

## **Strategic Planning and its Role in Achieving the Entrepreneurial Performance of Small and Medium Organizations**

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### **Abstract**

The aim of the research is to shed light on the dimensions of strategic planning and their impact on achieving entrepreneurial performance, represented by the dimensions (pre-planning, innovation, renewal, and entrepreneurial culture) in the facility affiliated with the Salah al-Din Health Department. The questionnaire was used as a tool to collect data and information from the 92 sample. Those who are in the position (Associate Director General, Section Head, First Division Undersecretary, Second Division Undersecretary, Division Officer, Associate Division Officer) The statistical program (SPSS) was used to calculate (the arithmetic mean, standard deviation, correlation coefficient, coefficient of variation, F-test, identification parameters R<sup>2</sup>, X<sup>2</sup> test, T-test) and the research reached a number of conclusions, the most prominent of which were:

1. There is an impact of strategic planning in the dimensions of tax leadership performance.
2. There are significant differences in the sample response about the items of the questionnaire in the personal variables (occupational level, scientific).

### **Keywords**

Strategic Planning, Achieving the Entrepreneurial, Performance of Small, Medium Organizations.

## **Introduction**

The work environment of organizations has recently faced many challenges, which are represented in the changes accompanying globalization and what emerged from global openness and the trend of the global economy towards the market and the associated information and modern communications revolution. This distinction was the most important strategic planning.

The strategic planning of resources is one of the modern administrative methods for predicting the qualitative and quantitative needs of the workforce in a future period, and after determining the qualitative needs of resources to fill certain jobs.

Entrepreneurship represents the activity that arises and manages a new organization in order to invest an innovative and unique opportunity, and this is what is called leadership in performance, and leadership is within the existing organization through finding new business or strategic renewal, and this is called internal leadership. Various organizations, especially the service ones, seek to excel. Performance in order to provide distinguished services.

## **Research Methodology**

### **The Research Problem**

The creation and sustainability of small and medium businesses is critical to economic prosperity in all countries of the world, and in the current competitive business environment to achieve success and continuity companies must or even force them through their products and services to remain competitive locally and globally, regardless of their size and resources, and the business environment forces Global Competitiveness Companies need to assess their internal framework and identify opportunities to develop capacity and efficiency that allow them to be innovative, proactive and willing to take risks to improve performance and gain or maintain a competitive advantage. SMEs need to improve performance by defining and implementing planning and strategic management processes, innovation and mentoring programs Entrepreneurs, in addition to this, must constantly evaluate the external business environment within which they operate, to be in a position to respond to changes in the environment quickly and effectively to maintain a competitive advantage. Planning is a vital aspect of strategic entrepreneurship because it provides flexibility for companies in the implementation of strategy and through entrepreneurship. Strategy Companies can identify options for development and growth, look deeply into the opportunities available to them and

strategically plan to fully exploit the available opportunities Knowledge in understanding the link between strategic planning and the performance of leading companies in the Iraqi business environment, and the current study seeks to bridge this gap, as these concepts are rarely or partially applied in companies and medium projects in Iraq. Pioneering performance in Iraqi organizations (in the facility affiliated to the Salah al-Din Health Department), and the study seeks to answer the following question:

1. Is there an impact of the dimensions of strategic planning in achieving the pioneering performance of small and medium organizations?
2. Are there statistical differences in the respondents' opinions about the research variables according to the personal variables?

### **The Importance of Research**

The importance of the research lies in the following:

1. Small and medium-sized companies need for strategic planning and pioneering performance to develop their knowledge and professional expertise.
2. Providing modern models and mechanisms that help and guide workers in small and medium-sized organizations in Iraq to know the relationship between strategic planning and entrepreneurial performance in the medium and long term.
3. Through the results of the study, which will be reached, small and medium-sized organizations in Iraq will be able to know the extent to which they have strategic planning and pioneering performance and to address their shortcomings.

