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# The Role of Strategic Planning Processes on the Effectiveness of the Jordanians Ministry of Interior

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## Abstract

Drawing on the resources-based and the contingency theories, this study investigated the role of strategic planning process and effectiveness of Jordanian interior ministry. The study used face-to-face questionnaire distribution technique to gather data from 243 respondents. Because the sample frame was unavailable, a non-probability, purposive selection strategy was utilized to choose the participating individuals. The findings indicated that three dimensions of strategic planning process (scanning intensity, planning flexibility, and locus of planning) were significantly related to organizational effectiveness and hence supported. While the relationship between planning horizon and organizational effectiveness was not supported. The implication and conclusions were highlighted

**Keywords:** strategic planning process, scanning intensity, planning flexibility, and locus of planning, effectiveness, planning horizon

## Introduction

Recent years have seen a resurgence in interest in strategic planning as a tool for quickly altering corporate environments, making wise decisions, and affecting business operations (Alharbi, Dowling, & Bhatti, 2019; Elbanna, 2010). According to Gkiliatis and Dimitrios (2013), the competitive business environment's increasing level of unpredictability as well as the quick economic and political changes in international markets are to blame for the high rate of corporate adoption of strategic plans. The process of developing plans for an organization's ability to foresee and respond to a dynamic business environment is known as strategic planning. Such initiatives will unavoidably increase business competitiveness, which will enhance performance (Haleem, Jehangir, & Ullah, 2019). Strategic planning in contemporary organizations has been linked by academics to good organizational effectiveness. Today's successful organizations are well aware of the crucial role that strategic planning plays in achieving targeted organizations' goals, but few are successful in turning that strategy into results (Shepherd, Mooi, Elbanna, & Rudd, 2021).

According to Kriemadis, T., Kotsovos, and Kartakoullis (2009), the goal of strategic planning is to give a business a competitive advantage. However, strategic planning can benefit the organization in a challenging economy, create strategies that work by thinking strategically, create a logical and convincing basis for organizational decisions, enhance organizational effectiveness; successfully handle rapidly changing circumstances, and foresee potential issues and possibilities. In addition, enhances cooperation and competence, gives staff members a clear sense of the organization's strategic planning can benefit the organization to be future-oriented, and motivates and satisfies workers. Building consensus and involving organizational members in the strategic direction of the organization are accomplished through the strategic

planning process (Kaur, & Kaushik, 2021).

This study, which is centered on the Jordanian Ministry of Interior, intends to assess the organization's ability to carry out its strategic plan in light of the rapid changes (Ida, Ramli, Mustafa, & Yusoff, 2015). The aims of the strategic plan are highlighted as being scientific and existing paths for technology to link with developed countries in this study, which assesses the strategic plan as a detail of strategic objectives at various levels (general or operational). The traditional systems stage of strategic planning has given way to the stage of technology innovation. Because it has a beneficial effect on intended results, it is a process used by important management procedures to promote organizational effectiveness (Ida et al., 2015).

In Krause, Pagell, and Curkovic, (2001) study, formalization, time scope, control frequency, and strategic instruments were examined concerning organizational effectiveness. According to Suklev and Debarliev (2012), formality, strategic planning instruments, management and employee engagement, obstacles to effective strategic planning implementation and organizational performance are all related. Aldehayyat and Khattab's (2013) study focused on the functional scope, temporal horizons, environmental planning, planning methodologies, and participation and involvement in strategic planning. By measuring several facets of strategic planning, Gică and Balint (2012) investigated corporate strategic activities and included Formats, deadlines, the frequency of plan updates, and planning tools. Participation, written strategic planning, temporal scope, and strategic planning approaches were the four planning-related factors that Elbanna (2010) examined. The dimensions that were taken into account in this investigation are Scanning Intensity, Planning horizon, Locus of planning, and Planning flexibility which are the independent variables in this study to understand the organizational effectiveness Jordanian Ministry of Interior. Therefore, the objectives of this study are fourfold: (1) to examine the relationship between Scanning Intensity and Organisational effectiveness (2) to determine the relationship between Planning flexibility and Organisational effectiveness (3) to test the relationship between Locus of planning and Organisational effectiveness (4) to understand the relationship between Planning horizon and Organisational effectiveness. The conceptual model is in Figure 1.

