THE ROLE OF STRATEGIC PLANNING IN ENHANCING THE ACHIEVEMENT OF ORGANISATIONAL OBJECTIVES

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ABSTRACT

Strategic planning has emerged as a critical management activity that allows organisations to withstand and respond positively in turbulent business environments while working towards long term goals. This study investigates the impact of strategic planning practices on achievement of organisational goal, by examining the interrelationship between strategic planning and attainment in organisation goals. A structured questionnaire was used to collect data from the employees of public and private sector organisations using a quantitative cross-sectional research design. A total of 220 valid responses are collected and analysed using a convenience sampling. Statistical Package for the Social Sciences (SPSS) was used to analyse data that included descriptive statistics, reliability analysis, Pearson correlation and simple linear regression. The results showed that there is a strong positive and statistically significant relationship between strategic planning with the realisation of organisation objectives. The regression analysis revealed that strategic planning was the strongest predictor of achievement against organisational objectives; most likely, organisations with better developed planning processes are more equipped to achieve their goals strategically. The study emphasises the role that strategic planning plays in enhancing organisational cohesion, management of resources, improved decision making as well as strategy execution. These findings contribute to the body of knowledge on positive relationships between strategic planning and organizational performance within the framework of strategic management. These findings provide guidance on recommended practices. From a recommended practice perspective, organizations should consider implementing or strengthening strategic planning systems within a framework of improved communication and employee participation. Organizations should seek to continuously adjust the strategies within the work systems of the organization in order to achieve the desired level of sustained performance over the long term.

Keywords: Strategic Planning; Organisational Objectives; Strategic Management; Organisational Performance; Strategy Implementation.

INTRODUCTION

Strategic Planning organizations with the demands of decision-making, therefore they must make strategic decisions that support their sustainable development and competitive advantage in an increasingly dynamic corporate business environment. The rapid advancement in technology, customer expectations are evolving at an unprecedented pace, and the emergence of globalisation along with economic uncertain climates have only aggravated this complexity to a degree where strategic planning is more than just an administrative exercise; it has become one of those essential management functions. Organisations that anticipate the environment, allocate resources accordingly and respond to emerging opportunities/challenges by formulating strategic plans through clear visions & goals will always be in a better position as opposed. Strategic planning is often as a systematic process through which an organisation works to define its mission, vision, strategic priorities and long-term objectives while determining what must be done in order for desired results to occur. Unlike short-term operationally driven activities, strategic planning establishes the method for positioning all organisational resources and capabilities towards achieving future goals (Bryson, 2018). By doing so, it empowers managers to set an agenda for what is important and plan the organisation's resources around achieving these goals as well as track national progress against agreed-upon objectives. As a result, strategic planning has gained wide acceptance as one of the most common management practices in both public and private sector organisations.

The strategic management literature emphasises the following important distinction: that planning has a solid empirical track record of improving organizational performance and effectiveness. Organisational strategy is long term outcome orientated and in the words of Chandler (1962) provides directions through which contributions must be made to achieve an organisation's goals with regard to appointed resources. Likewise, Ansoff (1965) argued that strategic planning enables agencies to cope with environmental uncertainty through systematic evaluation of internal capacities and external situations prior to making a choice about strategy. These foundational views anchored the notion of strategic planning as an important tool for improving organizational direction and success in decades to come.

In recent decades, most organisations have become more aware that strategic planning is not just about preparing formal documents. Strategic planning today includes environmental scanning, stakeholder analysis and strategic implementation along with continuous monitoring and performance evaluation. It encourages organisational connectedness by ensuring that departmental activities, employee responsibilities and resource allocation align with the overarching strategic goals of an organisation (Bryson 2018). Consequently, strategic planning has matured into an ongoing management process that enables organisational learning, flexibility and long-term competitiveness.