### **Research Objectives**

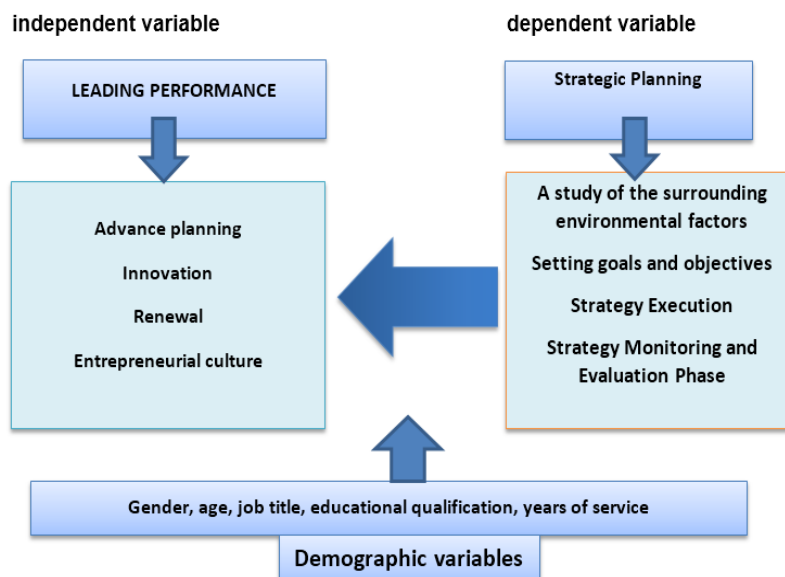
This study attempts to clarify the relationship between strategic planning and entrepreneurial performance through:

1. Shedding light on the aspects and dimensions of strategic planning.
2. Shedding light on the concept of entrepreneurial performance that can help SMEs in Iraq improve performance, create wealth and achieve a sustainable competitive advantage in a country like Iraq, where the government is under great pressure to create job opportunities. The formation of new SMEs and improvement of existing SMEs will contribute to relieve this pressure.
3. Knowing the role of strategic planning in achieving leadership performance in small and medium-sized organizations in Iraq.

## Research Methodology

The research adopted the descriptive analytical approach to its variables as one of the comprehensive approaches that are concerned with interpreting the influence relationships between variables to estimate their relative importance, and then extracting results using the description in collecting data and information for the purposes of determining the results and identifying the most prominent of them.

## The Hypothetical Research Scheme



**Figure 1 Hypothetical diagram of the study variables**

Source: prepared by the researcher.

## Research Limits

1. Spatial boundaries: They are represented in the Salah al-Din Health Department and its location in Iraq - Salah al-Din.
2. Time limits: represented by the period from 2021.
3. Human borders: They are represented in the officials in the researched department who occupy job positions (assistant general manager, department manager, deputy director of the department, deputy director of a second department, division official, assistant division official).

## Research Hypotheses

1. The first main hypothesis: there is a significant effect relationship between the total dimensions of strategic planning and the dimensions of entrepreneurial performance.

Four sub-hypotheses were derived from this hypothesis:

- a. There is a statistically significant relationship between strategic planning and advance planning in small and medium-sized organizations in Iraq.
  - b. There is a statistically significant relationship between strategic planning and innovation in small and medium-sized organizations in Iraq.
  - c. There is a statistically significant relationship between strategic planning, renewal and modernization in small and medium-sized organizations in Iraq.
  - d. There is a statistically significant relationship between strategic planning and entrepreneurial culture in small and medium-sized organizations in Iraq.
2. The second main hypothesis: There are significant differences in the response of the sample to the paragraphs of the questionnaire combined according to the personal variables represented by me (scientific level, job location, number of years of service)

### **The Site Conduct the Search**

The research was applied in the Salah al-Din Health Department, which is one of the important organizations in the country because of its high place, especially in light of the global health situation and the outcome of the Corona pandemic, and it is one of the formations of the Iraqi Ministry of Health.

### **Description of the Research Sample**

The research targeted the senior and middle leaders in the Salah al-Din Health Department, who numbered (92) respondents, and they constituted (87.95%) of the research community, which numbered (108) people. Table (1) is a description of the study sample.

