

**THE ROLE OF STRATEGIC PLANNING ON ORGANISATION
PERFORMANCE A CASE OF IMMIGRATION DEPARTMENT
IN TANZANIA**

**THE ROLE OF STRATEGIC PLANNING ON ORGANISATION
PERFORMANCE A CASE OF IMMIGRATION DEPARTMENT
IN TANZANIA**

**By
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**A Dissertation Submitted in Partial Fulfilment of the Requirements for Award
of the Degree of Master of Business Administration in Corporate Management
of Mzumbe University**

2013

CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **The Role of Strategic Plan in Organizational Development**, in partial fulfillment of the requirements for award of the degree of Master of Business Administration of Mzumbe University.

Major Supervisor

Internal Examiner

Accepted for the Board of

DEAN/DIRECTOR, FACULTY/DIRECTORATE/SCHOOL/BOARD

DECLARATION

I, Adam Petro, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any university for a similar or any other degree award.

Signature.....

Date.....

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DEDICATION

I dedicate this work and the effort that went into it to the most understanding and caring people I know: my wife Flora, our sons Mkiza Albert, Benedict and our beloved daughter Msaneza Nancy, when times are good, they make me laugh uncontrollably. When times are tough, the smile doesn't leave my face because of the unconditional love and joy they bring to my heart.

LIST OF ABBREVIATIONS AND ACRONYMS

ATCL:	Tanzania Air Company Limited
CA's:	Christ's Ambassadors
CFFS:	Critical Failure Factors
CFS:	Critical Success Factors
CSRP:	Civil Service Reforms Program
FGD:	Focus Group Discussion
FSRP:	Financial Sector Reforms Program
HQ:	Headquarters
HR:	Human Resources
LGRP:	Local Government Reforms Program
LSRP:	Legal Sector Reforms Program
MDA's:	Ministry, Department, Authorities
MKUKUTA:	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania
MTEF:	Medium Term Expenditure Framework
OECD:	Organization for Economic Co-operation and Development
PER:	Public Expenditure Review
PMS:	Performance Management System
SPSS:	Statistical Package for Social Sciences
TAG:	Tanzania Assemblies of God
TANESCO:	Tanzania Electrical Supply Company
UDSM:	University of Dar es Salaam

ABSTRACT

Strategic plan is a very important tool in the organization management. It shows the direction towards organizational focus and systematically achieving the strategic objectives. The study was about the role of strategic plan in the organization performance and the specific objectives were; to determine the contributions of the strategic plan on the organization performance, to identify how employees can be committed to the organization's vision and mission, to find out the key components of strategic plan that may lead to organization performance and to measure the level of the strategic plan in determining whether organization is performing or not. The study was descriptive in nature and approached by survey methods, interviews and focus group discussions were also applied in the process of collecting data. The study involved 31 respondents categorized into two groups namely those who hold the managerial positions and those who do not hold managerial positions. Qualitative and quantitative approaches were also involved in analysis.

The study revealed that the strategic plan plays a very important role in determining organizational performance; however employees are not involved effectively in the process of formulating the strategic plan, especially employees of the lower cadre. In addition, the immigration department does not have its own independent strategic plan; it is just a part of the Ministry of Home Affairs. Moreover, there is a significant deviation between the budget and the actual fund allocated to the department that acts as a barrier in the implementation of the strategic objectives. With this fact, among other recommendations, the study suggested that employees should be involved in the process of formulating strategic plan and their capacity on strategic plan development should be enhanced. Also fund should be allocated as planned in order to effectively implement strategic objectives.

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CHAPTER ONE

THE PROBLEM SETTING

1.1 Introduction

This chapter presents the background information, statement of the problem, objectives of the study that have been classified into two groups; general and specific objectives. The research questions that guided the research process have been also included. Moreover, the chapter shows the significance, limitation and delimitations of the study. Generally the research is intended to study the role of strategic planning in organizational performance, a case of Immigration Department in Tanzania. The research applied both qualitative and quantitative approaches while purposive and stratified sampling were used as sampling techniques. In addition questionnaire, interviews and focus group discussion were used as data collection tools. The research design was a case study.

Strategic planning has long been used as a tool for transforming and revitalizing corporations, government agencies and nonprofit organizations. Recently, however, skepticism about planning has been on the rise. Political and economic uncertainty is the norm and the pace of technological and social change has accelerated. There is some disillusionment with planning efforts that can't keep pace. Rather than expose some fatal flaw in strategic planning, they reflect a basic misconception about the purpose and value of strategic planning and what it takes for a plan and the process to succeed.

Indeed, the process can prove pointless and frustrating and the end product of dubious value when care isn't taken to set clear, realistic goals, define action steps explicitly, and elicit the views of major stakeholder groups. Yet few tools are better suited to help address the staggering array of challenges brought about by a changing environment. A successful strategic planning process will examine and make informed projections about environmental realities to help an organization anticipate and respond to change by clarifying its mission and goals; targeting spending; and reshaping its programs, fundraising and other aspects of operations.

1.2 Background Information

The thrust of the Tanzania agenda since independence has been an economic growth and poverty reduction; the prime objective being to ensure that the majority of Tanzanians enjoy the benefits of development (The Tanzania Five Year Development plan 2011/2012 – 2015/2016, 2012: 1). Political leaders devoted much their effort to fight against three major enemies known poverty, disease, and ignorance in order to bring about prosperity to all Tanzanians.

The public service being the strong arm of Government as well as engine for growth and Development was expected to ensure that the war against the three development enemies was executed to a successful end. However, by the late 1990s it was realized that it would take ‘ages’ for the government to combat and eradicate the three development enemies if at all deliberate measures and mechanisms were not put in place to reinvigorate and transform the public service into an institution of excellence capable enough to playing a pivotal role in achieving sustained national economic growth and prosperity, and eradication of poverty in the 21st century (World Bank, 2008:3). Consequently, a number of reform initiatives in the public service were initiated for the purpose of accomplishing the government’s goals and objectives (Bana: 2009)

The Reforms program initiated in 1991, include among others; the Civil Service Reform Programme (CSRP) , Public Service Reform Programme (PSRP), Financial Sector Reform (FSRP), Legal Sector Reform Programme (LSNP), Local Government Reform Programme (LGRP) and the National Strategy for Growth and Reduction of poverty commonly known MKUKUTA. Other initiatives was processes such as Performance Management System (PMS) , Public Expenditure Review (PER) and Medium Term Expenditure Framework (MTEF). These initiatives affect the planning and budgeting as well as monitoring and evaluation taking place in Public institutions in various ways.

Despite all these reforms and processes initiated by the government still poor performance in MDA’s observed. The Poor performance in TANESCO, the poor

performance of Tanzania Air Company Limited (ATCL), Poor performance in Education Sector, Construction of some below standard roads are few examples of inefficiencies.

All these scenarios creating negative attitudes towards government, thus, it is said to be irresponsible, unethical and corrupt. Questions arise as such, are those complaints valid? How has performance management system (PSM), Public expenditure Review (PER) and Medium Term Expedition framework (MTEF) tried to rectify those problems? What are the reaction of people towards newly public reforms regarding planning government collection and expenditure and performance management? All these contradictions justify the need of study in order to asses, cross sectional, different people perceptions towards strategic planning and organization performance in the newly reformed public service context.

1.3 Statement of the Problem

Although the Government introduced various reforms in order to improve the MDA's efficiency and effectiveness in service delivery yet slow performance among Government Ministries and Departments is being observed. Immigration like Other Government Departments faces various challenges in delivering its services so as to meet its strategic plan. Some managers and employees do not understand what they suppose to do so as to contribute to organization performance. This obvious is a signs that they are not aware with organization vision, mission, objectives that targeted by organization in its strategic plan. It should be noted that when managers and employees understand what the organization is doing and why, they often feel to be part of the firm and become committed to assisting it. Managers and Employees become surprisingly creative and innovative when they understand and support firm's mission, objectives, and strategies (Fred. D. 2011).

No specific study that has been conducted to determine whether the Immigration Department has been involving key stake holders in planning processes in order to influence them to become part of strategies so as to improve its performance. Some scholars argued that; it is important to involve owners, mangers, key employees and

other stake holders in developing plan so they reach a consensus on what the goals are, what is attainable, how and when(Katruly J. 2011). However, Professor K'bonyo and Dr. Aras of Nairobi University in their study on the relationship between strategic planning and firm performance recommended that, many studies focused on the connection between strategic planning process and an organizational performance, and then they forget the way the strategic plan is being implemented. It would be of interest to investigate the implication of a participatory perspective to strategic planning and organization performance. Thus, every step in the strategic planning processes is important; if the company business or purpose is not clear how will workers know that they are on the right track. In this research therefore the researcher intended to establish if Immigration Department during planning processes involves key stakeholders like owners, managers, and key employees in developing plan and to see how employee's involvement may lead to organization performance.

1.4 Objectives of the study

1.4.1. General objective

To find out the magnitude to which employees involvement in strategic planning process influences organization performance.

1.4.2. Specific objectives

- i. To determine the contributions of the strategic plan on the organization performance
- ii. To identify how employees' can be committed to the organization's vision and mission
- iii. To find out the key components of strategic plan that may influence organizational performance.
- iv. To measure the level of strategic planning in determining whether organization is performing or not.

1.5 Research Questions

1.5.1. General Question

How employee's involvement in planning processes may influence organizational performance?

1.4.2. Specific Question

- i. What are the contributions of strategic planning on organization performance?
- ii. How employees can be influenced to be committed to organization vision and mission?
- iii. What are the key components of strategic plan may influence organization performance?
- iv. To what extent strategic planning used to determine whether organization is performing or not.

1.6 Significance of the study

The study is expected to have a valuable information and contribution on the continuing debate about the role of strategic plan in organization performance. This is due to the fact that the study considered both qualitative and quantitative measures of organization performance. Therefore the study imparts knowledge on the relevance of strategic plan in organization performance.

- i. The study finding would be used as base for recommendations on how to improve workers' performance in the different Industries in Tanzania. Hence improve satisfaction efficiency.
- ii. This study findings would help to inform top management leaders in different institution on related issues about the best and comprehensive ways of providing a good performance policies in Tanzania and eventually increase the services uptake among needy.

- iii. The study findings would help the Government to evaluate and reflect on what has been done and create awareness and openness to the government Institution of different level.
- iv. Findings of this study would be an empirical literature to other researchers who are fate rested in the area of the study

1.6. Limitation of the study

There is no research undertaken without problems or limitations in my case I came across a number of limitations. Those limitations in one way or another prevent the researcher to perform duty, though they did not affect the validity and reliability of the study. The limitations were;

1.6.1 Limited resources

The researcher had little fund to support the study hence encounters some inconveniences in conducting the study. Other resources like human, time factor and facilities had effect at minimal without affecting the study outcomes. These other factors affected this research in the way that; the researcher collected data by interview and questionnaire. Time factor was combated by the researcher to adhere to the schedule and utilize fully the short time available to come up with the possible best results.

1.6.2 Access to information

Normally organizations treated some information as confidential. The researcher used official authorization to get the required data from the offices which hold the data. Data from normal respondents at workplace were collected by giving chance to participants to have free expression on their concern to counterfeit views. This gave access to information required.