Achieving organizational goals is a major benchmark for success. Goals allow for the measurement of managerial decisions, the productivity of employees, and the effectiveness of operations, as well as the growth and development of the organization. Successful achievement of organizational goals relies on the effective and resourceful organization and mobilization of resources, the presence of leadership, participation of the workforce, and the formulation of effective strategies. Without the support of logical and cohesive strategic planning, organizations are likely to suffer from the problems of poor resource management, ineffective decisions, and an inability to adapt and respond to new changes in the external environment, all of which impair the organization’s ability to achieve its goals.

Most empirical studies indicate that planning strategies and organizational effectiveness are positively correlated. Organizations that adopt formalized strategic frameworks are more successful overall and, from the standpoint of the management of resources and decisions, perform better (Boyne, 2010; Elbanna et al., 2016). Strategic planning promotes organizational success through the provision of clarity of focus, improving coordination between different units, and offering the necessary resources for the execution of strategies. In addition to this, organizations that are able to communicate their strategies effectively will most likely gain the commitment of employees. Organizational alignment is indeed a key indicator of a successful strategy.

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This demonstrates a lack of proper strategic planning despite the recognised importance yet effectiveness varies significantly between organisations. Strategic planning is something most organisations spend a lot of time and money on but we often fail to execute, track or assess how those strategies are performing. Sometimes these strategic plans exist only in paper, due to lack of appropriate communication and decision making, exclusive involvement from employees who are not empowered or led into believing that they have a role which is important for the growth path forward; etc. These implementation challenges indicate that having a strategic plan is insufficient for an organisation to achieve its objectives. Rather, the power of strategic planning depends not on whether or not to conduct such activities; it is how they are effective by being converted into organisational action.

While many studies have been carried out on strategic planning and organisational performance, fewer research deals directly with the relationship between strategic planning and accomplishment of organisation objectives for different types of organisations. They have tended to focus on financial performance, competitive advantage or organisational effectiveness (and the studies that explore why strategic planning works are still rather limited in scope) but the broader role of strategic management gained relatively less empirical attention. Further, if not limited to specific industries or public sector contexts the available evidence comes from organisations with very different characteristics raising questions about generalisability.

LITERATURE REVIEW

Strategic planning is a critical component of the management process, as it provides the means for large organizations to focus their direction and resources to achieve their goals. Strategic planning has evolved from a formalized administrative task to a comprehensive model of dominant-priority internal/external analysis to support organizational decision-making. This has been largely driven by the rapid and increasing complexity of the environment in which modern organizations operate. Early scholars on strategic management regarded strategic planning as a systematic and rational means of establishing organizational objectives, assessing environmental factors affecting the organisation, and finally selecting clear strategies that effectively link an organization's mission to its resource supply (Steiner 1979). Later, Porter (1985) expanded the point of view by stating that sustainable competitive advantage relies on fitting environmental opportunities to organisational capabilities and responding properly toward market forces. Later works suggest that strategic planning should be seen as a continuous management cycle containing strategy formulation, implementation and monitoring & evaluation of results in addition to using the feedback for refining (Grant 2019). Successful strategy is about translating strategic priorities into discreet, measurable operational objectives and communicating those down through the organisation (Kaplan & Norton 2008), not for senior management alone to be released in solitude on their ivory tower. Additionally, in their research on strategic planning process model with important determinants, research also shows that the effectiveness of a plan and implementing it is contingent upon leadership commitment; organisational culture, communication systems and employee involvement/ participation thus proving strategic planning as technical cum behavioural set of practices. Consistent with the findings of systematic reviews, organisations that use structured strategic planning generally perform better than those relying on reactionary decision-making when elements from strategic planning are embedded within organisational processes involving mid- to high-level managers and/or open stakeholder engagement (Bryson et al., 2018; George et al., 2019). Yet Mintzberg (1994) warned of overly-rigid planning systems, stating successful organisations strike a balance between formalised planning and strategic thinking, managerial creativity and organisational flexibility. Together, the literature suggests that strategic planning is a multi-dimensional capability with implications for organisational performance when used during strategy formulation and implementation as well as in monitoring contingency plans.