**Table 1 Description of the study sample**

Percentage	Repetition	Categories	The details
2.3	2	PhD	<b>Qualification</b>
4.5	4	M.A.	
8.8	8	Higher Diploma	
71.5	66	Bachelor	
8.9	8	diploma	
4.5	4	middle school	
2.1	2	assistant general manager	<b>Job position</b>
9.8	9	Head of the Department	
24.2	22	Deputy Head of Department	
46.3	42	Division official	
18.6	17	Assistant Division Officer	<b>Number of years of service</b>
11.1	10	Less than 10 years old	
52.7	48	10 - 19 years	
29.7	27	20-29 years	
6.6	6	30 years and over	

The results of the previous table (1) showed the following:

1. With regard to the educational qualification, the vast majority of the senior and middle leaders working in the Salah al-Din Health Department, and nearly three-quarters of the respondents (71.5%) had a bachelor's degree, and the remaining small percentage (2.3%) represented leaders who obtained a certificate. Ph.D., as it is noted through the results that the holders of a bachelor's degree have become significantly more prominent than those leaders.
2. With regard to the job position of the leaders targeted in the research, the results of the table showed that nearly half of the sample members (46.3) people's officials (15%) represented the general manager's assistants.
3. As for the number of years of service, it was found that a little more than half of those leaders, which is at a rate of (52.7%), have a service period ranging between (10-19 years), and the remaining percentage represented the sample members of leaders whose service period was (30 years or more) has reached (6.6%)

### **Means of Collecting Data and Information**

In the process of collecting data and information, the research relied on a number of means and tools, namely:

1. The theoretical side In order to enrich the theoretical side of the research, it has been relied on the available local, Arab and foreign scientific references represented by books, journals, research, reports, theses and scientific theses in libraries in Baghdad and some provinces, as well as available sources on the Internet related to the research topic.
2. The applied side The applied side of the research relied on the questionnaire, as the questionnaire is a main tool for collecting data and information necessary for the research and its paragraphs were designed by benefiting from the literature related to the topic of the research and was adapted in line with the goal of the research, as it included two main axes: educational qualification, job location, and number of years of service). As for the second axis, it focused on the main research variables and their dimensions, which are: A: Strategic planning, which included four dimensions:

Studying the surrounding environmental factors, setting goals and objectives, implementing the strategy, the stage of strategy control and evaluation), and (5) questions for each dimension were developed until the total questions became (20) questions. B: Entrepreneurial performance, which included four dimensions (pre-planning, innovation,

innovation, entrepreneurial culture), and (5) questions were formulated for each of these dimensions, that is, a total of (20) questions, and thus the questionnaire consisted of (50) questions, formulated According to the five-point Likert scale (strongly agree, agree, neutral, disagree, and strongly disagree), and with weights (1,2,3,4,5), respectively.

### **Testing the Validity and Reliability of the Questionnaire**

In order to test the validity of the questionnaire's content, this criterion was calculated according to the split-half method by finding the sum of its questions and their ascending order and divided into two parts, the highest and the lowest, taking (27%) from the upper party, and also taking (27%) from the data of the lower party The comparison between the means of the two parties by means of the difference test between the means of the sample, and the results of the statistical analysis showed that there is a significant difference between the means of the higher and lower parties, (12.309) which is greater than its tabular counterpart of (1.963) at the level of significance (0.05), and this indicates that the scale is valid, that is, it is able to distinguish between answers with large values and answers with small values. As for measuring the stability of the resolution, the coefficient (Alpha-Cronbach) was used, which reached a value of (95%), which is an excellent percentage that confirms the adoption of the resolution results to a high degree.

### **Statistical Methods Used**

The ready statistical program (22-SPSS-V) was taken advantage of in calculating percentages (analysis of averages, standard deviation, coefficient of variation).

### **The Theoretical Framework of the Study**

#### **The Concept of Strategic Planning**

Strategic planning is defined as a continuous formal process of making organized decisions based on internal and external evaluations, and includes organizing people and tasks to implement decisions and measure the degree of achievement and effectiveness, (Al-Hajji, 2020). The strategic, in general, is one of the business objectives, and a clear vision and design to achieve the objectives. The strategic planning process also requires a survey of the environment, and this helps the organization to prepare an appropriate procedure based on this information (Shehata, 2019) as planning is known. Strategic as that type of future planning that takes into account the external forces and factors surrounding the institution, considering that they may be more influential in its strength than the institutional forces and factors, and others have defined it as the general and

integrated intellectual framework in which all administrative levels participate (Pascuci, 2019). To analyze the current and future environment, assess self-capacities, formulate the organization's mission and general objectives in light of stakeholders' expectations, results of analysis and evaluation, and choose the general strategy and sub-strategies (Laszlo 2012), and develop policies, programs and plans capable of achieving the goals and mission of the organization, under specific planning assumptions., 1994.

