



The Effect of Strategic Planning on Entrepreneurship Strategy Requirements (The Case of Private Hospitals in Iraqi Erbil City)

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Abstract

This study aimed to examine the effect of strategic planning that is represented by three dimensions (top management support, technology and strategic goals) on entrepreneurship strategy requirements that is represented by three dimensions (creative capabilities, risk taking, and entrepreneurial culture) related to the perspectives of employees at private hospitals in Iraqi Kurdistan Region Erbil city. A survey questionnaire has been used to collect data, and the questionnaires distributed randomly to (150) health staff comprising of a number of private hospitals, (146) of staff were able to fill and return the questionnaires however (142) of the questionnaires was suitable for the purpose of statically analyzing. The questionnaire encompassed two sections with 30 closed-ended questions. Data collected analyzed quantitatively by using SPSS program version 20. The results of study concluded that there is a moderate and positive correlation as well as a significant impact of strategic planning on entrepreneurship strategy requirements.

Keywords: *Strategic Planning; Top Management Support; Technology; Strategic Goals; Entrepreneurship Strategy*

Introduction

Strategic planning is the method of defining plans of an organization in support of achieving its mission (Parker, 2010). It is one of the most valued and respected tools of management on behalf of turning organizational thoughts into reality (Sadq et al, 2020). Studies indicate that organizations that employ strategic planning are more successful and effective than those that do not use (Sabri, 2010). The usage of strategic planning according to St-Hilaire (2011) is significant to organization's ability to preserve and achieve competitive advantage over other organizations. Sadq, et al (2020) emphasizes that

the exercise resources to achieve competitive advantage should be valuable, rare, and non-substitutable. Successful organizations employ the process of strategic planning to generate and illuminate the vision and mission of an organization (Ahlam et al, 2019). In addition to direct organizational decisions in relation to resource allocation to strengthen competitive positions and competing priorities (Abu Nada, 2006). Douglas (2003) states that any strategic plan without measurable and effective implementation is no plan at all.

Nowadays, organizations need strategy to be developed as well as have to be encouraged to increase their activities in the field of innovative by the patterns of behavioral (Sweetman et al. 2010). Lyon and Ferrier (2002) indicate that organizations must become more innovative in order to compete in the global competition. Jung, et al (2003) emphasizes that in order to affect directly and indirectly organizations' innovation, encouraging innovative behavior requires a top management support. Business organizations facing many problems that require from the management and their leaders to think about reducing depending on traditional approach in order to attempts of solving problems (Ahmad et al, 2019), rather than attempts should be to employ creative approaches to achieve organizational goals (Ali et al, 2018). Organizations are working constantly to achieve success and maintain its success and survival, this makes it constantly strives to develop, improve and modify their strategies (Abdullah et al, 2017). These efforts lead to the availability of new opportunities, and to achieve continuous progress and development (Aljaf & Sadq, 2015). Therefore, strategic planning is a necessary model for organizations that strives to enhance the reengineering business process as well as adaptation with the new model (Mantak et al, 2019).

The organizations' continued determination of their policies and the achievement of their strategic objectives are dependent on the presence of working individuals who have a range of characteristics such as skills in performance, high confidence, continuous fulfillment, and commitment to work in the organization (Mohammedamin et al, 2018). entrepreneurship strategy requirements is a key factor in ensuring the relevance of human resources in the organization by coordinating the efforts of individual and group managers in achieving organizational strategic objectives (Karim et al, 2016). The presence of strategic planning and entrepreneurship strategy requirements in the organization can be considered as having a high degree of stability and relative stability, which has a significant role in the behavior and actions of employees and thus achieve their strategic objectives (Merkhan et al, 2017). Competent managers are those who set the strategic objectives of the organization using different methods and sources of approach along with reliance on strategic planning, which enables them to set strategic objectives (Khorshed et al, 2020). Based on the above, the purpose of this study is attempts to analyze the effect of strategic planning and entrepreneurship strategy requirements from perspectives of a sample of employees at a sample of private hospitals in Erbil city Iraqi Kurdistan region. The significance of the current study is that is covers two of the important topics in the field of management, it addresses the important concepts of strategic planning and entrepreneurship strategy requirements.