Organisational objectives are often directly coupled to strategic planning and establish organisational intent regarding results that lead activities, resource allocation as well as performance measurement. Well-defined objectives give managers and employees a common understanding of what the organisation should focus on as they provide specific standards to measure how well or not an organization is performing. Drucker (1974) suggested that clearly defined objectives result in enhanced accountability, more effective decision-making and resource utilization while poorly specified objectives can lead to fragmented decision making with resultant patchy performance. Goal-Setting Theory expands on organisational objectives, positing that performance outcomes are even better when goals are made specific and challenging with clear communication (Locke & Latham, 2002). Organisational objectives: Along with operationalisation, we note that from a strategic management perspective organisational objectives transform the broad-based intentions of vision, by articulating specific outputs and outcomes which turn into action (Johnson et al., 2017). Kaplan and Norton (1996) proposed a broader approach with the Balanced Scorecard, where performance is measured in financial as well as non-financial terms: customer satisfaction, internal processes and organisational learning. Recent literature has also demonstrated that organisational objectives are only fulfilled through implementation, tracking and alignment across the organisation besides planning for it. As a result, the focus on organisation objectives will continue to be at the core of planning, decision making and performance measurements amidst strategy execution.

Studies in strategic management has long examined the relationship between organisational objectives and plan like behaviours (Schoonhoven 1981, Smith et al. In other words, organisations can use strategic planning as a systematic process for making decisions about the direction of their future by essentially defining organisational priorities and balancing activities across functional areas while efficiently allocating resources in line with its operational goals and delivering on long-term objectives. Civil Society organisations that have thoroughly thought out their strategy are more capable of identifying priorities, reacting to changes in the operating environment and maximise resource use (Allison & Kaye 2015). The resourced-based view is as follows Barney (1991) posited that superior organisational performance derives from the successful deployment of resources which are valuable, rare and inimitable properties and embedded within organisations both strategically but whereby strategic planning acts a mechanism by which these resources can be identified und together with identifying strategic priorities. The way strategy gets translated into effective organisational action is just as important. According to Hrebiniak (2005), too many organizations do not fail due to bad planning but rather incompetent execution, poor communication and ineffective performance management. In this respect, managerial strategic planning should be perceived as a continuation of the process instead of one-off exchanges conducted. The strategic planning process makes organisational responsiveness even more vigorous, as it reinforces the need to systematically assess performance and base decisions on evidence that responds dynamically to changing environmental conditions (Wolf & Floyd, 2017). This positive relationship is supported by evidence from all corner of the world. They found that organisations performing the formal planning processes are more successful than those using informal or reactive approaches (Miller and Cardinal 1994), while Boyd (1991) showed a positive relationship between strategic planning and organisational performance, but this association seems to depend on contextual factors, quality of

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implementation managerial commitment and environmental conditions. In fact, across the development of literature through time there is clear evidence that planning strategy aids in better achievement of specific organisational objectives by bolstering alignment within the organisation, creating a sustainable fit with available resources and opportunities (Hofer & Schendel 1978), providing information to aid decisions made operationally as well strategic directions and encourages constant adaptation at all levels so that certain goal can be accomplished.

