

# Redesign University Operational Performance through Strategic indicators, and Employees' commitment

Bandar Abdulla F. H. Alharthi, Gamal S. A. Khalifa, Amyia Bhaumick

**Abstract:** *The new higher education systems have developed speedily with the standard and worldwide quality. The educational systems have endured long reformation and transformation processes from an old fashioned educational management model that deeply seated in the past to a strategic model. This study purpose is to identify the relationship among strategic planning (SP), organizational commitment (OC), and university operational performance (PERF). This relationship indicates the identifications of UAE universities. A quantitative research approach has followed in this study and survey-based questionnaire was appeared to collect data from universities academic staffs. All together 500 questionnaires was distributed among the staffs and 309 valid questionnaires were collected. Structural Equation Modelling (SEM) is conducted using data from 309 respondents. All study hypotheses were supported. SL is positively predicted OC and PERF. In addition OC mediates the relationship between SL and PERF. Managerial and theoretical implications are introduced.*

**Keywords:** *Strategic planning, organizational commitment, University Performance, UAE.*

## I. INTRODUCTION

Organizational performance is one of the most important construct in the management research and undoubtedly the most important indicator of organizational success [1], [2]. The first condition necessary to improve and achieve excellence in business is developing and implementing a system for measuring performance of the organization [2]–[6]. It is extended to employees who are experts in taking action and contributing to the behavior that is directed and maintained in accordance with the organization's objectives [7]. It's indirectly have emphasized the definition of employee's performance has become an integral part of organizational performance [8]. Campbell, et al (1990) [9] have supported the above mentioned, as they affirmed that the employee's performance refers to the “observable things people do that are relevant to the goals of the organization” [10]. This reinforces has recommended to the organizations to adopt flexible goals: the flexible goals extend to enhance performance by overcoming self-satisfaction, and devising new ways of thinking, and enhancing energy [11]. Organizational performance has addressed in this as the dependent construct where actually the research problems are occurred. There are four objectives and main goal of the study

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**Bandar Abdulla F. H. Alharthi**, Faculty of Business and Accountancy, Lincoln University College (LUC), Selangor, Malaysia

**Gamal S. A. Khalifa**, Faculty of Tourism and Hotels, Fayoum University, Egypt, and Faculty of Hospitality and Tourism, Lincoln University College (LUC), Selangor, Malaysia.

**Amyia Bhaumick**, Lincoln University College (LUC), Selangor, Malaysia

to achieve organizational performance. This study's model it-self a unique and new model in the literature that interrelate with strategic planning, organizational commitment and university performance.

Accordingly, from the perspective of classical strategic management theory, strategy is considered a deliberate planning process (formal), initiated by top management (top-down), based on an elaborate industry analysis (rational) and aimed at designing a cohesive grand strategy for the corporation (consistency)” [12]. Mintzberg and Lampel, (1999) [13] pointed out that when the term strategic planning is used the intent is to convey that an organization's strategic planning process involves explicit systematic procedures used to gain the involvement and commitment of those principal stakeholders affected by the plan. Blackler, et al (1993)[14] key strategic planning practices are identified as those formal operating procedures involved in direction setting, resource allocation, and monitoring and control [2]. While these are not the only practices from which strategic action is constructed, and theoretically valid within the strategic management literature and are innately ‘practical’ being concerned with the doing of strategy [15], [16]. Strategic planning practice has used in this study in order to implement the strategic plans for organizational stability and future success. However, strategic planning practice has associated with organizational performance in order to clarify the previous few contributions in different contexts and field [2]. Moreover, the strategy as practice relies mainly on managers who develop, implement and discuss internal and external that effect on organizational outcomes [17]–[19]. The theoretical underpinning and the literature related to strategy and planning combines the way of ding plane for the future. In addition, Drucker and Rousham, (1974) [20] have defined strategic planning as the planning for an organization's future that includes setting major overall objectives, the determination of basic approaches to be used in pursuing these objectives and the means to be used in obtaining the necessary resources to be employed [17].

Adair, (2002)[21] has acknowledged that strategic planning depends on defining the organization's key priorities over the long term. As a result of strategic planning, the organization produces many strategies to be carried out. [22] affirmed that the strategy is the basic approach to achieve the organization's overall objectives [23]. This study, strategic planning has addressed as an independent variable that influence on university operational performance directly and indirectly through organizational commitment. There is little studies has been considered in the literature in specific

relationship of strategic planning and university and organizational commitment. In this study, this relationship have clarified in the context of universities related study. Organizational commitment is one of the most important concepts used in organizational behavior and human resource management [4], [24]. Although it is regarded as one construct, which has divided into three different aspects: emotional, continuity and normative commitment [25], [26].