1.6.3Lack of cooperation

Getting people to agree to participate was not an easy task, the researcher convinced people so as to have enough population for the study. Some employees were not willing to associate with researchers by thinking that they are not the public relation officers of their organization who are allowed to give explanations concerning the

organizations. The researcher had official permission to collect data hence used the permission to explain that there is no risk of getting bad image by providing the required data.

1.7. Delimitations of the Study

The Headquarters was only chosen as an area of the study due to the above mentioned limitations. In addition, the researcher did not generalize the results since the study involved only respondents from the Headquarters.

1.8. Organization of the Study

The study has been divided into five chapters. Chapter one includes the background information, statement of the problem, research questions and research objectives. In addition the chapter includes also the significance of the study, limitations of the study and delimitations of the study. Chapter two involved the literature reviews both theoretical and empirical literature review that enhanced the researcher's understanding on the subject matter. This chapter also includes the theoretical framework and research gap that acts as the foundation of the study.

Chapter three deals with the research methodology, that includes research design, research approaches, location and population of the study, sampling techniques and selection, types of data, data collection methods and tools, research reliability and validity. Data processing and analysis component has been also incorporated in this chapter.

Chapter three is followed by chapter four. The fourth chapter introduces the research findings, data analysis and discussion. Chapter five is the last one that incorporates the summary of the study, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter concerns with reviewing various literatures in order to understand what is already known in relation to the role of strategic plan in organizational performance. In this chapter, the literature review was based on the research issues of this study and analysis on the role of the role of strategic plan in organizational performance. In reviewing literature, an attempt was made to identify and analyze the extent at which strategic plan influences organizational performance.

2.2. Discussion of Key Terms and Concepts.

Strategy is a unified, comprehensive and integrated plan that relates the strategic advantages of the firm to the challenges of the environment. It designed to ensure that the basic objective of the enterprise are achieved through proper executive by the organization

A **plan** is typically any diagram or list of steps with timing and resources, used to achieve an objective

Planning (also called forethought) is the process of thinking about and organizing the activities required to achieve a desired goal.

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the future direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue particular courses of action.

Performance, in performing arts, generally comprises an event in which a performer or group of performers behave in a particular way for another group of people, the audience

An **organization** (or **organisation**) is a social entity that has a collective goal and is linked to an external environment. Also Organization is as a social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems that they affect and are affected by their environment.

Mission; Thompson defines mission as “the essential purpose of organization, concerning particularly why it is in existence, the nature of the business and the customers it seeks to serve and satisfy”. Hunger and Wheelen simply call the mission as the “purpose or reason for organizations existence”.

Vision; a challenging and imaginative picture of the future role and objectives of organization, significantly going beyond its current environment and competitive position”

Role: role is a part or character someone performs or the function or position of a person

Employee; The definition of an employee is one who works for someone else or a company in exchange for wages or some other agree-to compensation.

Manager is a person responsible for supervising and motivating employees and for directing the progress of an organization.

Departments; For the sake of this study, **departments** are the entities organizations form to organize people, reporting relationships, and work in a way that best supports the accomplishment of the organization's goals. Departments are usually organized by functions such as human resources, marketing, and administration

.

The Department of Immigration Services; is under the Ministry of Home Affairs of the United Republic of Tanzania responsible for controlling the movement of

people within and without Tanzania. The Ministry is one of the strategic ministries of the Union Government whose core functions are to maintain Law and order and protect life and property. In addition to Immigration Services, the Ministry of Home Affairs has other full –fledged Departments namely; Police Force, Prisons Services, Refugee Services, Fire and Rescue Services, and The National Identification Agency (NIDA)

2.3 Organizational Planning

Planning has been defined into different ways by different scholars but bring the same meaning. Fred R. David(2011) defined planning as the process by which one determines whether to attempt the task, works out the most effective way of reaching desired objectives , and prepares to overcome unexpected difficulties with adequate resources. He argues more that planning is essential bridge between the present and the future that increases the likelihood of achieving desired results.

The business dictionary defined the word planning as a basic management function involving formulation of one or more detailed plans to achieve optimum balance of needs or demands with the available resources. The planning process (1) identifies the goals or objectives to be achieved, (2) formulates strategies to achieve them, (3) arranges or creates the means required, and (4) implements, directs, and monitors all steps in their proper sequence.

2.4. Concepts of Strategic Planning

The concept of strategic planning emerged out of the development efforts and experiences of Third World countries when they adopted planning as the major instrument in the pursuit of their economic and social development. Development planning is principally an act of deciding ahead of time the what, the how, the when, and the who of identifying and determining development goals, policies ad plans; and serious setting of alternative courses of action, procedures and strategies needed to achieve the purposes of government institutions (NEDA, 1985). In the crafting of development plans, socio-economic and political development programs are treated separately but are integrated within the context of national policies, aspirations and goals.

Strategic planning is viewed as zeroing in on decision-making, information, and the future. Its substance is concentrated on the consideration of current decision options based on available data and taken in the light of their possible effects and consequences over time. In other words, strategic planning is concerned with identifying foreseeable thrusts and weaknesses to avoid and strengths and opportunities to pursue. Strategic planning is the effective application of the best alternative information to decisions that have to be made to ensure a secure future (Day, 1997).

Strategic planning has been explained by various writers and scholars in different but complementary ways. Strategic planning is defined management by plans, an analytical process and is focused in making optimal strategic decisions (Drucker, 1954 and Brackberry, 2003). However, other writers have expanded the strategic planning in different ways according to their input and suggestions.

Strategic planning is also defined by Peter Ducker (1993) as the continuous process of making entrepreneurial decisions systematically and with the greatest knowledge of their futurity, organizing systematically the efforts to carry out these decisions and measuring the results against the expectations through organized feedback. From the point of view of education and social development, strategic planning is considered as a set of purposeful actions that influence an organization in order to effect change. It is also regarded as a methodology aimed at future change of a present situation. Strategic planning is viewed as long-term planning in order to achieve a desired vision for an organization or school. It defines what's to be achieved (Herman and Herman, 1994).

According to Ansoff et al. (1970, 2005) conceptualize strategic planning as the process of seeking a better match between a firm's products or technology and its increasingly turbulent markets. He looks at it in terms of change from a familiar environment to an unfamiliar world of strange technologies, strange competitors, new consumer attitudes, new dimensions of social control and above all, a questioning of the firm's role in society.

According to Hofer and Schendel (1978) define strategic planning as an evolution of managerial response to environmental change in a focus moving from internal structure and production efficiency, to the integration of strategy and structure and production innovation, multinational expansion and diversification.

According to Wendy et al. (1997, 2000) explained strategic planning as the process of developing and maintaining consistency between the organization's objectives and resources and its changing opportunities. Wendy further argues that strategic planning aims at defining and document an approach to doing business that will leads to satisfactory profits and growth. In addition, Steiner (1979) defines strategic planning as the systematic and more or less formalized effort of a company to establish basic company purposes, objectives, policies and strategies. It involves the development of detailed plans to implement policies and strategies to achieve objectives and basic company purposes.

According to Bateman and Zeithml (1993) view planning as a conscious, systematic process during which decisions are made about the goals and activities that an individual, group, work unit or organization will pursue in the future. It provides individuals and work units a map to follow in their future activities. Hax and Majluf (1996) supporting this argument explain strategic planning as a disciplined and well-defined organizational effort aimed at the complete specification of a firm's strategy and the assignment of responsibilities for execution. From these diverse views expressed above, strategic planning in its general and basic understanding can be said to be a process of selecting organizational goals and strategies, determining the necessary programs to achieve specific objectives enroute to the goals, and establishing the methods necessary to ensure that the policies and programs are implemented.

Wendy (1997) explains that strategic planning process comprises of three main elements which helps turn an organizations vision or mission into concrete achievable. These are the strategic analysis, strategic choice and strategic implementation. The strategic analysis encompasses setting the organization's

direction in terms of vision, mission and goals. Therefore this entails articulating the company's strategic intent and directing efforts towards understanding the business environment. Strategic choice stage involves generating, evaluating and selecting the most appropriate strategy. Strategy implementation stage consists of putting in place the relevant policies and formulating frameworks that will aid in translating chosen strategies into actionable forms.

Moreover, Berry (1997) defined a strategic plan as a tool for strategically finding the best future for the organisation and the best path to reach the destination. A strategic plan is a document that explains where the organisation is and where it wants to be in the future, including the strategies to be applied in order to reach the destination point i.e. achieving the predetermined goals and objectives. Thus, the major difference between the strategic plan and strategic planning is on the fact that the strategic plan is a document while strategic planning is considered to be the process.

Strategic planning can be defined as the process of using systematic criteria and rigorous investigation to formulate, implement and control strategy and formally document organizational expectations (Higgins and Vincze, 1993; Mintzberg, 1994; Pearce and Robinson, 1994). Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future. As in many other fields, strategic planning professionals often cloak their work in pseudo-scientific jargon designed to glorify their work and create client dependence. In reality, strategic planning processes are neither scientific nor complex. With modest, front-end assistance and the occasional services of an outside facilitator, organizations can develop and manage an on-going and effective planning program.

Strategic planning consists of a set of underlying processes that are intended to create or manipulate a situation to create a more favourable outcome for a company. This is quite different from tradition tactical planning that is more defensive based and depends on the move of competition to drive the company's move. In business, strategic planning provides overall direction for specific units such as financial

focuses, projects, **human resources** and marketing. Strategic planning may be conducive to productivity improvement when there is consensus about mission and when most work procedures depend on technical or technological considerations.

This study goes beyond the observation of some research that questioned the existence of direct casual relationships between the use of strategic planning and improved performance. This study draws from some of the many publications on the use of strategic planning in the private sector and from the growing number of those that deal with its uses and potential for the public sector. One of the major purposes of strategic planning is to promote the process of adaptive thinking or thinking about how to attain and maintain firm environment alignment (Ansoff, 1991).

Firms, however, appear to gain more because they can derive considerable benefits not only from adaptive thinking, but also from integration and control. Small firms can derive considerable benefits from adaptive thinking but probably gain less than large firms from the integration and control aspects of strategic planning.

Evered (2000), suggested that the different uses of the term strategic planning vary from broad ones (which include the purposes of defining purpose, objectives and goals) to very narrow ones (namely, those that deal with the means for achieving given objectives). Given Evered's differentiation between broader and narrower definitions of strategy, Bozeman's definition is a narrow one; one that assumes an ultimate mission of the organization. Bozeman's definition assumes that the strategic planning/management process is triggered by changes in policies and priorities (Bozeman, 2003).

Hence, according to (Eadie, 2004), strategic planning may be defined broadly or narrowly. However, this formulation still does not help managers in the public sector, for now they need to decide not only whether they want to develop strategic plans but also whether they should approach such plans with a global perspective or with a narrower one. Thus, what seems to be a problem of semantics masks a fundamental

question about the inclusion or exclusion of goal definition from the strategic planning process.

According to Berry (1997) Strategic planning is a tool for finding the best future for your organization and the best path to reach that destination. Quite often, an organization's strategic planners already know much of what will go into a strategic plan. However, development of the strategic plan greatly helps to clarify the organization's plans and ensure that key leaders are all on the same script but far more important than the strategic plan document is the strategic planning process itself. The strategic planning process begins with an assessment of the current economic situation, then, examining factors outside of the company that can affect the company's performance.