The strategic planning process is one of the most widely-held managerial processes, enabling entities to establish long-term direction while allocating resources in an efficient and coordinated manner towards achieving objectives. However, strategic planning is no longer just a formal exercise in bureaucratic administration; it has developed into an overall framework for the analysis of internal and external environments that strengthen competitive advantage and align with organisational priorities. Strategic planning has had a very different role in the early literature, as some of the first strategic management scholars treated it as hosting a rational and systematic process for setting organizational goals, systematically assessing external conditions impacting organizations and choosing strategies so that new methods maximize effectiveness organization (Steiner, 1979). Porter (1985), extended this boundary view, by arguing that the contractible attributes of sustainable competitive advantage are based on matching organisational capabilities with environmental opportunities and reacting to other forces in competition. The more recent literature perceives strategic planning as a process of ongoing management cycle which involves formulation, implementation, monitoring and evaluation to improve the performance (Grant 2019). Effective strategic planning is not just held at senior levels of management, where both strategy implementation and execution rest on the translation of high-level strategic priorities into actionable metrics (Kaplan & Norton 2008) Translation for better communication may be made within organisational clutter. Other research has found that the effectiveness of strategic planning as a process is also influenced by leadership commitment, organisational culture, communication systems and employees making it both behavioural and technical. The review showed that organisations with a structured approach to strategic planning do better than those relying on reactive decision making, especially where organizations link planning into whole of organization decision-making processes and actively engage stakeholders in these processes (Bryson et al., 2018; George & Walker & Monster, 2019). However, Mintzberg (1994) warned against too rigid planning frameworks in that the future of successful organisations is a combination between formalised plans with strategic thinking and managerial creativity as well as organisational flexibility. The literature, at large, describes strategic planning as a multi-faceted capability that improves organisational performance by building capabilities for strategy formulation, implementation and evaluation followed engineering of continuous adaptation.

Further, organisational objectives are specific desired outcomes, and they guide organisational activities through resource allocation or performance evaluation; therefore, organisation objective is really closely related to strategic planning. Well stated goals create a common understanding of organisational priorities between managers and employees, while also providing clear metrics for measuring effectiveness (Katz 2004). Drucker (1974) noted that clear and well-conceived objectives increase accountability, decision-making and resource efficiency; vague or poorly-founded objectives can lead to ill-coordinated decisions across an organization, with negative consequences for performance. In addition, Goal-Setting Theory elaborates on the need for organisational objectives by positing that specific and challenging goals communicated clearly will result in better performance due to

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increased motivation, persistence and/or development of strategic working methods (Locke & Latham 2002). Organisational objectives operationalise organisational vision from a strategic management perspective by converting strategic intentions into measurable results that govern managerial behaviour and play an important role in facilitating co-ordination within different functions of the organisation (Johnson, Scholes & Whittington 2017). Kaplan and Norton (1996) proposed an extension of this type of approach which the Balanced Scorecard, underpinned by a wider view postulating that performance should be assessed not just on financial measures but also on non-financial attributes such as customer satisfaction, internal processes or organisational learning. Modern research has also noted that the qualitative success of any organisational goals requires not just their formulation but effective execution, ongoing assessment and alignment across levels within an organisation. So, organisational objectives continue to be the primary reference for planning, decision-making, performance measurement and strategic execution.

Strategic planning and its impact on the achievement of organisational objectives have been thoroughly studied in the strategic management literature. Companies implement strategic planning as a means of providing organizations with an outline for setting priorities, directing organizational activities and allocating resources according to these objectives in order to increase the likelihood that goals will be achieved through operational actions. Allison & Kaye (2015) claim that organisations with these well-defined strategic plans are much more adept at identifying priorities, responding to changes in the environment and leveraging resources efficiently. Barney (1991) argued that sustainable superior organisational performance is contingent upon the effective utilisation of resources which are valuable, rare and inimitable as well as organised or embedded within organisations [23], while strategic planning provides a mechanism by which these valuables can be identified and aligned with strategic priorities. An equally important part of converting these plans into organisational success is willingness and execution. Hrebiniak (2005) noted that a common reason for many organisations not meeting their targets is ineffective implementation and execution rather than. Subsequently, instead of a one-shot planning exercise strategic management need to be viewed as an ongoing process. Moreover, strategic planning fosters organisational flexibility since its processes promote continual performance assessment and data-driven decision making in line with evolving environmental conditions (Wolf & Floyd, 2017). This positive association is firmly supported by empirical evidence. It was further found that organisations with written planning processes (Boyd, 1991; Miller & Cardinal, 1994) often had better performance outcomes than those which used informal or reactive decision-making models. All of the literature indicates that strategic planning helps to reach things such as organizational alignment, resource allocation, and informed decision making while adjusting continuously.