### **The Importance of Strategic Planning**

The importance of strategic planning is represented in the following: (Toofan, 2018).

1. Strategic planning helps the organization and those in charge of it define and crystallize its objectives.
2. Strategic planning helps the organization to identify its capabilities and identify its resources and how to employ them.
3. Strategic planning contributes to predicting any obstacles or changes in the external environment and helps in planning to overcome these obstacles.
4. Strategic planning contributes to creating a comprehensive vision for the organization's units and planning to activate its tasks in an integrated manner that does not conflict. (Walsh, 2017.)
5. Strategic planning helps in distributing goals over the appropriate time period.
6. Strategic planning contributes to benefiting from all administrative levels.
7. Strategic planning contributes to building creative ideas and perceptions, and the absence of a clear and announced strategic plan for all employees, dealers and everyone who is affected and affects the work of the organization, means the beginning of rapid planning for catastrophic failure, and this is one of the most important and most dangerous administrative problems facing many managers And many organizations, especially in developing countries (Sharqawi, 2020).

### **Strategic Planning Objectives**

The objectives or justifications of strategic planning can be summarized as follows: (Zoga, 2015)

1. There is a weakness in the available performance and different alternatives are proposed for the drawn strategies to reach the hoped-for future (Abdullah, 2020).
2. The change in the labor market: and what is required to respond to these changes to work to confront them and answer the question of who can adapt to the changing environments. (Jarar, 2018).



3. The crystallization of a striking gap in the performance of the institution: This occurs when the performance indicators differ strikingly from their counterparts in the competing institutions (Abdul-Haman and Othman, 2015). Here, the institution's mission, strategic objectives, plans and policies are looked at in search of the reason. Were the objectives reflecting ambitions greater than the capabilities of the institution, were the plans and policies inappropriate, or were mistakes made in the implementation process. This brings up the planning process anew. (Osman, 2007).

### **The Stages of Strategic Planning**

The stages or dimensions of strategic planning processes can be identified as follows:

#### **1. Studying the Environmental Factors Surrounding the Facility (Environmental Analysis)**

The environment of the organization is defined as the general framework in which the organization moves and deals with to achieve its goals, as organizations today face an environment of a high degree of structure, complexity and change, due to the changes and modifications in rules, policies and methods, and the increase in this structure and environmental complexity is forced (Hussain, 2020).

#### **2. Setting Goals and Objectives**

This stage is considered the real beginning of strategic planning, because the mission of the organization is the main reason for which the organization was found. Customers whose desires the organization seeks to fulfill. (Hamdan and Idris, 2014)

#### **3. Implementation of the Strategy**

At this stage, the selected strategy is transformed into programmes, budgets and procedures to start implementing it, and the strategic objectives are converted into annual goals. The planning team must, before starting the implementation process, have sufficient knowledge of the various aspects of the strategy being implemented (Jaafar, 2017) and have the ability to act in the event of any shortcomings or obstacles that hinder the implementation process, and the planning team must rehabilitate the organization's personnel. (Al-Hamalawy, 1993).

#### **4. The Stage of Strategic Control and Evaluation**

At this stage, the work achieved in the previous stages is evaluated and the obstacles and problems encountered in implementing the strategy are identified. This is done by

comparing the achieved goals with the goals that were to be implemented, and identifying the difficulties that the organization faced during implementation. (Hussain, 2020)

### **The Concept of Pioneering Performance**

Entrepreneurial performance is defined as the results of the creative organization's employment of its various resources in the totality of its activities to ensure the best aspects of achieving its objectives (Löwstedt, 2006), which are often characterized by innovation and innovation in a way that has its impact on the acquisition of competitive advantages that are important in the field of leadership of the organization to markets. In other words, it Performance whose benefits of excellence do not stop at the mere achievement of the organization's planned goals, but rather go beyond that to the creativity in achieving these goals in a way that leads to making the organization a leader in the markets and the focus of the eyes of other organizations to follow (Al-Adwani and Abdel-Razzaq, 2012).