According to Delpechitre et al., (2018) [27], the emotional commitment is an employee's emotional attachment to identify with involvement in the organization [2], [25], [28]. The continuing commitment is the commitment based on the costs that employees associate with leaving the organization, the normative obligation of employee's feelings of obligation to remain with the organization [29], [30]. The most important feature of commitment in the working environment is mediation that performed as intermediaries in institutions [31]. Organizational commitment have addressed in this study as a mediating role of strategic planning and university operational performance. This indirect relationship to achieve university operational performance is first attempt to investigate the connection according to theoretical evidences and author's knowledge. This study aims to investigate the relationship between SP and UOP via OC.

## II. LITERATURE REVIEW

### A. Strategic planning

The goal of effectively being able to act strategically results in better decision that making and ultimately better organisational outcomes. Consequently, Noetic believes that thinking strategically means looking and acting beyond the immediate. Quickly taken decisions that resolve the immediate issue facing managers and teams rarely exhibit a strategic underpinning [32]. Strategic agility enables firms to flexibly respond to complex, global, and dynamic environments [33]. Yet achieving strategic quickness is challenging, in part, because of inherent contradictions for organizational renewal requires on the formal strategic planning practice laying the groundwork for competitive advantage [34].

An additional, strategic planning practice characteristic is the extent to which strategies within organisations result from a deliberate or an emergent process [35]. For instance, if strategies have emerged within an organization, it might be expected that some of the standard tools and techniques of the strategic planning practice would not be explicitly reported by such an organization [36]. Consequently, the practice has recently penetrated the strategy literature as strategy as practice, recommending that we take strategists and their work seriously [37]. Therefore, strategy as practice endeavours to explain how managerial actors perform the work of strategy, both through their social interactions with other actors and with recourse to the specific practices present within a context [38]. It is embracing the interpretative rationale in which a firm pursues a stream of strategic actions over time [39]. However, strategic planning practice has direct influence on organizational performance and indirect influence through knowledge sharing. There are few studies have investigated for little clarifications in different sectors in management but the indirect influence on organizational

performance approached as a new relationships in order to increase the performance within the organization. On the other hand, SPP directly influence on knowledge sharing in terms of spread the knowledge among employees by following the actual strategic planning practices. Thus, above discussion has suggested these hypotheses:

**H1:** SP positively impact on UOP

**H2:** SP positively impact on organizational commitment.

### B. Organizational commitment and organizational Performance

Organizational commitment is traditionally defined as a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership" [24], [40]. Meyer et al., (1989)[41] have believed that regulatory commitment is an important part of the psychological condition of employees and the attitudes they are generalizing towards. Others define the organizational commitment as the extent and degree to which employees feel connected and belong to the Organization [24], [42], [43]. Accordingly, Bryson, (2018) emphasized that the organization that suffers from a lack of commitment, especially at the senior management level. Albacete-Sáez et al., (2011) [44] stated that the implementation of the organizational strategic priorities depends on the commitment of the top management. It was found that the employee and his contributions have an active role in the organizational strategic process, which leads to a greater understanding of the strategy among the staff and a greater commitment to the strategy [45]–[47]. A general agreement on the organization's strategy emerges from the employee's participation [46], [48]–[50] which in turn increases the employees' commitment and motivation and leads to shortening the time required to fulfil the strategy [46], [50]–[55].

However, employee commitment has addressed in this study as an important role for mediation effect and direct influence. Strategic planning influences on organizational commitment and organizational commitment influence on university operational performance. Organizational performance influences on operational performance [3], [41], and little studies has been investigated in order to relates the mediation effect of organizational commitment that indicates as a first attempt of standing relationship [25], [52]. Thus, the level of employee commitment is to welcome, understand and support the company's objectives. Unlike those who feel strongly committed, employees that are identified within the organization's goals and do their jobs better [56]. It is therefore possible to develop long-term relationships with committed and enthusiastic employees [3], [57]. Therefore, based on the foregoing, the present study provides the following hypotheses:

**H3:** OC positively impact on UOP

**H4:** OC mediates the relationship between ST and UOP.

### III. RESEARCH DESIGN

#### A. The framework of the study

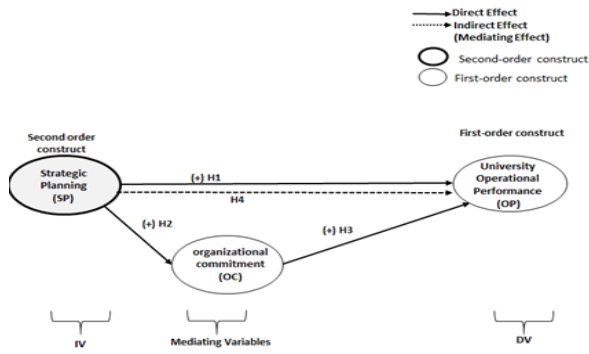


Fig (1): The conceptual framework

Research design specifies the way of conducting study including research approaches in the field. With the positivism and objective universal, indicates the ontology and epistemological paradigm in the research. A quantitative research approach follows data collection and analysis may be inferred from the development of the argument in line with the positivist and objectivist paradigms [58]. This research has appeared with survey-based questionnaire to collect data from the UAE universities academic staffs and get feedback instantly. Universities staffs are frequently answered the questionnaire in order to follows the questionnaire or interview procedures to collect information regarding the problem and context of the study field.

For testing the hypotheses, a survey questionnaire consists of four parts with questions focused on the flowing contents: demographic profile, strategic planning [59], [60], organizational commitment [60], and university operational performance [61]. Brynard and Hanekom (1997)[62] argue that quantitative methods tend to be more suitable when the need to assign figures and direct an investigation towards the realization of a universal truth. In this concept, to determine the reliability and validity, hypothesis testing of the measurement variables quantitative methods can be used [63]. Information about respondents' beliefs, motives and attitudes provides by an effective survey design in the study field in the case of research, measure the perceptions of organization employees. This reserach was used a non-probability random sampling for the UAE universitis The data was colleted into four steps; first steps have taken two months to get 100 valid questionnaires form the academic staffs. Accordingly, four steps together collected 309 valid questionnaires after distriduting 500 questionnaires. A respondent was asked to give their answer which is measured on a 5-point Likert scale ranging from 1-(Strongly Disagree) to 5-(Strongly Agree). At first, prepared questionnaire sample was showed to the authorities to get permission. The authory reviewd the questionnaire and give us feedback to collect data. For the analysis, this study was used PLS (Pertial Least Squire) analytical procedues in oder to find factor loading, path and model fit.

### IV. DATA ANALYSIS AND RESULTS

#### A. Descriptive Analysis

The researcher distributed 500 questioners to the Academic staff in UAE's educational institutions, the valid questionnaires were received by the researcher are 309 questionnaires, by responding rate is 61.8%. The responding sample (n = 309) consisted of 62.5% male and 37.5% female employees. Most of the participants were aged between 30 to 39 years; this accounted for 41.7% of the responses followed by the age range of less than 30 years at 30.7% of total responses. With regards to the academic positions of selected participants, 54.4 of participants were assistant professors, 26.5% were associate professors, and all other categories had nearly the same number of participants. Close to 25.3% of the respondents' working experience were less than 5 years; followed by the experience range of 11-15 years at 23.6% of total responses. A total of 71, accounting for 22.98% of the respondents were workers in public universities whilst the remaining worked in private institutions.

Table 1: Summary of demographic profile of respondents

		Frequency	Valid Percent (%)
Gender	Male	193	62.5
	Female	116	37.5
Age	Less than 30	95	30.7
	30 to 39	129	41.7
	40 to 49	66	21.4
	50 to 59	15	4.9
	60 and above	4	1.3
Experience	Less than 5 years	78	25.3
	5-10	56	18.1
	11-15	73	23.6
	16-20	54	17.5
	More than 20	48	15.5
Academic Position	Teaching assistant	26	8.4
	Lecturer	82	26.5
	Assistant Professor	168	54.4
	Associate Professor	20	6.5
	Professor	13	4.2
University	Public	71	22.98
	Private	238	77.02
Total		309	

#### B. Measurement Model Assessment

Schumacker and Lomax, (2004)[64] and Hair et al., (2010)[66] indicate that the two steps assessment procedure which includes measurement model and structural model has an advantage over the one step assessment procedure. According to Hair et al., (2017)[67] measurement model specifies how each construct is measured, while structural model specifies how the variables are related to each other in the structural model. The main reasons for choosing PLS as a statistical method for this study that for both measurement and structural model PLS offer simultaneous analysis which leads to more accurate estimates [68].