***Organizational Effectiveness***

The idea of organizational effectiveness is how a company accomplishes what it set out to do. A successful organization is one that "produces more and better quality results and adapts more effectively to environmental and internal issues than other similar organizations," (Dhoopar, Sihag, & Gupta, 2022; Mott, 1972). According to Richard, Devinney, Yip, and Johnson (2009), an organization's effectiveness is influenced by a variety of internal performance outcomes that are typically linked to operations that are more effective or efficient, as well as economic valuations alone. It catches additional external behaviors that are pertinent to more general concerns than the pertinent considerations of shareholders, managers, or customers.

The research on the connection between strategic planning and organizational effectiveness is mainly classified into two categories. Griggs (2002) discovered that while the first category acknowledged that successful planning was the key to achievement, the second category connected planning with greater profitability. The prescriptive literature on strategic management, such as Glaister & Falshaw (1999), promotes a favorable connection between organizational effectiveness and strategic planning. Strategic planning and organizational performance are positively correlated, according to a meta-analysis by Schwenk & Schrader (1993) that looked at 26 publications investigating commercial organizations. In reviewing her 29 research publications, Greenley (1994) discovered data demonstrating the link between

organizational effectiveness and strategic planning. 26 published papers were examined by Miller & Cardinal (1994), who also discovered that strategic planning has a favorable impact on organizational success.

Kraus, Harms, and Schwarz (2006) discovered formalizing planning has a favorable impact on organizational performance in Austrian organizations. Taiwo and Idunnu (2007) discovered that strategic planning enhances organizational performance in a Nigerian bank. Glaister et al. (2008) discovered a substantial positive relationship between formal planning procedures and organizational performance in the Turkish Manufacturers Organization. Like Turkish firms, Egyptian organizations believe that the efficacy of strategic planning is favorably correlated with the use of strategic planning approaches (Aldehayyat, & Al Khattab, 2013).

***Strategic Planning Practices***

Strategic planning is what an organization does to carry out its strategy (Mintzberg,1993). It is well established that effective strategic decision-making is essential for achieving company goals and objectives (Kaur, & Kaushik, 2021). The public sector is the master of its fate and management decisions have an impact on organizational performance when the plans of the top management team are completely and correctly carried out within a democratically mandated environment. Even though scholars studying public administration generally agree that good strategy execution is a key factor in determining organizational performance. Only a few researchers have rigorously assessed the interior ministry (Toke, & Kalpande, 2021). There is still little systematic research on the critical factors relating to the execution of strategy in interior ministry management literature (Du, Zhang, & Mora, 2022). This study clarifies a crucial issue that permeates scholarly discussions on the strategic management and execution of critical decisions in the public sector: the significance of formal strategic planning practices in predicting organizational effectiveness.

The traditional method of strategic planning is characterized by a sequence of actions called planning and implementation. A strategy can be consciously developed once it has been established. However, this would suggest that strategic planning involves several different tasks, therefore in reality, not every stage of the process is carried out in isolation. Organizations always display both prepared or deliberate strategies as well as emergency plans (Weston, 2022). Noble (1999) recognized management as being essential to the implementation process and said that it could be accomplished centrally using tools like action planning and monitoring. Advocates of strategic planning in the public sector contend that well-defined actions that are focused on achieving goals are identified through formal processes like projects and business plans (Weston, 2022). One strategy used by public service organizations to close the gap between formulation and implementation is the establishment of a robust formal planning procedure.