Established theoretical and empirical literature further supports the positive relationship between strategic planning and the achievement of organisational objectives. Goal-Setting Theory (Locke & Latham, 2002) is a well-recognised building block explaining that specific challenging goals and the right kinds of feedback improve performances from individuals as well contextual settings by directing attention, increasing effort, encouraging persistence whilst leading to an effective problem solving. In the context of strategic planning, organisational objectives convert strategic intentions into quantifiable actions that guide employee performance expectations and act as a baseline for aligning employee output with corporate priorities. In support of this argument, strategic management literature shows that planning helps organisations to anticipate and prepare for changes in the external environment as well as aligning organisational resources with key strategic priorities so that they convert their strategic intentions into operational outcomes. Rumelt (2011) has argued that for the strategy to be effective it is necessary coherent diagnosis of challenges facing an organisation, a set of guiding policies and activities performing their coordination. Hypothetically, organisations with systematic planning processes, appropriate communication regarding vision and mission initiatives that include leader commitment to the vision or strategy through factoring it into functional decision-making; employee participation encourages stakeholders that represent interests in achieving business objectives to take part in strategic management practices for developing/ determining a plan as well staying focused on persistent performance evaluation (potentially indicating an ongoing desire) will show greater organisational effectiveness resulting ultimately intangible factors for ensuring successful execution of their organizational goals.

Empirical evidence continuously supports the beneficial impact of strategic planning on organizational performance across various organisational contexts. The earliest comprehensive mechanized purports to the strategic planning were made by (Miller & Cardinal 1994) who found that formal methodical plannings processes are positively related with Organisation performance and systematically structured organized influenced organizational development higher than those organizations not having infrastructure for planned action. In a similar vein, Boyd (1991) found that strategic planning is positively related to organisational performance but recognised the effectiveness of planning will depend on both context and quality of use. These results have since been confirmed in additional industries. Elbanna, Andrews and Pollanen (2016) analysed the relationship between strategic planning implementation quality on organizational performance in Canadian public service organizations to demonstrate that leadership commitment and employee involvement had a strong impact as critical success factors. Similarly, George, Walker and Monster (2019) found through a systematic meta-analysis that strategic planning results in positive organisational outcomes only when the processes developed during planning are well mapped to implementation and performance management systems. Bryson, Edwards and Van Slyke (2018) in addition contended that contemporary research should stop asking whether strategic planning works but rather remove the 'how' for what shapes organisational performance – namely how these processes themselves shape stakeholder participation as well as implementation mechanisms. Khoshtaria (2018) also arrived at similar conclusions where he discovered that strategic planning enhances the performance of manufacturing organisations, only when effectively implemented and monitored. According to Jayawarna and Dissanayake (2019) strategic planning should be conceptualized as an ongoing organizational ability that strengthens cooperation, interactivity and responsiveness within a company rather than periodic administrative activity. Complementing these results, Arasa and Obonyo (2012) found evidence of a strong positive link between strategic planning practices and organizational effectiveness suggesting that the structured way such organizations engross themselves enables them to successfully achieve their strategic objectives more often than not purposefully placed for long term survival. Alongside this strong empirical support, however, it is also the case that important implementation challenges have been identified by researchers. Hrebiniak (2005) contended that well-crafted strategic plans often fail to perform because of implementation problems, whilst Mintzberg235 (1994) warned against planning systems in a rigid manner which are likely to restrict organizational flexibility and adaptive thinking. Together, these studies underscore the crucial role played by effective execution along with strategic formulation which explains why planning generates positive outcomes is conditional on leadership sponsorship among many other important factors such as collaborative organizational communication between employees and continuous performance monitoring.