The Significance of Study

The significance of this study can be summarized as follows:

1. The importance of the study variables examined is part of critical management phenomena. This study focuses on two important variables that have a significant impact on the performance of business organizations which examines the effect of strategic planning in order to achieve the entrepreneurship strategy requirements.
2. The current study presents an intellectual and conceptual discussion on topics of administrative thought to contribute to the enhancement of the local library with a mechanisms contribution of

strategic planning and entrepreneurship strategy requirements and theoretical supervision to support organizations and researchers in order to benefit from them.

3. This study is one of the few studies that deals with the subject of examine the role of strategic planning on entrepreneurship strategy. Besides, enhance employees understanding of the importance of strategic planning and entrepreneurship strategy requirements.

Theoretical Framework of the Study

The model (figure 1) illustrates the theoretical framework of the study, the model assumed an effect of strategic planning on entrepreneurship strategy requirements. Strategic planning in this study is independent variable represents by three dimensions (top management support, technology, and strategic goals). Moreover, entrepreneurship strategy requirements is dependent variable represents by three dimensions (creative capabilities, risk taking, and entrepreneurial culture).

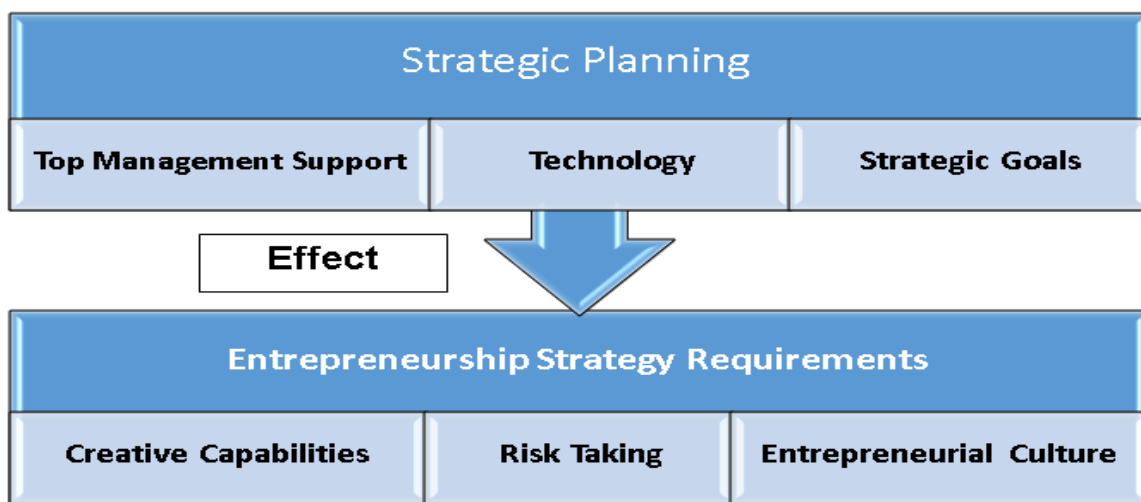


Figure (1) Theoretical Framework

The Hypothesis of the study

Statistically, there is a significant effect of strategic planning on entrepreneurship strategy requirements.

Methodology

This study use analytical descriptive method, since this method is considered to be the most used in humanities and social studies. The context of this study is private hospitals. Survey design was adopted for this study as research design. This study implemented survey manner in form of using questionnaires to health staff of private hospitals in Iraqi Erbil city. Data collected through a survey questionnaires comprising (30) closed-ended questions and organized into two sections; planning strategic questions, and entrepreneurship strategy requirements questions. Five point Likert scale implemented, and the thirty items of the questionnaire rated (1 = Strongly Disagree; 2 = Disagree, 3= Uncertain, 4 = Agree, and 5 = Strongly Agree) was administrated. Collected data were analyzed using (SPSS) version 20, the statistical analysis that used in this study comprising descriptive statistics (mean and standard deviation), multiple regression analysis was used to analysis the hypothesis of the study. Questionnaires were used and randomly distributed to (150) health staff comprising of a number of private hospitals in Iraq Erbil city.

However, (146) of staff were able to fill and return the questionnaires as well as (142) of the questionnaires was suitable for the purpose of statically analyzing. The table below (table 1) illustrates the distribution of study sample.