2.4.1 Organizational Performance

Organizational performance is not a precisely defined concept. Intuitively, and in practice, the performance of an organization is related to its capacity to deliver basic goods and services, and to provide a suitable policy and regulatory environment for development to take place. Thus, there is a direct link between organizational capacity and its performance. Staff – its merits, motivation and the ways it is managed in a specific organizational context - is crucial in that linkage. This may be illustrated by a motorcar metaphor.

We maintain a car's engine, chassis, brakes, tyres, etc. – its capacity – because we value safe and reliable transportation – the car's performance. But how much transport we get from a car also depends on factors in its “enabling environment”. Lack of fuel, bad roads and poor maintenance quickly affect a car's performance and may eventually destroy its capacity to deliver transportation at all (Boesen and Therkildsen 2004:10; OECD 2006: 8). In organizations, the contributions of staff to work are likewise part of the capacity (‘engine’) that helps to produce organizational outputs (‘transportation’), but only if the environment (‘road’) enables it. Performance should therefore be measured by the results (outputs/outcomes) that an organization produces (Kusek R et al. 2005)

According to Richard et al.(2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance(profits, return on assets, return on investment, etc); (b) product market performance(sales, market share, etc.); (c) share holder return(total shareholder return , economic value added etc). however , recent years , many organizations have attempted to manage organization performance using balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance, customer service, social responsibility, and employee stewardship.

On the other hand, Penrose (1995) defines performance as a measure of how well the firm achieves its goals both organizational and financial. Therefore relying only on the attainment of financial goals alone as a measure of organization performance will not clearly explain the role of formal strategic planning in organization performance. Strategies are the means used to achieve the strategic objectives. Strategies are paths that the organization will follow as it works towards achieving the identified strategic aims for maximum impact and it is advisable to select a combination of strategies for each strategic objective.

2.4.2 Key Components in Strategic Planning.

In order to carry out effective strategic planning it is very important for employees and managers to understand key terms namely: vision and mission statement, objectives, strategies, external opportunities and threats, internal strengths and weaknesses, policies and plans.

i. Vision Statement.

Vision has been defined in several different ways. V. S.P.Rao(2011) has quoted different authors who defined the term vision. Richard Lynch defined Vision as “a challenging and imaginative picture of the future role and objectives of organization, significantly going beyond its current environment and competitive position”. Namaki defines it as “a mental perception of the kind of environment that an organization aspires to create within a broad time horizon and the underlying conditions for the actualization of this perception.

Kotler defines it as “a description of something (an organization, corporate culture, a business, a technology, an activity) in the future.

In other hand F.R. David (2011) defines vision as a statement that answers the question “what do we want to become?”

ii. Mission Statement

Thompson defines mission as “the essential purpose of organization, concerning particularly why it is in existence, the nature of the business and the customers it seeks to serve and satisfy”. Hunger and Wheelen simply call the mission as the “purpose or reason for organizations existence”. Also, Drucker defines mission as a declaration of an organization’s “reason for being”. It answers the pivotal question “what is our business”. He also argues that mission statement reveals what organization wants to be and whom it wants to serve. Sometimes mission statement called a creed statement, a statement of purpose, a statement of philosophy, a statement of beliefs, and a statement of business principles.

iii. Objectives.

Objectives can be defined as specific results that an organization seeks to achieve in pursuing its basic mission. (Fred R. D 2011). Objectives are essential for organizational success because they state direction; aid in evaluation; create synergy; reveal priorities; focus coordination, and provide a basis for effective planning, organizing, motivating, and controlling activities.

Objectives can be grouped into two categories: (a) long-term objectives, means more than one year. (b) Annual objectives that are short-term milestones that organization must achieve to reach long-term objectives. Both long -term and annual objectives should be measurable, quantitative, challenging, realistic, consistent, and prioritized.

iv. Strategies

Strategies are the means by which long-term objectives will be achieved. Business strategy may include geographical expansion, diversification, acquisition, product development, market penetration, retrenchment, divestiture, liquidation, and joint venture.

In other words strategies are ways in which a company orients itself towards the market in which it operates and towards the other companies in the market place against which it competes. (Rao V.S.P 2011)

v. Policies

Policies are the means by which annual objectives will be achieved. They include guidelines, rules, and procedures established to support efforts to achieve stated objectives. They are also guides to decision making and address repetitive or recurring situations. Policies are most often stated in terms of management, marketing, finance/accounting, production/operations, research and development, and computer information systems activities.

vi. External Opportunities and Threats

These refers to economic, social, cultural, demographic, environmental, political, legal, governmental, technological, and competitive trends and events that could significantly benefit or harm an organization in future. They are largely beyond the control of a single organization, thus the word external.

vii. Internal Strengths and Weaknesses

These are organization's controllable activities that are performed especially well or poorly. They arise in the management, marketing, finance/accounting, production /operations, research and development, and computer information systems activities of a business.

2.4.3. The roles of Strategic Planning on organization performance

Historically, the principal benefit of strategic management has been to help organizations to formulate better strategies through the use of a more systematic, logical, and rational approach to strategic choice. But research studies now indicates more benefits includes the following

- i. **Assists in providing organization direction:** Bryson (1989) argues that strategic planning assists in providing direction so organization members know where the organization is heading and where to expend their major efforts. It guides in defining the business the firm is in, the ends it seeks and the means it will use to accomplish those ends. Therefore company's strategy provides a central purpose and direction to the activities of the organization and to the people who work in it. Adding to this argument, Kotter (1996) contends 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 same. David (1997) and Ketokivi and Castener (2000) argue that strategic planning allows an organization to be more proactive than reactive in shaping its own future, initiate and influence (rather than just respond to) activities, and thus to exert control over its destiny. It assists in highlighting areas requiring attention or innovation.
- ii. **It shapes a company's strategy choice:** The process of strategic planning shapes a company's strategy choice. It reveals and clarifies future opportunities and threats and provides a framework for decision making throughout the organization. It helps organizations to make better strategies through the use of more systematic, logical and rational approach to strategic choice. Thus, strategic planning may stimulate the future on paper and it encourages and permits a manager to see, evaluate and accept or discard a far greater number of alternative courses of action than he might otherwise consider.

- iii. **Tends to make organization more systematic:** Moreover, Stoner (1994) and Viljoen (1995) argue that strategic planning tends to make an organization more systematic in terms of its development and this can lead to a greater proportion of the organization's efforts being directed towards the attainment of those goals established at the planning stage, that is, the organization become more focused. Strategic planning applies a system approach by looking at a company as a system composed of subsystems. It permits managers to look at the organization a whole and the interrelationships of parts, rather than deal with each separate part alone without reference to others. Therefore, it provides a framework for improved coordination and control of an organization's activities. Strategic planning provides a basis for other management functions. Therefore, managers are able to spend time, efforts and resources in activities that pay off. Setting of goals and targets on the other hand facilitate evaluation of organization performance. Individuals in an organization will also strive to achieve clear objectives that are set.
- iv. **Financial Benefits:** Fred R. Davis (2011) argues that, organizations using strategic management concepts are more profitable and successful than those do not. Business using strategic management concepts show significant improvement in sales, profitability, and productivity compared to firms without systematic planning activities. He also argued that, high performing firms tend to do systematic planning to prepare for future fluctuations in their external and internal environments.
- v. **Non-financial Benefits:** In other hand, Fred.R, argues that, strategic management offers tangible benefits, such as an enhanced awareness of external threats, an improved understanding of competitors' strategies, increased employee productivity, reduced resistance to change, and a clearer understanding of performance – reward relationship. It also enhances the problem prevention capabilities of organization because it promotes interaction among managers at all divisional and functional levels. In

additional to empowering managers and employees, strategic management often brings order and discipline to an otherwise floundering firm

2.4.4 Approaches to Strategic Plan Implementation

It is very essential to understand that a strategic plan is one thing and the implementation and control of a strategic plan is another thing even though they are aiming towards achieving the same strategic objectives. In absence of the effective implementation of a strategic plan, a well-designed strategic plan alone does not guarantee the superior performance. Pearce et al (1987) argued that the way formal strategic planning is implemented determines the organizational efficiency and financial performance. Most of the organizations apply the so called “Isolated” approach of human resources management when it comes to the process of formulating and implementing strategic plan.

According to Ulrich (1997) there are three approaches to merging strategic and Human Resources so as to have effective Strategic plan Implementation, as they have been shown in the following table:-

Table 2.1 Approaches to Strategic Plan Implementation

Afterthought/ “Add”-on	Integration	Isolated
The focus is on business planning, with HR practices considered as an afterthought	The focus is on synthesis of business and HR planning	The focus is on HR practices and how the HR function can add value to business
Line managers own the HR discussions with tangential involvement of HR professionals	Line managers and HR professionals work as partners to ensure that an integrated HR planning process occurs	HR professionals work on the plan and present it to the line managers
The outcome is a summary of HR practices required to accomplish business plans,	The outcome is a plan that highlights HR practices that are priorities for accomplishing business results	The outcome is an agenda for HR function, including priority HR practices

Source: Ulrich, (1997)

In the isolated approach to merging strategic and HR planning, HR planning is treated as a separate agenda and it is not included or integrated in the strategic planning process. It is possible that the organisation may have a well-formulated strategic plan; however its impact may not evidently be seen in the organisation performance. It is because the HR planning and other practices are not integrated in the strategic planning. In order for the organisation to see the benefits of having a strategic plan, among other things, is to apply the integrated approach of HR planning that may ensure the effective implementation of a strategic plan.

Important qualitative issues like leadership style, organisation structure, job design, accountabilities and the required HR competencies should be taken into consideration during the process of designing the strategic and action plans of the organization. Ulrich (1997) argues that “at the “Add-on” end of continuum, HR planning is little more than a postscript to the business planning process. In this approach, only after extensive business planning, during which the business product, market and technological directions are defined and thereafter questions about HR practices are raised. At this end of continuum, HR issues are an afterthought, subsidiary to business strategy; they receive relatively little attention and become an accessory to business planning.

At this extreme, line managers consider HR questions as an appendage and appendix to “real” planning efforts, which focus on how the business positions itself in its market. At the “isolated” end of continuum, HR planning is a distinct and separate planning process. The HR department may not only initiate the efforts but designs and administers the HR plan. In these cases, the HR plan becomes the process of shaping HR rather than business priorities” Therefore, the organization are required to opt the integrated approach since among other factors, it may lead to effective implementation of a strategic plan and therefore enhancing organisation performance. However, in most cases, HR professionals are not given the required consideration during planning process as compared to line managers. Therefore business managers including financial professionals are advised to consider the

impact of each sub system within the organisation in order to assess firm performance.

Falshaw et al., (2006) argued that “the organisation should focus on the overall performance measures rather than only financial performance measures. Therefore managers should treat themselves as strategic planners and not merely financial planners in order to focus on both the wider business environment and the formal thinking through strategic issues and resource allocation priorities” (Citing Capon et al., 1994).

This practice leads to the better identification of opportunities and threats, and appropriate firm action. With this fact, the HR professionals and Line managers should work together as a team during the formulation and implementation of a strategic plan, to ensure superior organisational performance.