***Scanning Intensity and Organisational effectiveness***

Environmental scanning is the management practice of learning about the occurrences and patterns in the surroundings of an organization (Hambrick, 1981). Finding and seizing fresh chances that emerge in the market environment is a necessary part of the company. Companies can uncover elements that might affect consumer markets and provide early competitive possibilities by closely examining their environment (YahiaMarzouk, & Jin, 2022).

The level of environmental scanning reveals an organization's propensity for risk management and preventive behavior. Environmental scanning managers can use the

appropriate knowledge and resources to handle uncertainty better than their rivals using strategic acumen and focus (Alvarez and Barney, 2005). Scanning is therefore a crucial component of strategic planning that managers use to successfully align their organizations for long-term competitive advantage in a continually changing market (Frølund, 2021). The significance of the level of environmental scanning, particularly the necessity of having current and trustworthy strategic information that managers need to spot opportunities and seize them, as well as the necessity of managing uncertainty and being proactive.

Prior research has demonstrated that organizations that use high scan intensity outperform other organizations in terms of developing strategic skills and surviving in unstable business contexts (Michallova, Snejina & WuZhan, 2015). A continuing management procedure called environmental scan intensity looks for early indicators of trends and changes in both the internal and external environment. To reduce ambiguity in decision-making, it is utilized to take action that simplifies the detection of threats and the recognition of opportunities (Michallova et al., 2015). Managers must frequently examine the environment for trends and developments in company technology, rivals, demography, and politics. These variables are dynamic, complicated, and highly dangerous, and they change rapidly (Drnevich, & West, 2021). Accordingly, Patton and McKenna (2005) state that administrators' scanning activity frequency can identify environmental change indicators, providing information for strategic action and response as well as analysis. To improve the efficiency of strategic management methods for establishing a mission, strategic activities, and vision, the frequency of scans in the environment can be utilized to develop alternative strategy adjustments (Qiu, 2008). Organizations gain knowledge and competitive strategies for the industry from scanning activities (Petrişor, 2013). Organizations may be able to take advantage of these possibilities or threats by acting strategically. Therefore, the following hypothesis is advanced:

**Hypothesis 1**: Scanning Intensity is positively related to organizational effectiveness.

***Planning flexibility and Organisational effectiveness***

Planning Flexibility refers to an organization's capacity to modify plans as opportunities and risks in the present environment change (Das, Baki, & Li, 2009). If there is a lot of uncertainty, Hills and Hultman (2011a) debate whether marketing techniques should be more adaptable. Effective decision-making strengthens the link between flexible planning and successful organizational effectiveness (Kukalis, 1991). To seize market opportunities or adapt to unanticipated market developments, organizations must stray from traditional planning methods. Therefore, it has been recommended that organizations functioning in highly uncertain and complicated contexts should have more strategic flexibility in their planning systems (Becker, 2002). As a result, organizations need to consistently seek possibilities and adjust their plans to changing conditions (Edwin Cheng et al., 2021). Additionally, Garonne and Davidsson (2011) contend that a certain amount of planning flexibility is helpful to deal with the uncertainty that comes with a project or new venture in its early phases. A high degree of planning flexibility, according to AlTaweel and Al-Hawary (2021), also makes it easier for businesses to react strategically to shifting circumstances.

Planning flexibility evaluates how quickly and effectively a company can respond to changes in its external environment. Flexibility is one of the internal environmental elements impacting the organizational practices of businesses in emerging markets like Jordan (Aldehayyat, & Anchor, 2008). According to the research, organizations typically have more adaptable planning systems because of the complexity of their external environment (Al-Khrabsheh, 2018). On the other hand, it is hypothesized that the management of the organization will be less flexible the more flexible the organization's strategy (Obeidat, 2021).