### **The Importance of Leadership Performance**

The importance of the entrepreneurial performance of entrepreneurial business organizations is as follows:

1. Entrepreneurial performance is the creative and pioneering organization's employment of its various resources in order to achieve its goals, which are often characterized by innovation and innovation and have the effect of acquiring the competitive advantage that is important in leading markets, and that excellence and achieving goals does not mean only standing here, but going beyond that to reach creativity. In the field of achieving the goals towards leading to leadership in the market and the focus of the attention of other organizations, so the pioneering performance requires the formulation of helpful and creative strategies in the field of their implementation, as well as the use of modern technology, building a dynamic competitive advantage, and possessing highly skilled human capabilities.
2. Leading performance is the organization's ability to advance over others in price, target market share, or differentiation with resources or products, which can add value to the customer. The elements of competitive advantage for entrepreneurial organizations can be achieved in cost, differentiation, innovation, or alliances, which enable the organization to create value that contributes to distinguishing its performance from other competitors, increasing its profits, ensuring the loyalty of its customers, and attracting potential customers.

3. Through performance, organizations can develop the skills of employees, use technology, formulate strategies, and can go towards globalization, an organization that links between strategic flexibility and competitive advantage. (Venter, 2011).

## **Dimensions of Leadership Performance**

Entrepreneurial performance includes many strategies, the most important of which are:

### **1. Pre-planning**

Before starting any project, every organization should carry out the planning process for it, and this process includes conducting research and analyzing the possibility of the product / or service in the target markets. Whether these circumstances are internal or external to crystallize the facts and available information to be able to develop a plan that is commensurate with the activities to be achieved and in order for the planning to be fruitful for the organization and achieve the objectives The desired should be proactive, as the element of time is what determines whether the organization will have control and leadership over other organizations in the market or will it be just a follower of it, because proactiveness is the effective behavior of the organization and is the main component of innovation and renewal, and it is one of the initiatives adopted by the organization . (Graspberry, 2013).

Accordingly, proactive planning is the readiness to deal with environmental developments, control and respond to them with the aim of predicting the future and working on change and renewal for the future. It is the participants' effectiveness in solving future problems (Daoud, 2011).

Proactive planning has justifications as follows:

- Must be done for successful development.

Proactive planning is necessary in all circumstances, as it is necessary in every business in order to survive and maintain competition.

- Proactive planning is required even if the work is small, as the lack of any planning work will lead to overcoming competitiveness in the market and therefore there will be missed opportunities, errors in judgments, lack of a general direction for the organization, and consequent organizational confusion and deviations.

## **2. Innovation**

Entrepreneurship is necessary and crucial for innovation, as successful projects belong to highly qualified entrepreneurs who create things of value, and encouraging innovation is one of the basic steps in the company's entrepreneurial strategy. They are those organizations that innovate things of value in services, ideas, procedures and processes within a group of within the social framework of the organization that consists of individuals and groups to influence the workers with each other. Technology that contributes to creating products It is also and services with new additions and different from the rest of the competitors, and among the forms of innovation are administrative innovation, technical innovation and additional innovation, so there are basic factors that companies must possess to be successful, such as the innovation strategy and the allocation of funds necessary for innovation and focus on the culture of innovation (Lafta, 2015). Take risks:

Risk means the ability to calculate possible risks, psychological and economic confrontation, and then take the appropriate decision to overcome them. One of the researchers pointed out that taking the risk is the possibility of obtaining a reward, or achieving rewarding returns in the event of the success of the proposed project plan, and it is more than the probability of failure. In the same context, he indicates that there are no specific limits or framework for risk-taking behavior between institutions and people alike. As for new projects, the lower the risk, the person is an ordinary worker or individual, and the higher the degree of risk, he becomes an entrepreneur. And that the risk-taking is evaluated in terms of economics in the first place, and from psychological, behavioral and social aspects in the second place, and it is related to the decision-making process, and is based on the principle of gambling and adventure and the outcomes resulting from taking the expected risk and benefit. Loredana, 2010)).