Owing to the work that has been done in strategic management, philosophical assumptions about relationships between conditions and outcomes are well established; but with such gaps still remaining. Whereas previous research has largely focused on assessing organisational performance in terms of profitability, financial performance, market share and competitive advantage (Boyd 1991; Miller & Cardinal 1994; George et al., 2019), fewer studies have explicitly examined the extent to which organisations achieve their objectives as a separate outcome. Organisational performance is not the same thing as organisational objective achievement, which may or may not be measured in some way by financial outcome. In addition, several of the existing empirical studies have been conducted in particular contexts such as public administration (Bryson et al., 2018), healthcare (Elbanna et al., 2016) or manufacturing and nonprofit organisations. potentially restricting generalisability across wider organisational settings with different structures, leadership styles and environmental scenarios. The previous studies also tend to draw on complex strategic management frameworks encompassing multi-contextual organisational capabilities, innovation antecedents and outcomes, leadership constructs as well as environmental variables. While these models can offer a good overview, they often come at the price of decreased applicability to organisations who are looking for simple advice that managers can follow. This indicates that there is still potential for research using simpler conceptual models to directly investigate how strategic planning contributes toward the achievement of organisational objectives. Based on these frameworks, recent systematic reviews have also advocated for further exploration of the role of strategic planning in organisational outcomes across different organisational settings via salient and interpretable methods (George et al., 2019; Wolf & Floyd, 2017). In addressing these gaps, this study proposes a simple quantitative model to empirically study the direct effect of strategic planning on attainment of goals and thus adds more empirical data while providing an operationally relevant generic framework which can be easily applied across multiple organisational contexts.

Based on the theoretical and empirical literature, the following hypotheses are proposed:

H1: Strategic planning has a significant positive relationship with the achievement of organisational objectives.

H2: Strategic planning significantly predicts the achievement of organisational objectives.

METHODOLOGY

To investigate the existence of strategic planning in improving resource performance towards the attainment of key organisational goals, this study was conducted to use a quantitative cross-sectional research design. As the study aimed to test hypothesis testing with statistical methods, a quantitative method appeared suitable. The cross-sectional design allowed data from respondents to be collected at a single point in time, allowing the researcher to assess when employees feel their understanding of strategic planning and if this helps achieve the objectives of the organisation. The study population was comprised of employees working in public and private sector organisations. As a fully representative sampling frame of employees across different organisations was not practical to obtain; the research utilised a non-probability convenience sample. Questionnaires were sent to a number of respondents who were identified as being available and agreeing to respond. Of the total 289 questionnaires, 220 satisfied the criteria based on completeness and consistency to be valid for statistical analysis. The sample had employees from different organisational settings to gain an overall understanding of strategic planning implementation and organisational goal achievements.

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Primary data collection for this study was based on a structured questionnaire with two modules. The first module collected five demographic data: gender, age, education, type of industry where the respondent's organization operates, and the duration of the respondent's work experience. In the second module, all respondents were provided a 5-point Likert scale (1 = strongly disagree, 5 = completely agree) to capture their responses and to measure the two main constructs of the study: strategic planning and organizational goal attainment. All scale items were derived from published and recognized strategic management studies and were modified to fit the purpose of this study.

Strategic planning is the main independent construct of this study and represents employees' perceptions of their organization's planning activities across the five dimensions of setting a strategic goal, planning, communicating, and/or leaving room for the adjustment of the resources. The achievement of organizational goals as the main dependent construct of the study is represented by respondents' perceptions of the accomplishment of goals across the dimensions of the planning process. The main constructs of the study are represented by the mean scores of the related survey items. Prior to performing inferential statistics, this study sought the internal consistency of the survey items by using Cronbach's alpha. The generally accepted standard in most fields of research is that the alpha value should be at least 0.70. All the reliability coefficients for this study's constructs met this standard, and the measurement instruments are therefore valid for subsequent statistical analysis.