Another important performance measure is ‘how good the action plan is’. Action plan enables the effective implementation of strategic plan. If it is poorly formulated, the strategic plan will also be poorly implemented and therefore it will not produce the required result. This is one of the very important aspects on the way formal strategic plan is implemented. This aspect has been ignored by researchers. Often organisations do action planning together with strategic planning, thus there is no focus on the details of the action planning. This is the professional mistake that leads to the poorly formulated action plan and therefore poor business performance.

2.5 Common Mistakes during Action Planning

The common mistakes that are done during action planning, when it is done together with strategic planning are as follows:-

i. Poor timing of activities

The timing of different activities is done by the use of Gantt chart. A Gantt chart, commonly used in project management, is one of the most popular and useful ways of showing activities (tasks or events) displayed against time. On

the left side of the chart is a list of the activities and along the top is a suitable time scale. Each activity is represented by a bar where the position and length of the bar reflects the start date, duration and end date of the activity. This allows you to see at a glance: What the various activities are; when each activity begins and ends; how long each activity is scheduled to last; where activities overlap with other activities and by how much and the start and end date of the whole project. Normally, the organisational activities are poorly timed when a strategic plan is prepared together with the action plan.

ii. b) Inappropriate shading of Gantt chart to show the implementation schedule of activities

This is another problem that is experienced in most organizations' action plans. According to Oliver (2001) "shading that shows the period within which an activity will be implemented, can be categorized into three groups. These are light shading which implies that you do not plan work on it on full time basis. The solid colour shading is intended to show that an activity will be carried on the full time basis over a certain period. Symbols demonstrates that an activity is taking place after the time interval", such as report writing or review of policies. However, most organisations do not consider the mentioned classifications of shading. They normally use one type of shading to all activities, particularly solid black colours.

iii. Failure to determine the kinds of inputs/ resources needed.

An action plan should clearly explain financial, human and material resources needed to accomplish the underlying activities including other essential services, and whose financial cost should be included in the overall budget. However the practice by different organisation is absolutely the opposite. Only financial resources in aggregate form are shown in the action plan and forget other resources. In addition the overall budgets of many organisations do not reflect the action plan since the overall budget is normally the first to be prepared before an action plan. Therefore an action plan follows the budget and not the budget to follow an action plan.

2.6 Employees' Commitment and Strategic Plan Implementation

Employee commitment towards the strategic plan is so essential in ensuring good performance of the organisation, particularly when employees commit their efforts towards achieving organization vision and mission. When the strategic vision is optimally aligned with the mission and goals of the organization, it provides direction for the organization. If the strategic vision is positively aligned in the organization, it results in increased employee productivity, employees' commitment, good service delivery, and the overall development of the organization. By exceeding average growth and prolonging the competitive advantage, organizations that have a strong vision may achieve higher performance.

The strategic vision is mutually dependent on the development of the organisation strategy and a sustained competitive advantage to ensure the enduring health of the organisation. The organisation performance may depend on employee productivity and commitment. It is therefore important to note that employees must be encouraged to increase their productivity (Igrebresten, 2003).

Taylor also stated that managers should manage based upon methodical management principles and should be supportive of their employees. Support from managers will boost employees' morale and lead them to autonomy through the implementation of an effective communication channel and engagement of the employees in the decision-making process.

It is argued that the main component of organizational success is a sturdy vision that can influence employee productivity (Collins and Porras, 1994; Waterman, 1982; Khadem and Khaddar, 2008) as well as Peters and Waterman (1982). Aligning the strategic vision refers to a significant practice that facilitates the development of a shared understanding with members to accomplish the main purpose of the organization. Fritz (1999) stated:

When a vision is truly shared, we participate in it because we care about it, and we are glad to support it through our involvement. When we truly care about the vision,

it matters little who originated it. What matters is that we see the vision and want to create it.

This is supported by Collins (2001) and Lipton (2003) who characterized remarkable organizations as fostering an extraordinary environment that “builds deep and strong executive teams”. Having employee development initiatives programs within organizations is important in heightening employee productivity and improving organizational success (Noe, 2004). It is also affirmed that a vision must be aligned with the components that are advantageous to an organization, along with engaged employees, to be successful (Senge, 1990 and Cunha, et al 2006).

One of the strategies used to ensure ownership of the strategic plan is to communicate the strategic objectives/goals to employees. Employees’ involvement is so important in shaping their perception towards the strategic plan. Employees are the ones who implement the strategic plan and therefore they should have a positive perception towards it.

This argument is supported by Labovitz and Rosansky (1997) and Johnson, (2008) who suggested that the formulation of effective policies and planning is a strong foundation for long-term organizational success. For the vision to be aligned, communication of the organization’s strategic goals and direction to the employees must be emphasized to ensure organizational success.

Nanus (1996) argued that open communication between and among employees can support the development of organizational loyalty by helping them to understand the progression of the alignment of the organization’s vision. It is highly commented that strong communication is more beneficial to organizational advancement than nearly any other factor.

In order for the organisation to perform well, it has to be effective. Hofer and Schendel (1978), Henderson (1979), Greenley (1986), Miller and Cardinal (1994) and David (1997) and Eriksen (2008) argue that firms record improved performance

once they effectively embrace strategic planning. Carrying out the various steps in the strategic planning process is expected to facilitate the realization of organizational effectiveness.

By defining a company's purpose and goals, strategic planning provides direction to the organization and enhances coordination and control of organization activities. It is therefore the organisation's strategy provides a central purpose and direction to the activities of the organization and to the people who work in it. Kotter (1996) and Falshaw, et al (2006) argues 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 same.

In addition, Porter (1980), Greenley (1986), Miller and Cardinal (1994), Hax and Majluf (1996) , Grant (1998) and Grant (2003) argue that an objective analysis of external and internal environment facilitates the establishment of the firm-environment fit and improved decision-making.

Contributing to this view, Porter (1980), Quinn (1980), Kotter (1996) and Hoffman (2007) noted that the identification of strategic issues and, strategy analysis and selection facilitates the achievement of efficient allocation of resources, sustainable competitive advantage, and improved innovation. It is also perceived that the development of implementation programme, evaluation and control systems facilitates smooth execution and implementation of the planned tasks.

2.7. Strategic Plan Implementation and Organisational Performance

There are many written materials on implementation of managerial plans and decision as well as their CSFs and CFFs. Strategy formulation is the first step in strategic planning process. However, strategic planning process does not come to an end here and it continues with two important steps namely implementation and assessment/ control. Strategy implementation means a suite of necessary actions and

selections to execute a strategic plan. Strategic decisions are those decisions relevant to organizational long-term future (Hicksen et al., 1986).

Strategic decisions involve a wide range of decisions such as producing or supplying a new product or service, new advertising strategy, strategic alliance, exiting a market, merging another company, changes in key suppliers, strategic partnership and organizational structure changes (Miller et al., 2007). It is necessary that managers and staff implement strategies based on devised and tested models and frameworks; however, varied models have not been developed in this regard yet.

Alexander (1991) believes that one of the reasons for strategy implementation failure is the lack of proper models to guide managers and supervisors in strategy implementation. So, effective and efficient implementation of strategies is among the most important problems for managers in recent decades. In this regard, tools like balanced scorecard were introduced to facilitate better implementation of strategies.

2.8 The Failure of Strategic Decisions Implementation

The failure of strategic decisions is usually costly for organizations. Hence, identification of effective factors on success/failure of strategy implementation is highly important. Among preliminary studies on strategy implementation, one can point out Waterman et al. (1980).

They believe that effective strategy implementation depends on the alignment of seven factors: strategy, structure, systems, style, staff, skills and subordinate goals (ibid). Wernham (1984) addressed the reasons for the gap between strategies and practice in Britain nationalized telecommunication industry and identified five main effective factors on strategy implementation including lack of resources, history (confidence), lack of fit, deficiencies in transfer of information between units at different levels and requirements to achieve conflicting goals (Wernham, 1984). In a study on 94 companies, Alexander (1985) identified 10 problems in strategy implementation.

The mentioned problems are such as the strategy implementation period exceeds the initially predicted term, some problems emerged during implementation which had not been already identified; harmonizing administrative actions which were not sufficiently effective, competitions and crisis divert attentions from implementation.

Moreover, Alexander, (1985) added more challenges such as insufficient capabilities of those staff who were not involved in administrative affairs, training and instructions provided to lower level staff were not sufficient, uncontrolled external factors in the environment had undesired impacts on implementation, inadequate leadership and commanding by unit managers, implementation key actions and tasks were not defined in detail and insufficient information systems to monitor implementation.

Kaplan and Norton (1996) recommended four key factors to implement strategies successfully: Clarifying and translating the perspective and strategy; Links and relations, planning and goal-setting and Strategic feed-back and learning (Kaplan and Norton, 1996). In a study on 11 strategic decisions in 6 companies, Miller (1997) identified 10 effective factors on strategy implementation. These 10 factors are divided into two groups of achievers and enablers: (a) realizers: Backing, assessability, specificity, cultural receptivity, propitiousness and (b) enablers: Familiarity, priority, resource availability, structural facilitation and flexibility (Miller, 1997).

By evaluating 68 strategic decision-making teams in US south eastern hospitals, Dooley et al. (2000) concluded that the decision-makers' coincidence on adopted decision leads into decision-makers' commitment and impacts positively on the success of strategy implementation and impacts negatively on the velocity of strategy implementation (ibid). Beforehand, in a laboratory research, Priem et al. (1995) indicated that coincidence of group members on a decision increases the acceptance level of all team members and enhances their tendency to more endeavor in decision implementation (ibid).

Maxwell et al. (1997) concluded that the implementation of corporate environmental strategies depends on senior managers' evident commitment to such strategies (Maxwell et al., 1997). Beer and Eisenstat (2000) summarized 6 strategy implementation barriers: senior management's top-down or laissez faire policy; unclear strategy of conflicting priorities; Ineffective senior management team; Poor vertical relations; Poor

2.9 Theoretical Framework

The following models provide a range of alternatives from which organizations might select an approach and begin to develop their own strategic planning process (McNamara, 2000). An organization might choose to integrate the models, e.g., using a scenario model to creatively identify strategic issues and goals, and then an issue-based model to carefully strategize to address the issues and reach the goals.

2.9.1 Theories of Planning

The last five decades saw the unprecedented growth of planning in both the developed and Third World countries. Planning has become a ubiquitous activity engaged in by nations, organizations and individuals. Philosophical synthesis emphasizes a broad approach to planning which seeks insights into the socio-economic and ethical conditions as well as the environmental context of the organization for which planning is being undertaken.

There are four major planning theories. These are (a) philosophical synthesis, (b) rationalism, (c) organizational development, and (d) empiricism (Adams, 1991). These planning theories are defined below:

- i. **Philosophical synthesis** emphasizes a broad approach to planning which considers information on social, economic and ethical conditions as well as the environmental background of the institution or organization for which planning will be undertaken.
- ii. **Rationalism** looks at people as a utility and defines human relations in instrumental terms. Rational planning models assume a sequential,

observable cycle that includes setting of goals, determining objectives, making plans, implementing the plans, and reviewing results.