## **Renewal and Modernization**

Renewal as a sign has become an inevitable necessity to ensure adaptation, survival and effectiveness, as well-known management theorists pointed out that the truly effective organization is the organization in which both individuals and the organization grow and develop and without adopting renewal as a method, the organization will find itself in the second direction, which is (dissipation) and all that The word means (failure, weakness, death). Organizations are always changing, but the pace of change may be very slow. Local and/or global competition threatens survival, and organizations must find new ways and methods for their sustainability and survival (Al-Ruwaished, 2015), What does not

improve will undoubtedly disappear because others will precede it. Many organizations have tendencies to decline, decline and atrophy. As for modernization, it is restoration and building on what exists without demolishing and completely getting rid of the old in all its manifestations. Therefore, administrative modernization is limited partial restoration efforts to address a limited situation, defect, or shortcoming within the framework of the organization (Daoud, 2017).

## **1. Entrepreneurial Culture**

Culture in its general sense clarifies the meanings, symbols, and complex assumptions about good or not good, legitimate or illegitimate things, which fall under the prevailing practices and standards in society. Entrepreneurial culture is defined as the values that facilitate the process of identifying opportunities, discovering new sources of value, goods, services, and processes. Creativity leads to high organizational performance, and enables the organization to adopt creative solutions to reorganize its resources for new opportunities in the environment (Al-Abedy, 2018).

### **Applied Framing of the Study**

First: Analysis of the research results for the variables of strategic planning and entrepreneurial performance.

Through the answers of the research sample to all the paragraphs of the questionnaire related to strategic planning and entrepreneurial performance, the results of the statistical analysis in Table (4) showed the following:

1. The total arithmetic mean for this variable was (3.71), which is a value greater than the hypothetical mean value of (3) on the measurement space, which gives an indication of the high degree of response shown by the respondents towards all dimensions of the strategic planning variable, and the value of the total standard deviation has It is (0.533) and indicates a little dispersion in the opinions of the sample members, which shows the extent of agreement of the research sample on the strategic planning variable.
2. After studying the environmental factors, it achieved importance in the first place, according to the respondents' opinion, because the value of its coefficient of variation is smaller than the value of the other dimensions, which amounted to (13.72). It also came after strategic control and evaluation in the second place with a coefficient of variation of (14.67), and then it came after setting goals The goals ranked third with a coefficient of difference (15.64), while after implementing the

strategic plan came fourth and finally with a coefficient of difference of (23.20), according to the perception and perception of the sample in the Salah al-Din Health Department under consideration in terms of importance, knowing that there is a great convergence between the dispersion rate for all dimensions Strategic planning, and this indicates the need for the senior and middle leaders in the Salah al-Din Health Department to pay great attention to the two dimensions of studying environmental factors and after strategic oversight and further evaluation in the future.

Ranking	Variation coefficient	Standard deviation	Arithmetic mean	Dimensions of strategic planning
1	13.72	0.507	3.07	The study of environmental factors
4	23.20	0.797	3.44	Implementation of the strategic plan
2	14.76	0.576	3.93	Strategic oversight and evaluation
3	15.64	0.592	3.79	Goals and objectives

### Testing the Research Hypotheses

#### 1. Testing the effect relationship hypothesis:

In order to make a decision on the first main hypothesis from which the sub-hypotheses emerge, the impact of the strategic planning axis in the dimensions of entrepreneurial performance is measured by calculating the simple linear regression equation, which is: - (there is a significant effect of the dimensions of strategic planning in achieving entrepreneurial performance)

**Table 3 The values of the coefficients used to measure the effect of the dimensions of strategic planning on entrepreneurial performance**

Transactions						Variables
Indication	R <sup>2</sup> coefficient of determination	F computed value	Beta. regression	A Constant limit coefficient	Y Dimensions of Leading Performance	X
Significantly	0.64	158.67	0.80	0.04	advance planning	Strategic planning
Significantly	0.69	196.27	0.84	0.33	innovation	
Significantly	0.64	156.55	0.67	0.67	renewal	
Significantly	0.50	89.44	0.72	0.94	entrepreneurial culture	

The results of the statistical analysis in Table (3) showed a statistically significant effect at the level of significance (0.05) and (0.01) in the total variable (strategic planning in the total variable of entrepreneurial performance), because the calculated (F) value of