Table (1) Distribution of study sample

Hospital Name	Number of Distributed Questionnaires	Number of Returned Questionnaires	Response Rate %
Welfare Hospital	25	24	16.90
Soran Private Hospital	25	22	15.49
Sardam Private Hospital	25	24	16.90
Zheen international Hospital	40	38	26.76
Al-Rahma Private Hospital	35	34	23.95
Overall	150	142	94.66

Literature Review

Strategic Planning

Strategic planning is the process of developing and maintaining a strategic alignment between the organization's goals, capabilities and changing marketing opportunities, as strategic planning paves the way for the company (Sadq, 2015). As organizations usually prepare annual plans, long-term plans and strategic plans, annual and long-term plans deal with the company's current activities and how to maintain those (Othman et al, 2019). The strategic plan also includes adapting the company to take advantage of opportunities in its ever-changing environment (Najm et al, 2019). Strategic planning includes options that represent resource risks and trade-offs that sacrifice opportunity (Mala et al, 2017). Organizations spend resources and focus on a limited number of opportunities in pursuit of strategies to produce uncertain results in the future (Khorsheed et al, 2020). Strategic planning is a management tool used by the organization in order to do its work better by focusing its energies and ensuring that all its employees are moving towards the same goals (Bestoon et al, 2020). In addition to evaluating and adjusting the direction of the institution in response to environmental changes (Abdulla, 2019). Strategic planning tends to identify the strengths and weaknesses of the future, take advantage of the available opportunities and avoid risks (Altaie et al, 2017). Thus, strategic planning here means designing or modeling the desired future and identifying the means leading to it (Mohammed, 2019). Strategic planning is a process that begins with formulating goals, strategies and policies, and then plans, especially detailed or procedural ones, leading to the implementation of the strategy in a manner through which the set goals are achieved (Sadq et al, 2018). Thus, it represents a process through which it crystallizes, by predetermining the type of planning effort required, its time, the mechanism of its implementation, the implementing agency, and how to address the results (Wali et al, 2016). This means that it is a process that proceeds on clear foundations and at the same time is characterized by continuous control of the changes that occur in the environment (Daroon et al, 2019). Strategic planning represents a trend and a way of life, by focusing on study-based performance and predicting the future (Sadq et al, 2020), as well as on the continuity of the planning process and not based solely on a set of procedures and methods (Mohammed, 2019).

Strategic planning is an advanced stage of strategic management phases (Omer et al, 2017). It has evolved and changed planning system in general, which is besides representing the substance in the development of the management system (Sabri, 2010). It is one of the most valued and respected tools of management for turning dreams of an organization into reality (Abu Nada, 2006). Daft (2003) defined strategic planning as locating the master plan which defines the organization's activities and distribution

resources whether financial or spaces for employees or other necessary facilities in order to achieving organizational goals. Hellriegel et al (2005) emphasized that strategic planning is the process of identifying external and internal environments for organizations, make a decision on a vision along with mission, developing overall goals, allocating resources to achieve the goals of organizations, and creating and selecting general strategies to be pursued. It is an umbrella term according to Mulhare (1999) for a variety of formal approaches to the management of organizational decision-making. Policastro (2003) proposed that strategic planning is an adequate and appropriate method that determine the long-term goals and directed the organization to achieve its goals. It consists of a set of underlying processes that are intended to create or manipulate a situation to create a more favorable outcome for an organization (Taiwo and Idunnu, 2010). Barry (1986) states that strategic planning is the process of determining what an organization proposes to be in the future and how it will get there. The strategic planning objective is to align the activities of organization with its environment, thereby providing for its success and continuing survival (Obeng& Ugboro, 2008). Strategic planning is a vision of the future function of the organization (Ali et al, 2017), and this planning provides a framework that guides the choices that determine the future and direction of a particular organization (Sadq et al, 2016).

Strategic planning has two functions. Firstly, the allocation of rare resources in accordance with the requirements of the competitive environment. Secondly, it promotes and strengthens the financial capacity of the organization (Mara, 2000). Steiner (1979) stressed that strategic planning is based on four important elements and they are; future decision-making, process, philosophy, and structure. While, Sabri (2010) indicates that there are a number of elements that determine the meaning and the success of the strategic planning process which they are; process, systematic, continuous, members of leaders, procedures and operations. Frizsell et al, (2004) identified the goals of strategic planning as following:

1. It can improve and develop the overall performance of the organization.
2. Guarantees growth and development in long term.
3. It helps to reduce risks (uncertainty).
4. It determines as well as directs the strategic tracks of the organization.
5. It determines and directs investment decisions followed by expansion, growth and profitability.
6. Helps to deal with problems in a manner crisis management rather than reactive approach.