- iii. **Organizational development** as a planning approach focuses primarily on ways to achieve organizational change. The organizational development approach includes a human relations approach to innovation and change in management style, employee satisfaction, decision-making processes, and the general health of the organization.
- iv. **Empiricism** acknowledges the importance of studies on system behavior by public administrators, economists and other social scientists concerned with planning theory. Empiricism is less normative; less concerned with planned social change, and uses a positivistic framework for analysis.

2.9.2 The Alignment Theory

The alignment theory was the basis of this study. The theory argues that strong communication and interconnections with employees can result in the successful alignment of a strategic vision. It is stated that the strength of the alignment theory is its ability to pull the organization members into a more logical and cohesive structure (Chorn (1991), Labovitz and Rosansky, (2006); Falshaw, et al (2006). It is argued that the performance level of an organization is guided by the success of its functional alignment strategy. Labovitz and Rosansky (2006) wrote about the significance of alignment within the organization. The theory was chosen due to the fact that the study assumed that provides a way for capturing the best approaches by linking strategy and people and integrating them with customers and process improvement. According to Breene, et al (2007), an aligned strategic vision reflects a comprehensible purpose throughout the company's evolution.

2.9.3 Strategic planning process models

2.9.3.1 Planning Models

A model is defined as a set of variables classified as endogenous and exogenous cause-effect relationships among these variables, and the consistency of these relations. A model attempts to explain the phenomenon characterized by the endogenous and exogenous variables. A phenomenon is explained when a model of its endogenous variables can be determined, given those of the exogenous variables.

Hudson (1979) is the first scholar to develop a typology of planning models. Some of his models were, however, adopted and enriched from earlier works of other scholars. His planning typology consists of the synoptic model, incremental model, transactive model, advocacy model and radical model.

The synoptic model, which is pretty much identical to the rational model, includes four classical elements, namely: goal setting, identification of alternatives, evaluation of means against ends, and implementation of decisions. In the incremental model, planning is constrained more by available means by the definition of goals. Any planned change consists of small or minimal adjustments from the past. The transactive model emphasizes interaction and interpersonal dialogue and the process of mutual learning in planning. The fourth advocacy model gives importance to the confrontational features of decision-making. The radical model, the fifth, consists of two versions, one in which spontaneous activism is guided by self-reliance and mutual help, and the other, concentrates on organizational characteristics that inhibit the equitable distribution of goods and services.

Another scholar to come up with models of planning is Wilson (1989). Like Hudson, he has also five planning typologies. He introduced three alternative models in addition to the rational and incremental models, namely mixed scanning, learning adaptive, and general systems models. The mixed scanning model is more realistic than the rational model and less passive than the incremental model. The learning adaptive model treats planning as a process of social learning built on individual

psychosocial development that is best attained in small, non-hierarchical groups. The general systems model attempts to use the idea of a system as a unifying scientific paradigm. The planning typologies developed by Hudson and Wilson as well as other theorists were grouped and classified into two by Adams (1991), rational and interactive.

Adams calls the rational model as the technicist model. It is expert-driven, assumes a linear process of decision making, tends to treat the organization as a “black box” and severely limits the number of variables examined to quantifiable indicators of education’s effects. The models under the interactive group are the political and the consensual models. The political model views planning as a dynamic, shifting process of interaction and exchange. It rejects the assumption of rational decision-making. The latter model recognizes education as an open human system located in a social environment too indefinite and inconstant to allow easy generalizations.

2.9.3.2 Alignment Model

The overall purpose of the model is to ensure strong alignment among the organization’s mission and its resources to effectively operate the organization. This model is useful for organizations that need to fine-tune strategies or find out why they are not working. An organization might also choose this model if it is experiencing a large number of issues around internal efficiencies. Overall steps include:

The planning group outlines the organization’s mission, programs, resources, and needed support.

- i. Identify what’s working well and what needs adjustment.
- ii. Identify how these adjustments should be made.
- iii. Include the adjustments as strategies in the strategic plan.

2.9.3.3 Scenario Planning Model

This approach might be used in conjunction with other models to ensure planners truly undertake strategic thinking. The model may be useful, particularly in identifying strategic issues and goals.

- i. Select several external forces and imagine related changes which might influence the organization, e.g., change in regulations, demographic changes, etc. Scanning the newspaper for key headlines often suggests potential changes that might affect the organization.
- ii. For each change in a force, discuss three different future organization- al scenarios (including best case, worst case, and OK/reasonable case) which might arise with the organization as a result of each change. Reviewing the worst-case scenario often provokes strong motivation to change the organization.
- iii. Suggest what the organization might do, or potential strategies, in each of the three scenarios to respond to each change.
- iv. Planners soon detect common considerations or strategies that must be addressed to respond to possible external changes.
- v. Select the most likely external changes to effect the organization, e.g., over the next three to five years, and identify the most reasonable strategies the organization can undertake to respond to the change.

2.10 Empirical studies

2.10.1 International Perspectives

Studies done by Thune and House, (1970); Ryne, (1987), Bird, (1991); Ketokivi and Castener (2000) and Grant (2003) argued that formal strategic planning contributes to better performance of the organisation; however they considered financial-related factors as the measures of firms' performance. Researchers have failed to identify a list of both qualitative and quantitative performance measures that will ensure the reliability and validity of their findings. Most researchers frequently used the quantitative measures of performance particularly financial-related measures such as ROI, ROE, sales turnover and profit to draw their conclusions. However the

organisation performance is measured by both qualitative and quantitative performance measures. It is strongly argued that qualitative measures of performance should also be extensively included in the process of evaluating organisation performance (Chakravarthy, 1986).

Qualitative measures of performance such as employee satisfaction, team building and customers' satisfaction have been ignored. Quantitative performance measures alone do not exhaustively measure the organisation performance. Ryne (1986) argued that financial performance measures cover just a part of organisation performance. Therefore the process of ignoring non-financial performance measures like human resources' performance measures and allocation of non-financial resources reduces the reliability of research findings. Penrose (1995) defines performance as a measure of how well the firm achieves its goals both organizational and financial. Therefore relying only on the attainment of financial goals alone as a measure of organisation performance will not clearly explain the role of formal strategic planning in organisation performance.

Secondly, researchers focus on the formulation of the formal strategic plan and ignore the other parts of the formal strategic planning process namely implementation and control. A formal strategic planning process consists of three parts namely formulation, implementation and control (Hopkins and Hopkins, 1997). Researchers ignored the implementation and the control part of the strategic plan since they divided organisations into two parts namely planners and non-planners. Planners are those organisations that have a strategic plan and non-planners are those that do not have a strategic plan. Researchers did not consider the way the strategic plan is implemented.

Researchers forget that having a strategic plan is one thing and the implementation and control of the plan is another thing even though they aim towards achieving the same strategic objectives. In the absence of an effective implementation of a strategic plan, a well-designed strategic plan alone does not guarantee superior

performance. Pearce et al (1987) argued that the way formal strategic planning is implemented determines the organizational efficiency and financial performance.

Another important aspect that has been ignored by the researchers is the role of management on strategic plan formulation, implementation and control and its impact on business performance. The management may significantly influence the formulation and implementation of the strategic plan, since they may determine what should be included in or excluded from the strategic plan.

Du Plessis (2007) argued that managers perform a significant role in strategic planning. Moreover, the effective implementation of a strategic plan also depends on the way the management behaves. The process of shaping human behavior in order to achieve the organizational objectives is one of the important management tasks performed by managers (ibid). Therefore the management has a vital role in determining the contents and implementation of a strategic plan.

2.10.2 Local Perspectives

Massawe (2008) conducted a study on the effectiveness of strategic plan implementation in strengthening the space of higher education: a case of Tumaini University Dar es Salaam College. The main objective of the study was to evaluate the extent to which strategic planning is used to create more space for higher education. The research findings revealed that despite the criticisms against the use of strategic planning in higher education, it is still feasible for higher learning institutions to engage in strategic planning because its benefits outweighs the costs particularly in increasing the space of education.

However, the research will adopt the study conducted by Ghoneim and El-Baradei on the impact of strategic planning on mission achievement in Egyptian non-profit organizations. The target population for the study was comprised of Egyptian nonprofit organizations working in Cairo and Alexandria Governorates. According to researchers, there was no adequate population frame for Egyptian nonprofits available to pick a random sample of nonprofits for inclusion in the study.

Another consideration was given to the application of strategic planning protocols and this was used in selecting 20 strategic planner nonprofits versus 20 non-strategic planner nonprofits where the latter have served as the control group for the study. Furthermore, 10 nonprofits from each governorate were selected as strategic planners and the other 10 as non strategic planner nonprofits.

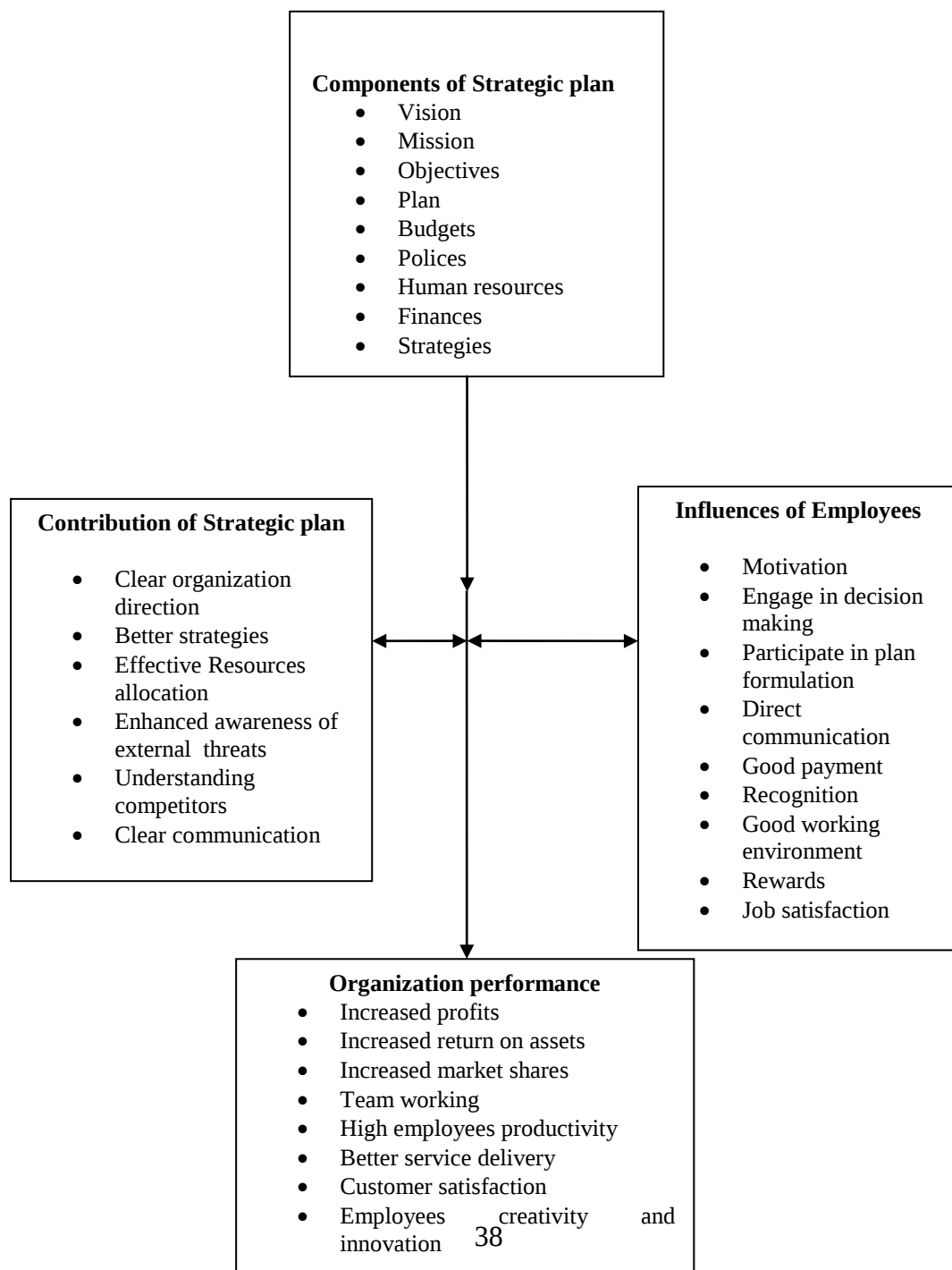
The results of the analysis support and reinforce the role of strategic planning on performance effectiveness of nonprofit organizations. Results have shown a statistically significant difference between the mean composite scores of strategic planning activities between strategic versus non-strategic planner nonprofits along the domains of the BSC performance effectiveness scale. A statistically significant difference was found in four out of five domains embraced by the BSC performance effectiveness scale.