(207.32) is greater than its tabular counterpart. Which is equal to (5.18) and (8.29), respectively, for both levels of significance (0.05) and (001), as explained by the independent variable strategic planning, a rate of (71%), that is, half of the total changes that occur in the values of the dependent variable (leading performance) in the Salah al-Din Health Department under study, which was reflected by the value of the coefficient of determination, and the percentage (30%) is attributed to the contribution of other variables not included in the model, and thus the estimated regression equation for the impact of the total strategic planning variable on the entrepreneurial performance enhancement variable is as follows:  $\text{Entrepreneurial performance} = 0.29 + (0.84) \text{ Strategic Planning}$

The value of the regression coefficient in the above equation, which is (0.84), indicates that an increase in the strategic planning of the department under consideration by one unit will be accompanied by an increase in the entrepreneurial performance by (84%), thus we conclude accepting the second main hypothesis which states that (there is a significant effect Significance of strategic planning in entrepreneurial performance. 2- Analyze the differences in responses

Term Testing the second main hypothesis of the research, which states (there are significant differences in the sample response to the questionnaire items combined according to personal variables: age, educational qualification, job location, number of years of service. Chi-square test will be used (X<sup>2</sup>) To detect if significant differences appeared between the personal variables in strategic planning and entrepreneurial performance together in the Salah al-Din Health Department, and the following table (5) shows the differences in the sample response to the questionnaire items according to personal variables:

**Table 5 Analysis of differences in the response of the sample to the questionnaire items according to personal variables**

Indication	Morale level	Degree of freedom	Calculated chi-square (X <sup>2</sup> ) tabular value	Chi-square value (x <sup>2</sup> )	personality variables
Significantly	0.05	5	12.833	206.825	Qualification
	0.01		16.750		
Significantly	0.05	6	14.450	66.254	Job position
	0.01		18.548		
Significantly	0.05	3	9.349	48.298	Number of years of service
	0.01		12.839		

It is clear from the above table (5) that:

- a. Academic Qualification: There are significant differences in the educational qualification variable for the entire questionnaire because the calculated chi-square value of (206.825) is greater than its tabular counterpart amounting to (12.833) and (16.750) for both levels of significance (0.05) and (0.01), respectively, and this indicates differences Evidence in the cultural and scientific level of the sample, as most of its members hold a bachelor's degree with a variety of other certificates, which made differences in the response among them to the Spanish paragraphs.
- b. Job location: There are significant differences for the job impact variable for the entire questionnaire because the calculated chi-square value of (66.254) is greater than its tabular counterpart of (14.450) and (18,548) and for both levels of significance (0.05) and (0.01), respectively, which means The sample members have a variety of administrative levels, which makes the existence of differences in thinking in terms of the job position of the research sample towards strategic planning and entrepreneurial performance together.
- c. Number of years of service: There are significant differences for the variable number of years of service for the entire questionnaire at the level of significance (0.05) and (0.01) because the calculated chi-square value of (48.298) is greater than its tabular counterpart of (9.349) and (12.839) for both levels of morale (0.05) and (0.01), respectively, and this agrees with what was stated in paragraph (2) of the diversity of ages of the sample members, which causes differences in the view of the sample members in terms of years of service for both research variables.

Thus, we conclude the acceptance of the second main hypothesis of the research, which states that “there are significant differences in the response of the sample to the questionnaire items combined according to personal variables, academic qualification, job location, number of years of service).

### **The Conclusions**

1. The results of the research showed that there is a significant effect of strategic planning on entrepreneurial performance.
2. The results of the research showed that there is agreement, to a very high degree, by the researched sample about the paragraphs of the variables of strategic planning and entrepreneurial performance.
3. The analysis of averages showed a high degree of support from the respondents regarding the strategic planning axis. This high support came as a result of the dimensions of strategic planning, as it was after studying the environmental factors



and then followed by strategic control and evaluation among the dimensions of strategic planning.

### **Recommendations**

1. Highlighting the clear role of strategic planning by the senior management in the Salah al-Din Health Department and publishing it at all administrative and organizational levels, and this planning carries with it the possibility of achieving pioneering performance.
2. Involve all department managers, divisional officials and experts in drawing up future visions for the strategic planning of the Salah al-Din Health Department.
3. The necessity of making reference comparisons between the Salah al-Din Health Department and the global health departments in order to know the most important global developments in the field of pioneering work and to know the dimensions that have the most impact in achieving pioneering performance, as well as knowing the strategy used in those departments and benefiting from them.

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