In formulating strategic plans, Minzberg (1994) highlighted some processes and they were: environmental analysis, resource analysis, determination of the extent to which strategy change is required, decision-making, implementation, and control. Strategic planning is required to focus effort and promote coordination of activities (Owolabi& Makinde, 2012). Dauda, et al (2010) stated that the practices of strategic planning improve both company market share and the profitability of the organization. As a result, they propose that the concepts of strategic planning should be adopted by business organizations (Othman et al, 2020).

Benefits of Strategic Planning

Strategic planning provides several benefits of the organization as following:

1. Enables the organization to identify opportunities and risks, analyze the strengths and weaknesses, determine the appropriate alternatives, and make the right decisions to achieve the desired goals (Schermerhorn, 2001).

2. To clarify the strategic direction, priorities for the foundation, the receipt and understanding of the strategic intent, and regulatory response (Fraser & Stupak, 2002).
3. Improve profitability; achieve communication, and leadership in the industry (Larsen et al, 2000).
4. Determine the objectives of the organization, which would contribute in enhancing the performance of the organization (Hoffman, 2007).

Top Management Support

Top Management Support refers to willingness of senior management in the organization and persuades it to support the changes that will occur in the organization (Jawda, 2009). Top Management Support improves employees' innovative behavior through setting the objective of innovation for individuals and direct encouragement (Wang and Hong, 2010). Furthermore, communication is considered to be the main technique that top management can transfer the concept of management to the individuals and effects employees' behavior (Wang and Duan, 2014).

Technology

Tools that are based on the computer, which is used by individuals to work with the information, support information, and information processing requirements of the organization (Othman et al, 2020).

Strategic Goals

Refers to the goals and objectives that organization is trying to achieves through a certain period of time ranging from 3-5 years (Sadq, 2019) In addition to focus on the goals of outputs and results that organization is trying to accomplish (Wali et al, 2016). These goals and objectives are consistent with the mission, vision and values of the organization (Al-Sairafi, 2008).

Entrepreneurship Strategy

The entrepreneurship strategy is to undertake entrepreneurial work from a strategic perspective (Saeed et al, 2018). The organization focuses simultaneously on creating opportunities in the external environment through creativity as the identification of opportunities is part of the leadership strategy (Sadq, 2019). Therefore, the leadership strategy unifies the organizations' efforts to create opportunities and success of innovation in order to reach their objectives (Ferreira, 2002). It is the process that organization distinguishes through development (Philippi, 2003). It is the integration of leadership and knowledge of strategic management through which businessmen can distinguish disparities in the capabilities and potential of individuals (Sadq et al, 2018). They are able to find the means to turn these possibilities into action to generate something innovative and useful to the market (Ireland et al, 2003). It is the creation of new businesses within the existing work of the organization (Rensburg, 2013). Lassen (2007) defined entrepreneurship strategy as the potential and ability to act and exploit the available potential. Entrepreneurship strategy is the extent to which the organization is able to take risks in its work to achieve its objectives through the exploitation of organized resources (Othman et al, 2020). Entrepreneurship strategy is the way organizations can make a difference by exploiting the opportunities discovered in the troubled environments in which the organization operates (Tantau, 2008). Tantau further states the importance of strategically managing resources in order to gain competitive advantage. Entrepreneurship strategy is the process that leads to decision-making and management efforts to determine the potential which aims to match existing resources with the highest possible rate of return and benefits and then employ them through strategic tasks (Kyrgidou, & Hughes, 2010). It is a process that includes study behavior for both immediate and beneficial opportunities and the organization's leading results (Sadq et al, 2019).

The Dimensions of Entrepreneurship Strategy

1. Creative capabilities: refers to the efforts of organizations staff to create new opportunities or exceptional solutions (Abdullah et al, 2020). Creativity refers to any product or idea that is understood by a person as new (Kotler, 2009). Creativity is the adoption of a new idea or behavior for the organization's industry, market or public environment and that the first organization who introduces a new product is innovative (Daft, 2008). Therefore, creativity is an important source for organizations because it contributes to building the core competitive advantage of business organizations (Ahmed et al, 2017).

