations and 400 public sector organizations. The result of this study shows that the penetration of holistic management models is greater among public organizations. In addition, private and public organizations do not achieve excellent results in the same way.

In connection to this, Prabhu, Robson, and Mitchell (2002) investigated the extent, to which business excellence culture has really permeated public sector in the UK, and compared between the private and public service sector where business excellence has established for a long time. The empirical results based on a questionnaire collected from 119 public sector organizations in North-East England, shows that the public sector has several strengths but there are still other challenges that need to be solved. It is great to mention that as a modern term and practice, excellence is widely used in public and private sectors with difference in their objectives of using it. The objective in the public sector by enhancing excellence is to increase performance, delight and satisfy customers, and transparency. On the other hand, the private sector aims to increase profits, gain loyalty from customers, and achieve competitive advantage.

Most of organizational excellence models consider leadership as the most critical factor for organizations have high performance and gain the proposed success. Good leadership is expected to be the key to the organizational success that result a superior performance (Pinar & Girard, 2008).

In the current study the results indicate there is a positive relationship between Leadership Excellence and Performance, with both the public sector and private sector samples. In addition, the strength of the relationship was potentially stronger in public sector organizations but the difference is likely to be due to the fit of the data. Re-running the simple regression models using the sector as a dummy variable led to the conclusion that this claim could not be made. The conclusion, that there is no difference between the effect of Business Excellence on public, as opposed to private, sector organizations, was supported by the work of Redman et al. (1995) who concluded that both sectors were at a similar level of maturity with regards to Business Excellence. Public sector and private sector organizations also share a similar management model (Voss et al., 2005; Ameen & Ahmad, 2011, 2012, 2013a).

2.2 Strategic Planning

Strategic planning can be defined as process of systematic taken due to response to the reason of the existence. It is also a set of documents the will motivate the desire to create a good and ideal alternatives to reach the organization target in the future. The factors that allow and block the realization of the idea are taken into consideration. (Johnson et al, 2007) observed that the strategic planning is the approach that organization takes for a long-term target for the benefit of the dynamic environment by reorganizing the resources and capabilities to meet the stakeholder expectations.

The strategic planning process give the direction of the organization to archive it goals by illustrating the organization efforts based on the statements of the organization commitments in dealing with the mission and objectives. In this way, the organization will find the strategic initiatives that suitable with the environment of the organization surroundings by taking consideration of its long term existence.

Goldman and Casey (2010) indicates that strategic planning is a strategic and systematic oriented on the directional and opportunity of thinking in leading to discover the imaginary of the organization strategy. The continuous exercise on the strategic planning may not only by gaining competitive advantage but it would be to increase the market shares if it dealing with the private sector and to defeat the enemy if it is in the consideration of the military point of view(AL-AMERI, Mohsen;Ameen, 2018; Alkhateri, Asma S; Abuelhassan, Abuelhassan E; Khalifa, Gamal S A; Nusari, Mohammed; Ameen, 2018; Ameen & Ahmad, 2011, 2012, 2013a, 2013b, 2014; Ameen, Almari, & Isaac, 2019). The purpose of existing, the point of view and its direction, is mission and vision or some originations call it as a goals or target that have been taken into consideration by the public sector generally in dealing with strategic planning process. According to Poister et al (2010), the mutual sense of strategy is the significance essential for the managers in public sectors in positioning the organization in dealing with the complexity and uncertainty in the future.

The concept and practice of the strategic planning has been applied from time to time in the private and public sector worldwide because it have been proven that the strategic planning may contribute towards the effectiveness of the organization and its performance. Strategic planning can be said one of the important ingredients in conducting strategic management. Porter (1985).

Observation during the 1970s and 80s, the strategic planning have been extremely criticism but indirectly it is still useful tools in planning organization in the future but from time to time the concept of strategic planning need to be improved based on the current situation and environment. Greenly (1986) explain the strategic planning have its own values and potential advantages in addition to translate the written strategic plan in to an action to upgrade and improve the organization performance. Strategic planning provides and guides the staffs in addition to improve the organization performance. The best way to describe the strategic planning, where it is the process with the point of view of what the organization going to be in the future.

Strategic planning is essentially a process that enables organization or unit within an organization to chart where it is going over the next three to five years, how it is going to get there, and how to know if it, in fact, got there. When Associate Superintendent Janet Addair and the Orange County Public Schools Career and Technical Education (CTE) Department embarked on the development of its strategic plan in December 2008, her belief was that a sound strategic plan is the single most important element in achieving educational Excellence.