These domains were customer processes, internal business processes, employee learning and growth, and volunteers' development. However, no statistically significant difference was revealed on the financial processes domain. This study will be adopted since it has involved both qualitative and quantitative factors in assessing firm's performance. It therefore provides a very good understanding to the researcher on the role of strategic planning in organization performance.

2.11. The Conceptual Framework

The conceptual framework involves three types of variables namely independent variables, dependent variables and intermediate variables. Independent variables may have a direct influence on the dependent variables. Also Independent variables may have the indirect influence on dependent variables through intermediate variables.

Figure 1.1: Conceptual Framework



Source: Researcher, 2013.

The conceptual framework indicates that the independent variables have a direct influence on dependent variables. For instance, adequate finances may have an influence on increased return on assets . In other hand, the independent variables may have an indirect influence on the dependent variables through intermediate variables. For instance, clear direction of organization may have an influence on better service delivery if the employees participated in planning.

2.12 Research Gap

Since it is argued that the tools to help government plan are insufficient and the competency (Knowledge and creativity) required in creating high quality plans are somewhat inadequate. Since large sector and programme plans rely heavily on external systems and consultants, it may be seen as difficult for the strategic plan to be owned by all organisational members. With this fact it was important to conduct a study to assess the role of strategic plan in organisational performance in order to determine employees' participation in strategic plan process and its influence on organizational performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodologies that were used in the process of designing, collecting, analysing and presenting data. The sample size, sampling techniques and location of the study are also presented in this chapter.

3.2 Research Design

Descriptive research design was used since the study was concerned with describing the role of the strategic plan in organisation performance. With this fact, the study applied survey methods of collecting data i.e. questionnaires and interviews. Descriptive data analysis methods were also used. Since the aim was to collect and analyse accurate data, the research methods were carefully planned and tested. The study applied questionnaires and structured interviews in order to collect relevant data. Since the above mentioned collection methods are rigid and the study focused on assessing the perception, feelings and thoughts of employees towards the strategic plan, the focus group discussion was also used in order to ensure relevance and reliability of collected data. This is supported by Kothari (2004) who argues that even though in descriptive research design, the researcher has no control over the collected information, may attempt to discover causes even when they cannot control the variables.

3.3 Research Approach

The study applied both qualitative and quantitative approaches in the process of collecting and analyzing data. The qualitative approach was specifically important since the researcher wants to study employees' commitment and perception towards organisation performance. Also the qualitative factors that influence organisation performance were involved. The quantitative approach was used since the research involved both the collection and analysis of quantitative data that measured the organisation performance such as number of branches.

3.4 Location of the Study

Tanzania immigration department is an area of the study. It is selected due to the fact that Tanzania Immigration Department is a department that has been passing through so many changes both planned and unplanned that require effective management including formulating strategic plans. However, no study has been conducted to assess the role of strategic plan in the performance of immigration department in Tanzania.

3.5. Population of the Study

Since the current number of employees at the immigration department is 298 the researcher deliberately selected respondents from the immigration department basing on education, age, gender and position from all levels of the department. The major classifications were employers and employees.

3.6. Sampling Techniques and Selection

The research involved only 31 respondents who formed 77.5% of the total number of the expected sample. The respondents were coming from all sections of the immigration department. 71% of the respondents were employees and 21% were the management members.

In addition, purposive and stratified samplings were used as sampling techniques. Purposive sampling technique was used since the researcher deliberately selected the relevant respondents in order to save time and cost, and make sure that only relevant data are collected. Stratified sampling technique was also used since the researcher classified respondents basing on their positions mainly employees and managers.

3.7. Types of Data

The study used both primary and secondary data to draw its conclusion. Various documents including the existing and previous strategic plan were surveyed. However, it is argued that primary data are more reliable, authentic and objective

than secondary data, and therefore primary data are expected to take a larger part in the research findings.

3.7.1 Data Collection Methods

3.7.1. Questionnaires

Questionnaires were used in data collection, since they are very effective in collecting quantitative data. Also the questionnaires enabled the researcher to collect data from a relatively large sample. The questionnaire was divided into three parts, since the questionnaires were aimed to collect both qualitative and quantitative data. Part one dealt with the profile of the respondents. Part two dealt with the role of strategic plan in organisation performance and part three dealt with the respondents' comments and opinions.

In addition, the pilot study was conducted to test the questionnaire in order to enable the researcher to get the required results. The questionnaires were distributed to three respondents of different educational level and were asked to fill in the questionnaire to test clarity of the questionnaire. No adjustment made since the questionnaire were well understood.

3.7.2. Interview

The researcher used individual–intercept interviewing in collecting data from the respondents. The individual –intercept interviewing allowed the researcher to reach known people in a short period of time. Moreover the method is further said to hold the respondents' attention (Kothari, 1985) and the researcher was also available to clarify different questions that needed more explanations by the respondents.

3.7.3. Focus Group Discussion (FGD)

The Focus Group Discussion is a qualitative research technique that is used in the process of data collection. In this study, three group discussions were held and each consisted of six people. Group discussion members were selected depending on age status, educational level, gender and position. The researcher decided to use the focus

group discussion in order to study employees' thoughts and attitudes towards the strategic plan. The researcher started with general questions to specific questions in order to encourage open and easy discussion to bring out true feelings and thoughts. Therefore the researcher selected the conducive and comfortable environments in order to encourage both effective and productive discussion. In questionnaires and interviews, the respondents may answer questions in order to look smart or the respondents may not spend enough time to fill in the questionnaire (Dawson, 2002). However, the researcher took the precaution that, the focus group discussion involves small sample size in order to keep time and cost down, therefore it will be difficult to the general results (See Kumar, 2005).

3.7.4. Research Reliability and Validity

The researcher focused on the validity of contents. This type of validity addresses how well the measures developed provide an adequate and representative sample of the potential respondents that might have a great influence on the quality of findings. In the case of reliability, the researcher focused on the stability of data collection methods particularly questionnaires that were administered at different times to the same respondents in order to determine consistency of the scores.

3.8. Data Processing and Analysis

All the information from quantitative and qualitative data has mainly presented in a descriptive manner. It is important to apply both techniques because of the nature of some data collecting methods like observation and interview which are purely qualitative. The researcher had to check errors and inconsistencies of data after the field work, this was data processing where by data entry was done, followed by data editing, cleaning and coding. The analysis of the quantitative data gathered from the field was performed using the Statistical Package for Software System (SPSS 20 edition for Windows Version 12).

Univariate analysis was done whereby frequency distribution of sample were captured and presented. A basic way of presenting univariate data is to create a frequency distribution of the individual cases, which involves presenting the number

of cases in the sample that fall into each category of values of the variable. This was done in a table format and bar chart representation. The findings presented into tables, charts, explanation and examples.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1. Introduction

This chapter intends to analyses the findings collected from the field of study by using the SPSS as it was proposed by the researcher. In conducting this research the researcher interviewed the staff of immigration department as well as distributing them the questionnaire in order to secure relevant data. Also there were data collected from journals and magazines. All data obtained by means of interview as well as questionnaire were both being put to SPSS program for analysis. The objectives of this study were to determine the contributions of the strategic plan on the organization performance, to identify how employees can be committed to the organization's vision and mission, to measure the level of strategic plan in determining the clear strategic direction of the organization.

This study intended to meet the following questions at the end; what are the contributions of strategic planning on organization performance?, How employees can be influenced to be committed to organization vision and mission?, What are the key components of strategic plan that may influence organization performance and to what extent strategic planning used to determine whether organization is performing or not. The presentation of the findings uses description or narrations and tables and figures, respectively. The socio-demographic characteristics of the respondents were analyzed in terms of their personal characteristics which include sex, education level, occupation, and age as shown below

Table4. 1: Distribution of respondents according to Gender

Details	Frequency	Percent
Male	15	48.4
Female	16	51.6
Total	31	100

Source: compiled from the research 2013

The above results showed that respondents participated according to their genders 15(48.4%) were male while 16(51.6%) were Female, therefore this study it entails that most of the respondents were female compare to male which is few in numbers according to respondents participated in study at immigration department on perception of respondents towards influence of strategic plan on the organization performance.

Table 4.2 Distribution of respondents according to education level

Details	Frequency	Percentage
Diploma/	5	16.1
Adv diploma & Degree	18	58.1
Postgraduate	8	25.8
Total	31	100

Source: compiled from the research 2013

According to above results showed that respondents participated were 31 (100) for those having a degree/advanced diploma education were 18 (58.1%) while postgraduate qualification were 8 (25%) of all respondents and only 5(16.1%) possessing diploma, From these findings, it was revealed respondents' profile has an influence on the participation of the respondents in the strategic plan development and implementation.

For instance respondents with relatively higher level of education were more involved in the strategic plan development than those with relatively low level of education due to reason that higher high level understands well the importance of strategic plan on organization performance while employees with the lower level of education were just implementers of the strategic objectives and not strategic plan developers.

4.3. The Influence of Strategic Plan in Organisational Performance

4.3.1. The Contributions of the Strategic Plan on the Organization Performance

Respondents were also asked if the existing strategic plan contributes to the performance of the immigration department. The aim of this question was to measure the perception of respondents towards the influence of the immigration on department's strategic plan on the performance of the organization. 29% of the respondents disagreed that the existing strategic plan contributes to the immigration department's performance while 71% of the respondents agreed that the existing strategic plan contributes to the immigrations department's performance.