2. Risk taking: business organizations are highly focused on identifying opportunities and risk-taking activities and a lack of strategic focus balancing can undermine the benefits and value of the entrepreneurial initiative that can be formed (Abdullah et al, 2019). Dess, et al, (2007) classifies the risk faced by organizations into three types: work risks, financial risks, and personal risk. Risk taking is that which managers want to commit to allocating a large proportion of the organization's resources to new projects (Ali et al, 2019). In addition to carrying large debts in order to exploit opportunities, these unconventional behaviors result in exceptional results (Pearce et al, 2010).

Entrepreneurial Culture: the anticipation of new and innovative ideas, encouragement of risk and tolerance of failure (Abdullah et al, 2020). It is to promote learning and priority for products, processes, manage creativity and believe that constant changes are the carrier of opportunity (Chang, et al, 2013). It is one of the tasks that help change and regenerate (Aljaf, et al, 2019). Hitt et al. (2001) suggests that the existence of a pioneering culture in an educated organization which is essential within the framework of competition. It helps in innovation and rapid response to technological developments and environmental changes to achieve competitive dynamic merit, leading organizations use organizational learning to find limited skills and resources (Sadq, 2019).

Results and Outcomes

Reliability of the Questionnaire

Cronbach's Alpha analysis was used for the purpose of verifying the reliability coefficient of the questionnaire. The value of the Cronbach's Alpha is acceptable when these values are greater than 0.60 (Sekaran, 2005). The total value of the questionnaire' questions is (.895), strategic planning (.832), and entrepreneurship strategy (.849). These results show that the reliability of the questionnaire has a high degree of reliability.

Table (2) results of Cronbach's Alpha value

Variables	No. of questions	Cronbach's Alpha value
Whole questionnaire	30	.895
Strategic Planning	21	.832
Entrepreneurship Strategy	9	.849

Descriptive Statistics

The table below (3) shows the descriptive analysis. The answer of top management support, technology, strategic goals, and entrepreneurship strategy requirements explain agreeableness. Therefore, it means that all the strategic planning elements will enhance the entrepreneurship strategy requirements. Moreover, the element of top management support was the most important factor stimulating to effect entrepreneurship strategy requirements with a rate of 78.5% agreement. In contrast, strategic goals were the least important factor to entrepreneurship strategy requirements with a rate of 74.1% agreement.

Table (3) Descriptive Statistics

Variables	Mean	Std. Deviation	Rate of agreement	Rank
Top Management Support	3.92	.671	78.5	1
Technology	3.73	.767	74.7	2
Strategic Goals	3.70	.817	74.1	3
Entrepreneurship Strategy Requirements	3.44	.730	68.9	

Regression Analysis

This study conducted a multiple linear regression analysis in order to examine the effect of strategic planning and its dimensions (top management support, technology, and strategic goals) on entrepreneurship strategy requirements.

Therefore, the regression model becomes:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Whereby: β_0 is the regression intercept; $\beta_1 - \beta_3$ are the regression coefficients; Y is the dependent variable (entrepreneurship strategy requirements); X1 is top management support; X2 is technology; and X3 is strategic goals.

Strategic planning illustrates 47% of the entrepreneurship strategy requirements as characterized by R Square. Thus, this means that other elements not studied in this study contribute 53% of the entrepreneurship strategy requirements.

Table (4) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.686 ^a	.470	.466	.53359	.470	124.236	1	140	.000

a. Predictors: (Constant), Strategic planning

The significance value is 0.000 which is less than 0.05. Consequently, the model is statistically significance in predicting how strategic planning effects on entrepreneurship strategy requirements. At

5% level of significance, the F calculated was 124.236, which explains that the overall model was significant. As a result, the study hypothesis is accepted which states that there is statistically a significant effect of strategic planning on entrepreneurship strategy requirements.