The models of strategic planning have been identified in addition to provide and creating an environment of the effective decision of the organization in the future. (O'Regan and Ghobadian, 2002) mention that the organization must understand the strategic planning process as it will delegate and pass out the issues and the systematic methods in addition to archive the organization targets. (Paul and Moutinho, 2000) recommend that the standard of the strategic planning process must be delegate widely all over the organization so that the commitment of all staffs can be realized through the systematic process and procedures. By the guide of the various players with the knowledge on the strategic planning in organization, the commitment and participation of the staffs can be in diversity in point of view. Through a good and effective communication, the vision of an organization can successfully shares and secured (Paul and Moutinho, 2000; B. A. Al-Gamrh & Al-Dhamari, 2016; B. Al-Gamrh,

Ku Ismail, & Al-Dhamari, 2018; Safipour Afshar, Pourheidari, Al-Gamrh, & Afshar Jahanshahi, 2019). (Paul and Moutinho, 2000) also claim that the current process can easily achieved by using the multi-dimensional managerial techniques including the use of experiences based on length of service at different management levels.

Planning processes focus on the means or methods by which the planning process is carried out. Characteristics such as commitment, system maturity, comprehensiveness, time horizon, and importance are typical examples of such system or process characteristics (Capon, Farley & Hulbert, 1994; Ramanujam & Venkatraman, 1987; Rhyne, 1986).

David (1997) defend that, the effective of strategic planning may improve the organization performance along the way of performing. There a lots and many various strategic planning steps in addition to provide the facilities in realization the organization effectiveness. The organization may enhance the coordination and control of the organization activity by knowing well on the organization purpose of existence, the goals and the direction of strategic planning. It has been proven that there is a link between organization performance thorough implementing the strategic planning in the organization. But there are some barriers will be faced by the organization in addition to implement the strategic planning initiatives. (Wagner, 2006) found out that the effectiveness of the tools of strategic planning in management will increase the organization performance. This has been voicing out through many debates with mixed evidence provided by the researcher. (Byrson, 1989) defined that when the firm is heading to expanding their major efforts, the strategic planning will provide the direction for all the members in the organization. It will be a guide for all organization including business firm to archive their target towards the end. This is how an organization being shaped systematically, logically and rationally. This framework will provide the best way to clarify the opportunities and threats in consequences of making decisions. Strategic planning looks ahead towards desired goals. (Dusenbury, 2000) once said that after the strategic planning being implement, it needs to be evaluated and measured to identify the performance of the organization.

2.3 Performance Impact (PI)

1.1 Organizational Culture

Organizational culture is important for enhancing an organization's ability and is a popular topic of study on organizational behavior (Silverthorne, 2004). Furthermore, some research suggests that organizational culture is the philosophy of managing an organization towards increasing the efficiency of outcomes (Boon & Arumugam, 2006). There are many definitions of organizational culture. According to Schein (1990), organizational culture is a pattern of the basic assumptions that are given, group invented, discovered or developed, as a learned coping mechanism to deal with its externally adaptive and internally integrated problems that has succeeded well enough to be valid, and, therefore, to be transmitted to new members as the correct way to perceive, think and feel in relation to such problems. Similarly, organizational culture is the shared beliefs, values, and assumptions of individuals in an organization that determine the norms and the developing and patterning behavior emerging from norms. The 'term' shared does not necessarily mean that members are in close agreement on these matters (John & Saks, 2008).

In addition, George and Jones (2005) echoes Schein and proposes that organizational culture is the set of shared values, beliefs, and norms that influence the employees way of thinking, feeling, and behaving toward each other as well as toward other people outside the organization. Furthermore, Linn (2008) states that organizational culture is a fundamental part of integrating the members of a group. A group culture is made up of practices, beliefs, and assumptions. In addition, Tseng (2010) found that organizational culture is a norm that leads to the behavior and attitude of the persons in an organization.

In organizational culture, there are several important characteristics, namely: 1) culture is a true "way of life" for members of the organization; 2) it concerns the basic assumption, values, and beliefs, and is likely to be fairly stable over time. Furthermore, once well established, a culture can endure despite turnover among organizational personnel, nesting a social continuity; 3) culture content can corporate matters internal or external to the organization. Internally, a culture can possibly support innovation, risk taking, or information secrecy. Externally, a culture might initially support establishing the customer or behaving unethically against competitors; and 4) it can strongly impact both organizational performance and member satisfaction (John & Saks, 2008).

Culture dimensions or elements explicate the nature of the subtle influential forces for employee actions. The following list describes nine influential dimensions of culture: 1) values-value is any organizational culture foundation, through which a firm's philosophy is expressed, values guide behavior daily; 2) organizational stories with underlying meaning—these are circulated in many organizations principles reinforcing what top management conceives as important; 3) myth—dramatic narratives or imagined events about the firm's history; 4) degree of stability—a fast paced, dynamic firm possesses a culture differing from that of a slow-paced, stable one. Top-level managers send out signals by their own energetic or lethargic stance regarding how much they welcome innovation. The degree of stability also influences the strength of a culture and whether or not a culture can take root; 5) resource allocations and rewards—the way money and other resources are allocated critically influence culture; 6) rites and rituals—part of a firm's culture is made up and its traditions; 7) a sense of ownership—the

movement toward increasing the number of employees' stock ownership has brought about an ownership culture in many firms inspiring workers to think and act as owners; 8) corporate spiritualism and organizational spirituality; and 9) innovativeness—a cultural dimension of significance in most fields is the innovative spirit of the workforce (Dubrin, 2005).