The assessment of measurement model was developed through construct reliability and validity. The results from table 2 showed that individual Cronbach alpha ranging from 0.857 to 0.977; as well as composite reliability ranging from 0.903 to 0.977, which adequately indicates





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constructs reliability is fulfilled [69], [70]. In addition, factor loading for all measurements was greater than 0.5 as recommended by [66]. On the other hand; AVE values were ranging from 0.674 to 0.793 to indicate that the convergent validity were fulfilled for all constructs [66].

Table 2: Mean, standard deviation, loading, cronbach's Alpha, CR and AVE

Constructs	Item	Loading (> 0.5)	M	SD	$\alpha$ (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Strategic Planning (SL)	EVL1	0.851	4.22	1.377	0.977	0.978	0.674
	EVL2	0.748					
	EVL3	0.893					
	EVL4	0.919					
	EXT1	0.815					
	EXT2	0.891					
	EXT3	0.887					
	EXT4	0.812					
	EXT5	0.801					
	IMPL1	0.840					
	IMPL2	0.881					
	IMPL3	0.862					
	IMPL4	0.841					
	IMPL5	0.776					
	INTR1	0.881					
	INTR2	0.902					
	INTR4	0.881					
	INTR5	0.817					
	INTR6	0.876					
	MISS1	0.767					
	MISS2	0.855					
	MISS3	0.860					
	MISS4	0.860					
	OBJ1	0.877					
	OBJ2	0.895					
	OBJ3	0.909					
	RES1	0.856					
	RES2	0.905					
RES3	0.902						
RES4	0.857						
RES5	0.880						
SP1	0.811						
SP2	0.866						
SP3	0.862						
SP4	0.808						
VIS1	0.870						
VIS2	0.879						
VIS3	0.874						
VIS4	0.760						
Organization commitment (OC)	OC1	0.836	4.14	1.606	0.934	0.950	0.793
	OC2	0.914					
	OC3	0.945					
	OC4	0.932					
	OC5	0.820					
University Operational Performance (PERF)	PERF1	0.679	4.33	1.594	0.857	0.903	0.701
	PERF2	0.780					
	PERF3	0.870					
	PERF4	0.878					
	PERF5	0.864					
	PERF6	0.784					

Note: M=Mean; SD=Standard Deviation,  $\alpha$ = Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted  
 • The measurement used is seven-point scale ranging from 1 (strongly disagree) to 7 (strongly agree). All the factor loadings of the individual items are statistically significant ( $p < 0.01$ )

The discriminant validity of the measurement model was checked using two criteria, namely cross-loadings, and Fornell-Larcker. According to [67], the cross-loadings are typically the first approach to assess discriminant validity of the indicators. As shown in Table 3 the cross loading criterion fulfils the requirements because the indicators outer loadings on a construct were higher than all its cross-loadings with other constructs (bold values).

Table 3: Results of discriminant validity by the cross loading

	INN	PERF	SP
EVL1	0.424	0.589	<b>0.851</b>
EVL2	0.536	0.597	<b>0.748</b>
EVL3	0.486	0.648	<b>0.893</b>
EVL4	0.528	0.638	<b>0.919</b>
EXT1	0.494	0.538	<b>0.815</b>
EXT2	0.537	0.537	<b>0.891</b>
EXT3	0.621	0.613	<b>0.887</b>