Therefore, the following hypothesis is formulated:

**Hypothesis 2:** Planning flexibility is positively related to organizational effectiveness.

***Locus of planning and Organisational effectiveness***

A locus of planning suggests exclusivity in the strategic planning process, whereas a deep planning level reflects enterprise-wide and strong staff participation. A participatory management organizational culture best illustrates the deep trajectory of planning (Whetten and Cameron, 2002). According to research, a sizable proportion of organizations directly credit team structures and workplace participatory management for their performance improvements (Barrette, Lemyre, Cornei, & Beauregard, 2007; Inuwa, Mashi, & Salisu, 2017). Additionally, in the complicated business climate of today, businesses dealing with turbulence and dynamism must have well-thought-out planning reasoning (Ifinedo, & Olsen, 2015). In a setting where the organization is an open market for innovation and risk-taking, a well-planned site enables major strategic problems to arise and be publicly recognized (Hwang, 2003).

Planning is recognized to take place when top management transfers responsibility, power, and authority to junior and intermediate management (Ifinedo, & Olsen, 2015). Shared responsibility can also be created by rethinking strategy inside an organization's divisions, as an organization's fundamental competitive advantage comes from its emphasis on resource utilization optimization (Obeidat, 2021). Encourage active engagement to facilitate strategic planning (Obeidat, 2021). As a result, it's critical to constantly motivate subordinates to take calculated risks, offer constant direction, and entrust them with senior management's obligations and duties without penalizing them for mistakes. In this way, strategic planning by top management fosters a productive workplace culture within the firm and empowers creative organizations. Therefore, the following hypothesis is formulated:

**Hypothesis 3**: Locus of planning is positively related to organizational effectiveness.

***Planning horizon and Organisational effectiveness***

The planning horizon is the duration required to carry out a plan (Dunbar, Rosman, Cohn, & Leonetti, 2022; Helou, 2017). Due to the short product lifecycles, organizations often have limited planning horizons (i.e., fewer than five years). They operate in a dynamic, highly uncertain, and constantly changing environment (Mahrous, Genedy, & Kalliny, 2020; Wieland, Hartmann, & Vargo, 2017) On the other hand, conservative businesses working in secure and established environments and with a lengthy product, lifecycles may benefit from a "long" term (Wieland et al., 2017). Due to their inability to react rapidly to changes in market demand, it is said that businesses with extensive time horizons are more likely to miss out on market opportunities. Both ineffective business procedures and ineffective corporate marketing may result.

The number of time managers takes into account while making long-term plans for an organization is known as its planning horizon (Das, 1987). An organization must have a portfolio of plans with pertinent short- and long-term strategies that are implemented concurrently (Murimbika, & Urban, 2014). For organizations fighting in a turbulent competitive market where product and service cycles are typically short, shorter durations (less than five years) are probably ideal. Organizations may adapt to possibilities coming from changing environments and produce the proper product and service innovations to remain competitive by having a short planning time, extensive environmental analysis, and high organizational planning flexibility will create a fertile environment for growth. Therefore, the following hypothesis is formulated:

**Hypothesis 4**: The planning horizon is positively related to organizational effectiveness.

## Underpinning Theories

***Resources based Theory***

Resources-based Theory (RBT) views a firm as a collection of resources that are dispersed unevenly within it, with disparities in those resources continuing through time (Amit & Shoemaker, 1993; Pereira, & Bamel, 2021). According to Barney (1991), an organization can be thought of as a collection of organizational resources. According to the resource-based view (RBV), businesses can obtain and keep a competitive edge by utilizing inflexible resources and abilities that are in short supply (McGahan, 2021). According to a resource-based perspective on business, an organization's competitive advantage and better performance are produced by organizational characteristics. RBT's main assumption is that using distinctive and idiosyncratic organizational resources and abilities can result in long-term higher performance.

How organizations might obtain and maintain these benefits is addressed by this idea. Focus the response to this query on a few critical internal resources for the company. This philosophy also emphasizes the sustainability of profits. Organizations can establish sustained competitive advantage if they utilize these resources well (ALI, 2017; McGahan, 2021).