The respondents who disagreed to the influence of strategic on the basis that the plan does not motivate employees to work hard and it lacks ownership of all organizational members. While those one who agreed the influence of the strategic plan on the immigration department's strategic plan argued so basing on the fact that the strategic plan shows them what should be implemented and enabled the organizational efforts to be directed towards achieving organizational vision and mission of the department. However, they argued that, the existing strategic plan has a very big challenge and that is, it is a top-focused strategic plan and therefore people of the lower cadre do not own the strategic plan. The following table gives more details:

Table 4.3 Strategic Plan and Departmental Performance

Details	Frequency	Percent
Disagree	9	29
Agree	22	71
Total	31	100

Source: Researcher (2013)

Respondents were also asked if all people in the immigration department have participated in the formulation of the strategic plan. The researcher believed that the participatory approach in strategic plan formulation may influence the organizational performance since the strategic plan can easily be owned by key implementers.

87.1% (n-27) of the respondents disagreed that all people in the department participated in the formulation of the strategic plan, 3.2 % (n-1) said they don't know and 9.7 % (n-3) agreed that all people in the department participated in the formulation of the strategic plan. Therefore in this study it entails that majority of the respondents disagreed that all people participated in the formulation of the strategic plan argued that on the basis that before developing a strategic plan, information were collected from all section in the department. They were not sure if all employees in each section were actively involved. Generally most of the respondents disagreed that all people participated in the formulation of the strategic plan.

Table 4.4 Participation of Employees in the Strategic Plan Formulation

Details	Frequency	Percent
Disagree	27	87.1
Don't know	1	3.2
Agree	3	9.7
Total	31	100

Source: Researcher (2013)

4.3.2. The Influence of the Strategic Plan on Employees' Commitment to the Immigration Department's Vision and Mission

Respondents were asked if the immigration department's strategic plan is in line with the vision and mission of the immigration department. The researcher believed that vision and mission demonstrate the direction of the organization and therefore all organizational efforts should be implemented towards achieving the organization vision and mission.

Basing on the mentioned facts, 51.6% (n-16) of the respondents disagreed that the strategic plan of the immigration department is in line with the vision and mission of the immigration department, 3.2% (n-1) said they don't know and 45.2% (n-14) agreed. In this study it implies that majority of the respondents who argued that the strategic plan is not in line with the vision and mission of the immigration department, explained that vision and mission are both not clearly stated and not well known by all organizational members. One of the respondents argued that:-

“If you ask me to tell you the vision and mission of the department, I cannot tell you until I read them”.

Those ones who agreed that the immigration department’s strategic plan is in line with the vision and mission were coming from the managerial positions. Those respondents who did not hold managerial positions disagreed the statement. This supported by Du Plessis (2007) argued that managers perform a significant role in strategic planning. Moreover, the effective implementation of a strategic plan also depends on the way the management behaves.

The process of shaping human behavior in order to achieve the organizational objectives is one of the important management tasks performed by managers (ibid). Therefore the management has a vital role in determining the contents and implementation of a strategic plan. Also it is very important for each employee’s to understand the strategic plan of the organization because it comprised important issue of the organization such as objectives, mission, vision , all activities of the company or organization can derived from the strategic plan of the organization in order to carry the daily activities guided by objectives, it show the direction of the organization, the competitors and threat that will help to know, also the weakness of the organization as well as opportunities available.

Table 4.5 Strategic Plan and Departmental Vision and Mission

Details	Frequency	Percent
Disagree	16	51.6
Don’t know	1	3.2
Agree	14	45.2
Total	31	100

Source: Researcher (2013)

4.3.3. Components of Strategic Plan that may lead to Organization Performance

Researcher was interested to ask if the budget of the departments is in line with the strategic plan. The researcher believed that regardless of how the strategic plan is well designed the effective implementation of the plan may determine the organizational performance. 77.4%(n-24) of the respondents disagreed that the

budget of the department is in line with the strategic plan, 3.2%(n-1) said knew nothing and 19.4%(6) agreed that the budget is in line with the strategic plan .Therefore in this study it implied that the budget of the immigration department is not in line with the strategic plan that lead to poor implementation of the plan since the financial resources are not allocated to achieve the strategic objectives of the organization hence contributing to poor performance in the working areas.

Table 4.6 Strategic Plan and Budget Allocation

Details	Frequency	Percent
Disagree	24	77.4
Don't Know	1	3.2
Agree	6	19.4
Total	31	100

Source: Researcher (2013)

Respondents were also asked if the strategic plan contributes to effective allocation of resources. The researcher believed that the effective allocation of resources has a major influence in the organizational performance. According to results showed in table below 51.6% (n-16) of the respondents disagreed that the plan of the migration department contributes the effective allocation of resources, 6.4 %(n-2) said knew nothing and 42% (n-13) agreed. Therefore in this study it shows that strategic plan of immigration departments contributes to the effective allocation of resources it argued that the plan has not exhaustively shown the strategic issues of the organization and the way resources are mobilized and allocates in different departments but the immigration department's strategic plan shows how the department vision and mission can be achieved including giving a direction on where the departmental resources have to be allocated. In other hands it tells us that, *“Strategic plan shows how strategically the departmental vision and mission will achieve and therefore it is a guideline for resources allocation”*.

Table 4.7 Strategic Plan and Effective Allocation of Resources

Details	Frequency	Percent
Disagree	16	51.6
Don't Know	2	6.4
Agree	13	41.9
Total	31	100

Source: Researcher (2013)

Moreover the researcher was asking if the respondents have attended the workshop on strategic plan development and implementation. This is due to the fact that the researcher believed that the ownership of the strategic plan is a result of the development of the strategic plan by the users themselves. The results below indicate that in relation to the below mentioned facts, 35.5% (n-11) of the respondents argued that they have attended the workshop while 64.5% (n-20) of the respondents argued that they have not attended the workshop. Those who agreed to attend the workshop were in the managerial positions while most of the respondents who argued that they have not of the respondents who argued that they have not attended the workshop were those who are not in the managerial positions. This study it implies that the strategic plan of immigration is for top management only and not all members of the organizations.

One of the respondents argued: One of the strategies used to ensure ownership of the strategic plan is to communicate the strategic objectives/goals to employees. Employees' involvement is so important in shaping their perception towards the strategic plan. Employees are the ones who implement the strategic plan and therefore they should have a positive perception towards it. This argument is supported by Labovitz and Rosansky (1997) and Johnson, (2008) who suggested that the formulation of effective policies and planning is a strong foundation for long-term organizational success. For the vision to be aligned, communication of the organization's strategic goals and direction to the employees must be emphasized to ensure organizational success. One of respondent said that the immigration strategic plan is not concerned.

“Developing a strategic plan is not my responsibility. It is the responsibility of my bosses.

In addition, majority of the respondents with postgraduate qualifications agreed that they have attended the workshop on strategic plan development as compared to the respondents with at most first degree/advanced diploma. This can be seen that education may have an influence in the understanding of the strategic plan development skills. The following table gives more details:

Table 4.7: Respondents Attended the Workshop

Details	Frequency	Percent
Yes	11	35.5
No	20	64.5
Total	31	100

Source: Researcher (2013)

Respondents were asked if they know the strategic plan of the immigration department. The aim of this question was to assess their understanding on the contents and strategic objectives of the immigrations strategic plan. The researcher believed that the understanding of the strategic plan by the organizational members may influence the organizational performance. Basing on the above mentioned facts, 9.7% of the respondents disagreed that they know the immigrations strategic plan while 90.3% of the respondents agreed that they know the immigration’s strategic plan. However, majority of the respondents who agreed that they know the immigrations strategic plan argues that the immigration department has no a strategic plan of its own, but it is a part of the Ministry of Home Affairs Strategic Plan, then the strategic objectives and strategic issues of the immigration department are not clearly exhausted. One of the respondents argues.

“I think, we don’t have a strategic plan, but what we have is section of immigration issues in the ministry of Home Affairs Strategic Plan”

It is therefore argued that the immigration department has no its independent strategic plan and the immigration strategic issues are not exhausted and sometimes

does not reflect the size of the immigration department. The following table gives more details:

Table 4.8: Understanding of the Strategic Plan

Details	Frequency	Percent
Disagree	3	9.7
Agree	28	90.3
Total	31	100

Source: Researcher (2013)

Respondents were further asked if the immigrations department's strategic plan motivates them to work hard. The researcher believed that strategic plan should motivate organizational members to work hard in order to improve the organizational performance.

Basing on the above mentioned facts, 41.9% disagreed that the immigration departments, strategic plan motivates them to work hard while 58.1% agreed that the mentioned strategic plan motivates them to work hard. Minorities of the respondents who disagreed that the immigration department's strategic plan motivates them to work hard argued that the mentioned strategic plan has no realistic objectives and presence of inadequate participation of all organizational members in the development strategic plan.

Those ones who agreed that the immigrations department strategic plan motivates them to work hard argued that on the basis that the immigration department strategic plan influence the performance appraisal of the employees and once the section within the department performed well, it is recognized by the higher authorities. Moreover, Berry (1997) said a strategic plan as a tool for strategically finding the best future for the organization and the best path to reach the destination. A strategic plan is a document that explains where the organization is and where it wants to be in the future, including the strategies to be applied in order to reach the destination point i.e. achieving the predetermined goals and objectives. Thus, the major

difference between the strategic plan and strategic planning is on the fact that the strategic plan is a document while strategic planning is considered to be the process.

Table 4.9: The Strategic Plan and Employee's Motivation

Details	Frequency	Percent
Disagree	13	41.9
Agree	18	58.1
Total	31	100

Source: Researcher (2013)

Respondents were as well asked if the immigration department's strategic plan promotes innovates skills of the organizational members. The researcher believed that innovation is one of the key factors for organizational success and the strategic plan should focus on enhancing innovative skills of the organizational members. 29 %(n-9) of the respondents disagreed that the mentioned strategic plan promote innovative skills of the departmental members while 3.2 %(n-1) said they don't know and 67.7 %(n-21) agreed that the strategic clan promote innovative skills of the organizational members. Majority of the respondents who agreed that the departmental strategic plan promote innovative skills of the organizational members argued that the plan makes departmental members to be committed to the strategic objectives that must be implement using new strategies and new ways of doing the job. One of the respondents argued:

"The departmental strategic plan led to the restricting of the department and the new ways of thinking ..."

Table 4.10: The Strategic Plan and Innovative Skills

Details	Frequency	Percent
Disagree	9	29
Don't Know	1	3.2
Agree	21	67.7
Total	31	100

Source: Researcher (2013)

4.3.4. The Contribution of the Strategic plan in Determining the Clear Strategic Direction of the Organization.

Respondents were asked if the immigration's strategic plan clearly shows what should be clearly on what should be systematically implemented determined the organizational performance. 48.4% (n-15) of the respondents disagreed that the immigrations strategic plan section clearly shows what should be implemented, 6.5% (n-2) argued that they don't know and 45.2 % (n-14) of the respondents agreed that the immigration strategic plan clearly shows what to be accomplished. Minorities of the respondents who agreed, that the immigrations strategic plan shows clearly what should be accomplished argued that the strategic objectives were clearly shown, however they failed to indicate the outputs and outcomes of what has been planned.

While the majority of the respondents who argued that the immigrations department's strategic plan does not show clearly what to be accomplished, argued that on the basis that the plan has no clear line of responsibility and some of the very important strategic issues have been overlooked. Therefore in this study it entails that immigration's strategic plan clearly does not shows what should be clearly on what should be systematically implemented determined the organizational performance.