EXT4	0.625	0.545	<b>0.812</b>
EXT5	0.510	0.471	<b>0.801</b>
IMPL1	0.609	0.707	<b>0.840</b>
IMPL2	0.549	0.716	<b>0.881</b>
IMPL3	0.548	0.652	<b>0.862</b>
IMPL4	0.580	0.670	<b>0.841</b>
IMPL5	0.494	0.578	<b>0.776</b>
INTR1	0.541	0.634	<b>0.881</b>
INTR2	0.577	0.608	<b>0.902</b>
INTR4	0.563	0.606	<b>0.881</b>
INTR5	0.514	0.504	<b>0.817</b>
INTR6	0.440	0.548	<b>0.876</b>
MIS1	0.438	0.415	<b>0.767</b>
MIS2	0.487	0.483	<b>0.855</b>
MIS3	0.546	0.565	<b>0.860</b>
MIS4	0.635	0.600	<b>0.860</b>
RES1	0.587	0.595	<b>0.856</b>
RES2	0.656	0.571	<b>0.905</b>
RES3	0.665	0.489	<b>0.902</b>
RES4	0.578	0.646	<b>0.857</b>
RES5	0.568	0.659	<b>0.880</b>
OBJ1	0.529	0.540	<b>0.877</b>
OBJ2	0.408	0.428	<b>0.895</b>
OBJ3	0.394	0.443	<b>0.909</b>
SP1	0.508	0.479	<b>0.811</b>
SP2	0.443	0.443	<b>0.866</b>
SP3	0.486	0.454	<b>0.862</b>
SP4	0.528	0.514	<b>0.808</b>
VIS1	0.462	0.389	<b>0.870</b>
VIS2	0.474	0.366	<b>0.879</b>
VIS3	0.471	0.428	<b>0.874</b>
VIS4	0.480	0.417	<b>0.760</b>
OC1	<b>0.836</b>	0.604	0.675
OC2	<b>0.914</b>	0.628	0.634
OC3	<b>0.945</b>	0.644	0.658
OC4	<b>0.932</b>	0.670	0.686
OC5	<b>0.820</b>	0.531	0.616
PERF1	0.419	<b>0.679</b>	0.480
PERF2	0.534	<b>0.780</b>	0.611
PERF3	0.621	<b>0.870</b>	0.745
PERF4	0.590	<b>0.878</b>	0.721
PERF5	0.575	<b>0.864</b>	0.725
PERF6	0.539	<b>0.784</b>	0.656

Key: SP: Strategic Planning; OC: Organizational commitment; IMPL: Strategy Implementation; SPF: Strategy Formalization; INTR: Internal Orientation; EXT: External Orientation; VIS: University Vision; MIS: University Mission; RES: Resources Provided; OBJ: Goals and Objectives; EVL: strategic planning Evaluation; PERF: University operational Performance

The results of discriminant validity by using the Fornell-Larcker criterion is shown in Table 4, where the square root of the AVEs on the diagonals, as represented



by the bolded values, are higher than the correlations between constructs (corresponding row and column values). This indicates that the constructs are strongly related to their respective indicators compared to other constructs of the model [71], [72], thus suggesting a good discriminant validity [66], [67]. In addition, the correlation between exogenous constructs is less than 0.85 [73]. Hence, the discriminant validity of all constructs is fulfilled.

Table 4: Results of discriminant validity by Fornell-Larcker criterion

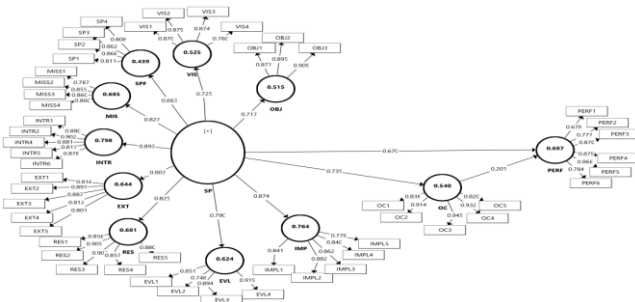
	OC	PERF	SP
OC	<b>0.891</b>		
PERF	0.693	<b>0.812</b>	
SP	0.635	0.617	<b>0.880</b>

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

Key: SP: Strategic Planning; OC: Organizational commitment; PERF: University operational Performance

### C. Structural Model Assessment

Hair, Hult, Ringle, & Sarstedt, (2017) suggested assessing the structural model by looking at the beta ( $\beta$ ),  $R^2$  and the corresponding t-values via a bootstrapping procedure with a resample of 5,000. Moreover, they recommend reporting the effect sizes ( $f^2$ ) as well as the predictive relevance ( $Q^2$ ). As [74] argue that the p-value determine whether the effect exists but it does not reveal the size of the effect.



Key: SP: Strategic Planning; OC: Organizational commitment; IMPL: Strategy Implementation; SPF: Strategy Formalization; INTR: Internal Orientation; EXT: External Orientation; VIS: University Vision; MIS: University Mission; RES: Resources Provided; OBJ: Goals and Objectives; EVL: strategic planning Evaluation; PERF: University operational Performance

Figure 2: PLS algorithm results

#### 1) Hypotheses Tests

The structural model assessment as shown in Figure 2 and Table 5 provides the indication of the hypothesis tests, with 3 out of the 3 hypotheses are supported. SP significantly predicts OUP, and OC. Hence, H1, and H2, are accepted with ( $\beta = 0.670, \tau=10.210, p<0.001$ ) and ( $\beta = 0.735, \tau=13.036, p<0.001$ ) respectively. In addition OC significantly predicts OUP. Hence, H3, is accepted with ( $\beta = 0.201, \tau=3.021, p<0.01$ ). Note that the standardized path coefficient indicates the strengths of the relationship between exogenous and endogenous constructs, so the direct effects of SP on OUP are much stronger than the influence of other variables.