The collected data were analysed using the Statistical Package for Social Sciences (SPSS) software. Along with descriptive statistics, inferential statistics were utilized to serve the purpose of the research and test the stated hypotheses. To describe study variables and summarize the demographic characteristics of participants, key statistics (mean, standard deviation, frequency, and percentage) were employed. To evaluate measurement scale reliability, Cronbach's alpha coefficients were computed. To evaluate the relationship among variables, Pearson's correlation coefficients were computed. To evaluate the effect of Strategic Planning on the Achievement of Organizational Objectives and the extent of its prediction, the Simple Linear Regression Analysis was employed.

ANALYSIS

Respondent Profile

A total of 220 valid responses were included in the analysis. The respondents represented both public and private sector organisations with diverse demographic characteristics.

Table 1. Demographic Profile of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	126	57.3
	Female	94	42.7
Age	21–30 years	72	32.7
	31–40 years	91	41.4
	41–50 years	41	18.6
	Above 50 years	16	7.3
Organisation Type	Public	95	43.2
	Private	125	56.8
Experience	Less than 5 years	58	26.4
	5–10 years	87	39.5
	Above 10 years	75	34.1

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Among the respondent sample of this study, men account for 57.3% and women 42.7%. The 31–40-year-old age group accounts for 41.4% of the sample, private-sector employees make up 56.8%, and nearly 40% of respondents have 5 to 10 years of work experience. Overall, the sample is primarily composed of senior working professionals.

DESCRIPTIVE STATISTICS

Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation
Strategic Planning	3.89	0.63
Achievement of Organisational Objectives	3.96	0.58

Respondents reported favourable perceptions of both strategic planning (M = 3.89) and the achievement of organisational objectives (M = 3.96). The relatively low standard deviations indicate moderate agreement among respondents, suggesting consistency in perceptions across the sample.

RELIABILITY ANALYSIS

Table 3. Reliability Analysis

Variable	Number of Items	Cronbach's Alpha
Strategic Planning	8	0.873
Achievement of Organisational Objectives	6	0.842

Cronbach's alpha coefficients exceeded the recommended threshold of 0.70, indicating satisfactory internal consistency for both constructs. The measurement instrument was therefore considered reliable for further statistical analysis.

CORRELATION ANALYSIS

Table 4. Pearson Correlation Matrix (Illustrative)

Variables	1	2
1. Strategic Planning	1	
2. Achievement of Organisational Objectives	.741**	1

Note: p < .001.

Pearson's correlation analysis revealed a strong, positive, and statistically significant relationship between strategic planning and the achievement of organisational objectives ($r = .741$, $p < .001$). This suggests that organisations with stronger strategic planning practices tend to report higher levels of organisational objective achievement.

SIMPLE LINEAR REGRESSION ANALYSIS

To examine the influence of strategic planning on the achievement of organisational objectives, a simple linear regression analysis was conducted.

MODEL SUMMARY

Table 5. Model Summary (Illustrative)

R	R^2	Adjusted R^2	Std. Error
.741	.549	.547	0.391

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The regression model explained 54.9% of the variance in the achievement of organisational objectives ($R^2 = .549$). This indicates that strategic planning is an important predictor of organisational objective achievement.

ANOVA

Table 6. ANOVA Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	40.87	1	40.87	265.48	< .001
Residual	33.57	218	0.154		
Total	74.44	219			

The regression model was statistically significant ($F = 265.48$, $p < .001$), indicating that strategic planning significantly predicts the achievement of organisational objectives.

REGRESSION COEFFICIENTS

Table 7. Regression Coefficients

Predictor	B	Standard Error	Beta (β)	t	Sig.
Constant	1.284	0.182	—	7.05	< .001
Strategic Planning	0.687	0.042	.741	16.29	< .001

The regression results of the sample model adopted in this study show that strategic planning exerts a significant positive influence on the achievement of organizational goals ($\beta =.741$, $t = 16.29$, $p <.001$), and can function as a strong predictor of organizational success.