Table (5) ANOVA analysis

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	35.373	1	35.373	124.236	.000 ^b
Residual	39.861	140	.285		
Total	75.234	141			

Regression equation:

$$Y = .641 + X_1(0.643) + X_2(0.463) + X_3(0.679)$$

The regression equation above has established that taking variables into account (top management support, technology, and strategic goals) constant at zero entrepreneurship strategy requirements will be .641. The results presented illustrates that statically there is a significant impact of top management support on entrepreneurship strategy requirements as explains by a coefficient of .643 as shown by a p-value of 0.000. Besides, statically there is a significant impact of technology on entrepreneurship strategy requirements as shown by a coefficient of .463 and a p-value of 0.000. Finally, the results explain that statically there is a significant impact of strategic goals on entrepreneurship strategy requirements as demonstrates by a coefficient of .679 and a p-value of 0.000. As a result, from the regression results it can be concluded that top management support, technology, and strategic goals has significant impact on entrepreneurship strategy requirements and hence the sub-hypotheses are accepted.

Table (6) Regression Analysis

Coefficients ^a					
Model	Unstandardized Coefficients	Standardized Coefficients		T	Sig.
		B	Std. Error		
1 (Constant)	.641	.256		2.506	.013
Top Management	.643	.074	.591	8.670	.000
Technology	.463	.070	.487	6.589	.000
Strategic Goals	.679	.049	.759	13.812	.000

Discussion and Conclusion

The achievement of organizations objectives requires identifying an opportunities and threats existing in the market which requires owning technology along with highly efficient information systems. Therefore, interesting to this factor is reflected positively on the performance of employees. The outcomes of this study showed that increased interest to strategic planning will encourage and supportive employees to be innovative. Hence, employees feel motivated to take advantage of their influence in order to carry out innovative work activities. Janssen (2005) found that manager support positively effect innovative behavior. Parker (1998) found that self-efficacy has a positive impact on innovative behavior. Al-Shaexaly (2013) concluded that there is a significant impact of strategic planning on performance

efficiency of non-profit organizations in Jordan. Hammami and Sheikh (1995) concluded that among Jordanian managers there is a proper understanding of strategic planning including 59% of them. While, 41% of managers are not familiar with the correct meaning of this concept. Al-Shammari (1998) found that only 39% of the Jordanian business organizations are applying strategic planning. French, et al (2004) found that there is a strong relationship between strategic planning and organizational performance. Hoffman (2007) concluded that there is a relationship between strategic planning and the process of performance. Besides, there is a measurable role of organizational culture in this relationship. Reuvers, et al. (2008), and Afsar, et al. (2014) concluded that there is a positive relationship between transformational leadership and innovative behavior. Earlier studies may have different perception or different research designs of the concepts strategic planning and organizational strategy along with highlighted its significant to organizations. Likewise, the result of this study is essential since strategic planning is required to contribute to an innovative climate as well as motivate and encourage the behavior of employees.

This study examined whether entrepreneurship strategy requirements is influenced by strategic planning and to what extent the relationship between entrepreneurship strategy requirements and strategic planning. Therefore, the following research question was formulated: what is the role of planning strategic on entrepreneurship strategy requirements? Results of this study confirmed that strategic planning represents by three dimensions (top management support, technology, and strategic goals) is able to effect entrepreneurship strategy requirements. The success of the implementation of the strategic planning in organizations continued strongly by top management support, as this support plant a purse will move to the administrative levels which will reflect the commitment of the whole organization. Moreover, strategic goals are the results that the organization is seeking to achieve through its activities.

Recommendations

1. Organizations need to maintain the high level of entrepreneurship and use it as a competitive advantage. Additionally, it is recommended to activate the role of efficient recruitment in the promotion of creative capabilities, risk taking, and entrepreneurial culture, as well as taking advantage of the high level of importance that emerged in the responses of the managers' perspective.
2. It is necessary to increase the level of awareness on the importance of achieving the strategic and future goals of the organizations. Not only does this have positive results for the organization in general but also for managers. Organizations should work to maximize and develop the values of organizational commitment to its employees as it is one of the most important topics related to human resources.
3. Tom management support and commitment in organizations to the strategic planning process, because of their effect on the level of performance over the long term.
4. Organizations should work to strengthen strategic planning elements through the development the information of managers and employees.
5. Organizations should adopt a management philosophy and organizing methods to support strategies of strategic planning by senior management through the appropriate environment that stimulates, enhance the behaviour of employees, and support teamwork's.
6. Organizations should reward outstanding employees, value their efforts and encourage them to make more efforts in order to employees' be more innovative.
7. Organizations should make strategic planning a part of the organizational culture which can be exploited to achieve competitive advantages.

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