SP and OC are explaining 68.7 % of the variance in OUP. The  $R^2$  values achieved an acceptable level of explanatory power

as recommended by Cohen (1988)[75] and Chin (1998)[72] indicating a substantial model.

This study also assessed effect sizes ( $f^2$ ). Effect size  $f^2$  determines whether an exogenous latent construct has a substantial, moderate or weak impact on an endogenous latent construct [77]. Hair et al., (2017)[67] recommend testing the change in the  $R^2$  value. Cohen (1988)[75] suggested a guideline measure the magnitude of the  $f^2$  which is 0.35 (large effects), 0.15 (medium effects), and 0.02 (small effects). The result of  $f^2$  as Table 5 shows, that one relationship with large effect sizes, and two relationships with medium effect size. Further, by using the blindfolding procedure this study examined the power of research proposed model regarding the predictive relevance. As recommended by Hair et al., (2017)[67] the blindfolding procedure should use only on the endogenous constructs with a reflective measurement. If the value of  $Q^2$  is greater than 0 then the predictive relevance of the proposed model exists for a certain endogenous construct [67], [78]. As Table 6 shows that all the values of  $Q^2$  greater than zero indicate that there is an adequate predictive relevance for the proposed model. For the  $Q^2$  values, Hair et al., (2017)[67] suggested values of 0.35 (large), 0.15 (medium), and 0.02 (small) as a relative measure of predictive relevance, and the result of this study shows that the exogenous have two large predictive relevance.

Table 5: Structural path analysis result

H	Relationship	Std Beta	Std Error	t-value	p-value	$R^2$	$f^2$	$Q^2$
H1	SP -> PERF	0.670	0.665	10.21	0.00	0.687	0.66	0.421
H2	SP -> OC	0.735	0.734	13.04	0.00	0.540	1.16	0.399
H3	OC -> PERF	0.201	0.207	3.021	0.003	0.687	0.06	

Key: SP: Strategic Planning; OC: Organizational commitment; PERF: University operational Performance

#### 2) Indirect Hypothesis Testing

According to the bootstrapping's analysis, there is a significant indirect impact in the relationship between SP and OUP via OC with a t-value of 2.639 and p-value<0.01. as indicated by Preacher and Hayes, (2008)[79] that the mediation effect exist when the indirect impact of SP and OUP via ESA with boot 95% CI: [LL = 0.066, UL = 0.277], doesn't straddle a zero in between. Hence H4 was supported (see table 6).

Table 6: Bootstrapping the indirect effect of IM

H	Constructs	B-value	SE	t value	P value
H4	SP -> OC -> PERF	0.148	0.154	2.639	0.009

(Preacher and Hayes 2004, 2008)

Key: SP: Strategic Planning; OC: Organizational commitment; PERF: University operational Performance

## V. DISCUSSION

This study discussion was found according to the finding results of the study. The reliability and validity of the instruments are obligatory if we aim to produce meaningful results [80]. Therefore, the variable's validity and reliability were greatly acceptable as was mentioned prior in the result. This study connected as the prior investigation between strategic planning and organizational commitment toward university operational performance. Furthermore, the mediation of



organizational commitment acts as unique role of investigation. The findings suggested that the strategic planning significant and positively influence on organizational commitment. This relationship indicates that the strategic planning in universities or higher education sector is summarized that comprehensive planning was conspicuously absent [81]. Strategic planning sets priorities and decisions from the perspective of standards and functions in order to support stakeholders effectively, efficiently, professionally and responsibly. Thus, SP strengthens the future direction of the organisation [82]–[85]. By setting the objectives of a certain company, the various stages in SP will result in the effectiveness of the company and enhance the synchronization and control of its activities [86]. So the influence of the strategic plans impact on organizational commitment directly in terms of increase planning elements and increase the employee commitment in order to engage for long term success. The study findings was showed that strategic planning also significantly influence on university operational performance. Schwenk and Shrader, (1993)[87] have shown that the relationship of this relationship in terms of performance which can proceed on operational and financial. Furthermore, the indirect influence on university operational performance , Miller and Cardinal, (1994)[88] have explained that strategic leadership has influence on performance through organizational commitment. In this study, the performance has specified in university operational that makes different outputs for the findings rather than other studies.