In order for the organization to perform well, it has to be effective. Hofer and Schendel (1978), Henderson (1979), Greenley (1986), Miller and Cardinal (1994) and David (1997) and Eriksen (2008) argue that firms record improved performance once they effectively embrace strategic planning. Carrying out the various steps in the strategic planning process is expected to facilitate the realization of organizational effectiveness.

By defining a company's purpose and goals, strategic planning provides direction to the organization and enhances coordination and control of organization activities. It is therefore the organisation's strategy provides a central purpose and direction to the activities of the organization and to the people who work in it. Kotter (1996) and Falshaw, et al (2006) argues 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 same.

Table 4.11: The Strategic Department's Strategic Plan and What to be accomplished

Details	Frequency	Percent
Disagree	15	48.4
Do not Know	2	6.5
Agree	14	45.2
Total	31	100

Source: Researcher (2013)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the dissertation, conclusion and recommendations arising from this study for future interventions, as well as for further research.

5.2 Summary of the study

The aim of the study was to find out the magnitude to which employee's involvement in strategic planning process influences organization performance, a case of Tanzania Immigration Department. The specific objectives were; to determine the contributions of the strategic plan on the organization performance, to identify how employees can be committed to the organization's vision and mission, to find out the key components of strategic plan that may lead to organization performance and to measure the level of the strategic plan in determining whether organization is performing or not.

The study was descriptive in nature and approached by survey methods, interviews and focus group discussions were also applied in the process of collecting data. The study involved 31 respondents categorized into two groups namely those who hold the managerial positions and those who do not hold managerial positions. Qualitative and quantitative approaches were also involved in analysis.

5.2.1 Summary of the Study findings

Respondents were asked if the immigration's strategic plan clearly shows what should be clearly on what should be systematically implemented determined the organizational performance. 48.4% (n-15) of the respondents disagreed that the immigrations strategic plan section clearly shows what should be implemented, 6.5% (n-2) argued that they don't know and 45.2 % (n-14) of the respondents agreed that the immigration strategic plan clearly shows what to be accomplished. Minorities of the respondents who agreed, that the immigrations strategic plan shows clearly what

should be accomplished argued that the strategic objectives were clearly shown, however they failed to indicate the outputs and outcomes of what has been planned. While the majority of the respondents who argued that the immigrations department's strategic plan does not show clearly what to be accomplished, argued that on the basis that the plan has no clear line of responsibility and some of the very important strategic issues have been overlooked.

Base on commitment the respondents were asked if the immigration department's strategic plan is in line with the vision and mission of the immigration department. The researcher believed that vision and mission demonstrate the direction of the organization and therefore all organizational efforts should be implemented towards achieving the organization vision and mission.

Basing on the mentioned facts, 51.6% (n-16) of the respondents disagreed that the strategic plan of the immigration department is in line with the vision and mission of the immigration department, 3.2% (n-1) said they don't know and 45.2% (n-14) agreed that the strategic plan of the immigration department is in line with the vision and mission of the immigration department that demonstrate the direction of the organization and therefore all organizational efforts should be implemented towards achieving the organization vision and mission.

On other hands the existing strategic plan contributes to the performance of the immigration department, the perception of respondents towards the influence of the immigration on department's strategic plan on the performance of the organization. 29% of the respondents disagreed that the existing strategic plan contributes to the immigration department's performance while 71% of the respondents agreed that the existing strategic plan contributes to the immigrations department's performance. The respondents who disagreed to the influence of strategic on the basis that the plan does not motivate employees to work hard and it lacks ownership of all organizational members.

Respondents were as well asked if the immigration department's strategic plan promotes innovates skills of the organizational members. The researcher believed that innovation is one of the key factors for organizational success and the strategic plan should focus on enhancing innovative skills of the organizational members. 29 %(n-9) of the respondents disagreed that the mentioned strategic plan promote innovative skills of the departmental members while 3.2 %(n-1) said they don't know and 67.7 %(n-21) agreed that the strategic clan promote innovative skills of the organizational members. Majority of the respondents who agreed that the departmental strategic plan promote innovative skills of the organizational members argued that the plan makes departmental members to be committed to the strategic objectives that must be implement using new strategies and new ways of doing the job.

In this study it reveals that most of employees in the immigration department have not involved in participated in the formulation of the strategic plan. As shown 87.1% (n-27) of the respondents disagreed that all people in the department participated in the formulation of the strategic plan, 3.2 %(n-1) said they don't know and 9.7 %(n-3) agreed that all people is the department participated in the formulation of the strategic plan. Therefore in this study it entails that majority of the respondents disagreed that all people participated in the formulation of the strategic plan argued that on the basis that before developing a strategic plan, information were collected from all section in the department. They were not sure if all employees in each section were actively involved. Generally most of the respondents disagreed that all people participated in the formulation of the strategic plan.

5.3 Conclusion

Generally, the study findings have revealed that the strategic plan has an influence on the organizational performance. It has been further revealed that employees' involvement has a major influence on the implementation of the strategic plan as it determine the extent of employees' commitment. In addition, budgetary deviation also acts a barrier to the effective implementation. It is important to understand the

limitations as well as the possibilities of strategic planning. A strategic plan is not a wish list, a report card or a marketing tool. It is certainly not a magic bullet or a quick cure for everything that ails an organization — especially if the plan winds up on the shelf. What a strategic plan can do is shed light on an organization's unique strengths and relevant weaknesses, enabling it to pinpoint new opportunities or the causes of current or projected problems. If board and staff are committed to its implementation, a strategic plan can provide an invaluable blueprint for growth and revitalization, enabling an organization to take stock of where it is, determine where it wants to go and chart a course to get there.

5.4. Recommendations from the study

Based on the research data as presented and discussed above, this section presents two types of recommendations, namely, recommendation for remedial actions and recommendations for further research works in future.

5.4.1 Recommendations for remedial actions

The study makes the following recommendations:

- Based on the findings from the study the following recommendations are made. Having discovered that organizational performance and survival is a function of strategic planning, organizations should accord priority attention to the elements of strategic planning for example; having a documented mission statement, a future picture (vision) of the organization, organizations should establish core values i.e., organization's rules of conduct, set realistic goals, establishment of long term objectives (this has to be measurable and specific) and the development of action (strategic) plans and its implementation and adequate follow-up.
- The department is advised to organize a workshop on strategic plan development skills in order to build the capacity of departmental members to develop a strategic plan.
- There should be a sensitization programme in order to enable employees in lower cadres to assume the responsibility of participating in the formulation of strategic plan.

- The immigration department is advised to prepare its own strategic plan and not be a section in the strategic plan of the ministry of Home Affairs.
- The departments should involve all employees when formulating a strategic plan in order to make it owned by the key implementers
- The budget preparation must be guided with the strategic plan in order to avoid a deviation between the budget and the strategic objectives.
- The department should review its strategic objectives in order to be in line with the vision and mission of the department.
- Finally, since it was discovered that environmental factors affect strategic planning intensity, organizations should make adequate environmental analysis both the internal and external analysis, this can be done through the SWOT analysis which indicates the Organization's strengths, weaknesses, opportunities and threats

5.4.2 Recommendations for further research

Because of time factor, financial limitation and feasibility the present study limited its scope to immigration department particularly headquarter, it is therefore recommended that future researchers can tailor their studies among other things to include. There is need of many studies to be done on the same areas to come with the strong strategic plan instead to use the strategic plan of the ministry of Home Affairs.

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APPENDICES

Questionnaire Form for Employees in English Version

Dear respondents, the questionnaire intends to collect information on the research titled “the role of strategic plan in organisation performance”. The main objective of this study is to examine the contribution of strategic plan in organisation performance. You are kindly requested to provide relevant information that will assist us to achieve the objectives of this study. I assure you that the collected information will be confidential and the names of individuals or organizations will not be included in the reporting of the findings.

It is estimated that you will take 7 to 10 minutes to fill in the questionnaire.

Thank you in advance for your involvement in this research.

Respondent Profile

1. Sex: Male() female ()
2. Marital Status: single () Married () Divorced ()
Other (Specify).....
3. What is your highest education level attainment?
No formal schooling () Primary School (7 & yrs or less) ()
Vocational/ technical training () O’Level education ()
A’ Level education () Degree/Advanced diploma ()
Post graduate qualification (PhD, Masters Degree, or postgraduate diploma) ()
4. Have you ever attended any workshop on effective implementation of the strategic plan? Yes () No ()
5. Do you know the strategic objectives of the immigration department?
6. To what extent do you agree with the following statement? Please rate in scale by just putting a Tick (√), with strongly disagree to strongly agree.

Statements	Disagree	Don't know	Agree
The immigration department's strategic plan promotes innovation			
The immigration department's strategic plan clearly shows what should be accomplished			
The immigration department's strategic plan motivates me to work hard			
The immigration department's strategic plan is in line with the Vision and mission of the immigration department			
The performance of the immigration department is good			
I believe that the existing strategic plan contributes a lot to the performance of the immigration department			
Others (Specify)			

7. Please give your comments if any

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For more comments please contact:

Adamu Petro

Immigration Department

P.O. Box 22090

Dar es Salaam.

Tel. 0754 560 966

Email: adpmkuyu@yahoo.co.uk

Questionnaire Form for Management in English Version

Dear respondents, the questionnaire intends to collect information on the research titled “the role of strategic plan in organisation performance”. The main objective of this study is to examine the contribution of strategic plan in organisation performance. You are kindly requested to provide relevant information that will assist us to achieve the objectives of this study. I assure you that the collected information will be confidential and the names of individuals or organizations will not be included in the reporting of the findings.

It is estimated that you will take 7 to 10 minutes to fill in the questionnaire.

Thank you in advance for your involvement in this research.

Respondent Profile

1. Sex: Male() female ()
2. Position.....
...
3. Marital Status: single () Married () Divorced ()
Other (Specify).....
4. What is your highest education level attainment?
No formal schooling () Primary School (7 & yrs or less) ()
Vocational/ technical training () O’Level education ()
A’ Level education () Degree/Advanced diploma ()
Post graduate qualification (PhD, Masters Degree, or postgraduate diploma) ()
5. Have you ever attended any workshop on effective implementation of the strategic plan? Yes () No ()
6. Do you know the strategic objectives of the immigration department?
7. To what extent do you agree with the following statement? Please rate in scale by just putting a Tick (√), with strongly disagree to strongly agree.

Statements	Disagree	Don't know	Agree
I know the strategic plan of the immigration department			
The immigration department's strategic plan clearly shows what should be accomplished			
The immigration department's strategic plan motivates me to work hard			
The immigration department's strategic plan is in line with the Vision and mission of the immigration department			
I believe that the existing strategic plan contributes a lot to the performance of the immigration department			
All people in the department participated in the formulation of the strategic plan			
The budget of the department is in line with the strategic plan			
The immigration's strategic plan contributes to the effective allocation of resources			
The immigration's strategic plan promotes innovative skills of my subordinates			
The quality of immigration's services improved			
Others (Specify)			

7. Please give your comments if any

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.....

For more comments please contact:

Adamu Petro

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