Porter (1980) asserts that strategic planning produces a competitive position or status. Therefore, strategic planning is an integrated instrument designed to organize a company's resources in a way that develops a long-lasting competitive advantage. According to Moses, Echwa, and Murigi, (2019), an efficient strategic planning process that necessitates extraordinary environmental scanning can assist firms in seeing chances before their rivals and facilitate unique synergies between management or owners and managers.

***The Contingency Theory***

In organizational science, the contingency approach first appeared in the 1960s, and it has since acquired popularity in other business management research areas including Organizations (Donaldson, 1996; Osborn, Hunt, & Jauch, 1980), business strategy (Thietart, & Vivas, 1984), corporate financial reporting systems (Thomas, 1991), management accounting (Otley, 1980), and business planning (Grinyer, AlBazzaz & Yasai-Ardekani, 1986). The 1960s also saw the publication of groundbreaking work on contingency techniques (Lee, Hong, Kim, & MacPherson, 2022).

According to the contingency approach in the strategy literature, the applicability of various strategies depends on the business process's competitive environment (Donaldson, 2001). According to contingency theory, an organization's ability to successfully adapt to its organizational environment and conditions determines how well that firm does (Donaldson, 1996). According to the general model provided by contingency theory, an organization must fit its structure, strategy, and environmental setting appropriately to be effective (Lee et al., 2022). According to the contingency approach, the design of organizational systems is influenced by the environment. Any element outside the organizational structure under consideration is referred to as a contextual factor (Ali, 2017).

According to contingency theory, an organization's efficiency is generally based on a variety of characteristics, referred to as context variables, including its size, environment, and strategy (Abedin, 2021). The accomplishment of organizational outcomes, such as effectiveness, and organizational features, such as management practices, are supported by the

contingency theory. Financial and economic successes are components of organizational effectiveness. In many management practice settings, the use of contingent views as an alternative to concrete and universal views of business situations is common (Iftikhar, Purvis, & Giannoccaro, 2021). According to Donaldson (2001), the implementation of a plan should be appropriate for each specific situation, which could include various nations and organizations. In these circumstances, many studies observe a relationship between strategy and organizational effectiveness using contingency theory.