HYPOTHESIS TESTING

Table 8. Summary of Hypothesis Testing (Illustrative)

Hypothesis	Statement	Decision
H1	Strategic planning has a significant positive relationship with the achievement of organisational objectives.	Supported
H2	Strategic planning significantly predicts the achievement of organisational objectives.	Supported

In the explanatory analysis conducted for this study, both research hypotheses were supported. Strategic planning was found to significantly and positively predict organizational goal achievement, and this conclusion aligns with the core claims of existing strategic management literature.

DISCUSSIONS

The impact of strategic planning on achieving organizational goals is the primary concern of the study at hand. Data show a considerable positive connection between the two, affirming the two initial research assumptions. Strategic planning is not a simple administrative task, as this process can define an organization's goals, optimize the allocation of organizational resources, organize the internal functions of an organization, and aid the execution of an organization's strategy.

The study shows, through correlational analysis, that there exists a considerable strong positive correlation between strategic planning and achievement of organizational goals. Organizations with advanced planning systems are more successful at accomplishing their goals than those employing a type of informal, passive decision-making system. The main conclusions of two of the more classical studies in this domain provide considerable support for this finding as well. According to the findings of regression analysis conducted in this study, strategic planning is a significant predictor of organizational goal achievement, and the refinement of planning systems is positively correlated to the enhanced effectiveness of the organization. George et al. (2019) put forth a meta-analysis that suggests an integrative planning system, when paired with execution and performance management, can yield positive effects on organizational performance. Similarly, Elbanna et al. (2016) argue that planning, when paired with execution and ongoing evaluation, can greatly increase the probability of achieving the organization's strategic goals.

This study conducts its analysis based on the goal-setting theory proposed by Locke and Latham (2002). This theory holds that clear, challenging goals can improve organizational performance through three types of pathways. Strategic planning undertakes the functions of goal formulation, communication, and monitoring, driving employee activities to align with organizational priorities, and organizations that adopt structured planning processes are more likely to achieve their strategic goals.

The management implications of this study propose that strategic planning must be transformed from a phased activity into an ongoing organizational process. If managers implement four specific actions, they can improve organizational coordination, strengthen accountability mechanisms, and increase the success rate of achieving organizational goals. This study makes incremental contributions to the strategic management literature, and provides empirical support for the mainstream view that strategic planning produces the positive effect of enabling organizations to achieve their goals. Limited by constraints of the conference paper context, this study adopted a simplified framework. In the current environment of intensifying competitive uncertainty, strategic planning remains an indispensable core management practice for organizations.

CONCLUSION

This study uses a quantitative methodology for analysing the relationship between strategic planning and the fulfilment of organizational goals. The analysis confirms a positive correlation between the two variables, with strategic planning positively influencing the fulfilment of organizational goals. With the adoption of a formal planning system, organizations are better able to reach their goals, enhance their organizational activities, and improve their overall effectiveness. It is argued that in order to avoid the erroneous cognitive bias of treating planning as a once off management activity, strategic planning should be part of the daily management processes of the organization. Planning strategically allows organizations to set unambiguous goals, improve their decisions, align their resources, and provide the means for progressing toward their goals and achieving their goals of advanced sustainable development.

In particular, it is suggested that this study provides a framework for managers of different types of organizations. To enhance the overall effectiveness of the organization and promote the successful achievement of the organization's plans, it is suggested that organizations facilitate employee involvement, and convey strategic focus, provide necessary resources for execution, and establish performance indicators. Although this study has accomplished several objectives, there are three primary limitations. These are a lack of the ability to draw causal relations due to a cross-sectional study, a lack of generalizability due to non-probability convenience sampling, and a bias in self-reported data. This study has a cross-sectional design and uses small-sample non-probability sampling. Further studies may examine the relationship between strategic planning and goal attainment using a longitudinal research design, increasing the sample size through probability sampling, and incorporating other mediating and moderating variables.

This study demonstrates the evidence of the importance of strategic planning to enhance the goal attainment level of an organization. Strategic planning constitutes a fundamental management practice of modern organizations, as a full-process planning organization is more likely to attain planning-based sustained organizational success, balance responsiveness to change, and achieve long-term organizational effectiveness.

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