Moreover, the significant influence of organizational commitment and university operational performance comprises the relationship in order to increase employee committed loyalty of being with for long time. For instance, a committed member's definite desire to maintain organizational member- ship would have a clear relationship to the motivation to participate. Willingness to exert considerable effort on behalf of the organization and the belief in and acceptance of the organization's goals, in combination, have implications for the member's motivation to produce for the organization [87]. Moreover, organizational commitment significantly mediates between strategic planning and university operational performance. Most importantly, the mediation effects of organizational commitment that is enrolled to maintain the commitment of the organization and the commitment of the employees. The findings were suggested that the mediation effect of organizational commitment placed as to provide the modification and motivation for the employees. Additionally, organizational commitment imply the employee participations in order to get innovative success by showing the performance [87].

### VI. IMPLICATIONS

This study follows two of implications such as theoretical and managerial implications. The implications both are provided possible suggestions in aspect of theories and practical. The theoretical implication of the study is to indicate the possible outcome which is retrieved from the relationship based findings. The findings of the present study establish condition to the effectiveness of strategic planning and university operational performance. Thus, the present study has confirmed the proposition of strategic planning on operational

performance. Accordingly, relationship based outcomes consider the strategic planning influence on university operational performance within the organization. Arasa and K'Obonyo, (2012)[89] have argued that the primary goal of strategic planning is to guide the organization in setting out its strategic intent and priorities and refocus itself towards realizing the better performance. Poister, (2010)[91] have considered that strategic planning have associated with operational performance in terms of the organizational effectiveness. On the other hand, institutions of higher education are challenged by their constituents to operate responsibly. To a large extent, public trust regarding higher education is based on the expectation that institutions will follow sound administrative practices and consequently utilize available resources in the most efficient and effective manner [92]. So that the theories of these propositions od direct and indirect relationships judged according to the finding of the study.

Consequently, organizational commitment plays an important role as the mediator that shown as significant relationship with university operational performance. Universities are therefore forced to commit a substantial portion of their resources to replacement efforts; and many of these resources are non-durable in nature, meaning once they are used they are gone forever. These precious resources can be better utilized in a different manner [92]. Meanwhile, organizational commitment directly influence on university operational performance. The managerial implication indicates that organizations should not simply promote strategic plan to improve their sustainability, and should take actions in order to better performance into account. Through the higher education development programs could be made aware of the level of operational performance when more attention should be paid to stimulating organizational commitment or environment. It could be an important indication and findings for the universities to improve and develop further steps in order to follow the finding of this study

### VII. LIMITATION AND FUTURE RESEARCH

The current study has some limitations that offer an agenda for future research. As we confined ourselves to quantitative techniques, a large-scale follow-up survey would be useful to find out which of the identified organizational strategies to have the proposed connection with university operational performance. We found a wide range of strategic planning and operational performance that play a role, but other university operational performance are most relevant is not yet clear. It seems unlikely that all practices can be treated as atomistic ingredients that have an additive enhancing effect on university operational performance.

Also, in our survey we limited ourselves to leaders as a source of relevant approaches. Although some respondents were answered when they used to be an employee, additional respondents with other employees may provide a more comprehensive of relevant feedback. Thus, future research should also try to address how strategies adapt to and even shape the environmental and organizational settings in such a way that the context optimally stimulates university operational performance. Furthermore, this was conducted in UAE context, for more clarification it may



conduct in other geographical area which would be matched these theories

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## AUTHORS PROFILE



**Bandar Abdulla F. H. Alharthi** is a PhD candidate at Lincoln University College. His research interest include, Management, strategic planning, Education



**Prof. Dr. GAMAL SAYED AHMED KHALIFA** is Dean, Faculty of Hospitality and Tourism, Lincoln University College, Malaysia. And Associate Professor at the Faculty of Tourism and Hotels, Fayoum University, Egypt. His research interests include Hospitality Management, human resources management, and education.



**Prof. Dr. Amyia Bhaumick** is the vice chancellor, Lincoln university college, Malaysia. His research interest include, Management, education,