3. Proposed Research Framework and Methods

Variables will measure using a Likert Scale which recommended in the previous studies (Isaac, Aldholay, Abdullah, & Ramayah, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2018). This study is going to the analysis by SEM, the main reasons for choosing SEM as a statistical method for this study is that SEM offers a simultaneous analysis which leads to more accurate estimates (Isaac, Abdullah, Aldholay, & Ameen, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2017; Mutahar, Daud, Thurasamy, Isaac, & Abdulsalam, 2018). the proposed Conceptual framework of this study as figure 1 shows.

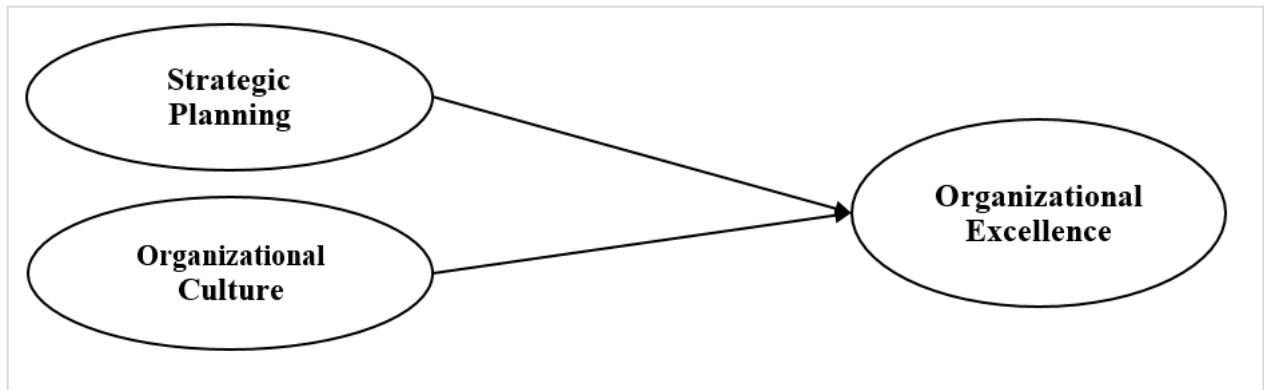


Figure1: Conceptual framework

4. Conclusion

Organizations should increase spending on research and development in order to increase the organizational effectiveness (Osama Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2018; Isaac, Abdullah, Ramayah, & Mutahar, 2017b). In today's rapidly changing business environment, organizations in the public and private sectors strive to improve their performance and achieve a competitive advantage among competitors.

This research introduces the past literature review in the research fields of organizational excellence (OE), strategic planning, and organizational culture (OC) by providing a comprehensive review of the previous literature which will help in emerging hypotheses. This research is aimed to produce relevant information on organizational excellence with specific reference.

It is an attempt to fill the gap in the literature within the context of private organizations, It will help to fill the gap of lack studies in developing countries.

It trying to increase the awareness of organizational excellence about what capabilities and competencies they have that can help for more development and improvement. This research can be taken as a model that can be followed by private and public organizations in the UAE or in any country. This research can be used as a base for creating rules and policies of the UAE Government in practicing and applying the model of this study to enhance the development, growth, excellence, and performance of their service organizations.

One of the limitations of this study is that the data will gather by cross-sectional rather than longitudinal in nature. The longitudinal method might improve the understanding of the associations and the causality between variables (Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017). Future research should be conducted to investigate the relationship between variables by conducting cross-cultural studies as recommended by previous studies (Isaac, Abdullah, Ramayah, & Mutahar, 2017a; Isaac, Masoud, Samad, & Abdullah, 2016).

Therefore, the current study focuses not only on organizational performance but also on organizational excellence. Studies on organizational performance are abundant in literature, but how excellence can lead to performance has been largely neglected. According to Anthony and Bhattacharyya (2010), the concept of organizational distinction in academic research originated from Peter Waterman (1982). Excellence is a more complex term for performance, and institutional discrimination can be measured based on the relationship between different performance indicators (Antony and Bhattacharyya, 2010). They have also demonstrated that organizational excellence can be calculated based on the relationships between different performance variables, and therefore institutions that aspire to excellence cannot achieve this by adding one level of performance variable. In addition, they concluded that

organizational excellence helps managers differentiate the level of organizational success in a way that is better than organizational performance..

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