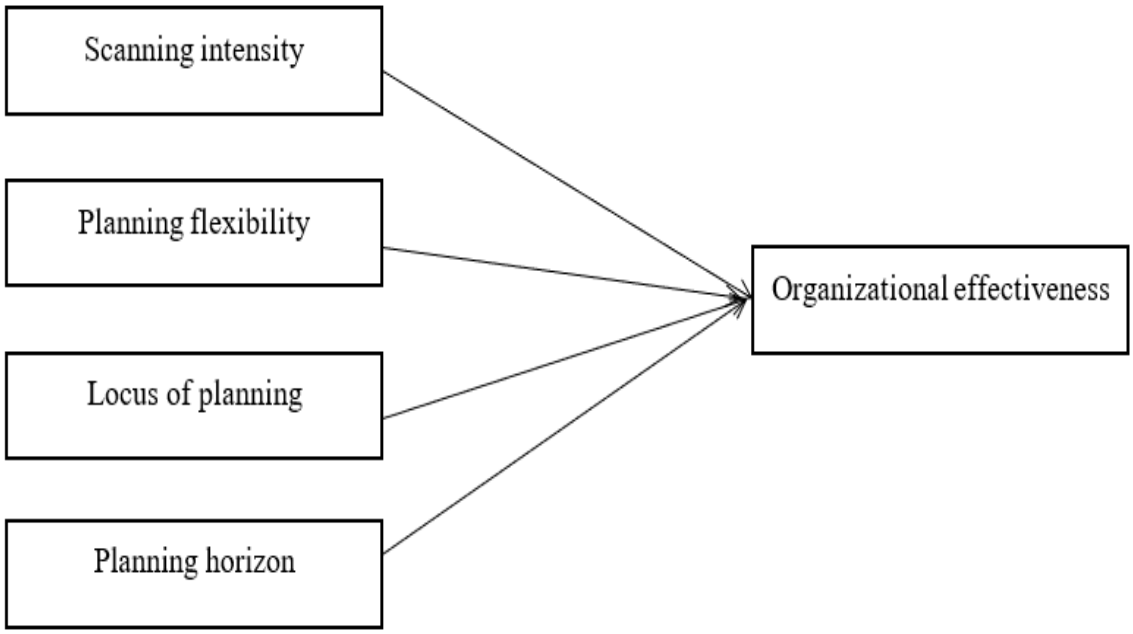


**Figure 1:** *Conceptual Model*

# Methodology

***Data collection and sample design***

Through face-to face questionnaire distribution, information was collected from Jordanian Interior Ministry. Because the sample frame was unavailable, a non-probability, purposive selection strategy was utilized to choose the participating employees. G-power was used to calculate the sample size, and as a consequence (Verma, & Verma, 2020), the present study's minimal sample size required to achieve appropriate power (95%) was 129. However, 385 survey instruments were distributed. As a result, 243 (67%) responses were obtained were found valid and therefore included in the analysis. This final sample size was also following the partial least squares structural equation modeling (PLS-SEM) minimum sample size recommendation of n > 160. (Kock, 2018).

***Measurement of the variables***

The perceptual ratings of the subjects were used to gauge the focus constructs. The structured questionnaire was developed using previously validated measures for relevant factors. For independent variables, we measured scanning intensity through five items adapted from Barringer and Bluedorn (1999), example of the item “gathering of information from suppliers and other channel members”. We also planning flexibility through the nine items adopted from Barringer and Bluedorn (1999), an example of the items is “the emergence of an unexpected opportunity”. Locus of planning was measured through five items adapted from Barringer and Bluedorn (1999), and the sample of the items is “can market to new customer

segments without approval". Planning horizon was measured through four items adapted from Barringer and Bluedorn (1999), and the sample of the items is "More than 5 years". Finally, for the dependent variable, organizational effectiveness, was measured through six items that were adapted from Delery & Doty (1996); Tsui, Pearce, Porter & Tripoli (1997) example of the items is "I am evaluated fairly based on my performance"

# Analysis and Results

***Preliminary Analysis***

Before judging the suitability of a model, the research made sure the data met criteria for multivariate normality. When the data was analysed using Mardia's coefficient approach, the skewness coefficient (4.898) and kurtosis coefficient (36.215) were both more than the threshold scores of 2 and 20, respectively, suggesting that the data was not normally distributed (Byrne 2013; Kline 2011). Thus, PLS-SEM, which uses the non-parametric inferential method known as bootstrapping (Sarstedt, Ringle, & Hair 2017), is preferable.

***Common Method Variance (CMV)***

Because all of the responses came from the same source, the CMV is known to exaggerate the strength of the correlations between the variables in the model (Bozionelos, & Simmering, 2022). Harman's Single Factor (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) and complete collinearity evaluation (Kock & Lynn 2012) can be used to uncover this possible bias. The findings showed that the maximum variance explained by an individual component was 28.03 percent (less than 50 percent). In addition, the evaluation of full collinearity yielded a variance inflation factor (VIF) below 3.30 (Kock & Lynn 2012). All in all, the results assure that CMV is not a threat in the present study.

***Statistical Techniques***

To analyze the research model, the current study employed the Partial Least Square-Structural Equation Modelling (PLS-SEM) technique with Smart-PLS 4 (Ringle, Wende, & Becker, 2022). PLS-SEM has been regarded as an excellent analytical approach for assessing models by lowering type II errors and can handle both formative and complicated model dimensions. (Chin, 1998). Hair, Hult, Ringle, Sarsted (2017) and Sarstedt et al. (2017), Hair et al., 2021a, Hair et al., 2021b, Hair, Hult, Ringle, Sarstedt (2017), Sarstedt, Ringle, & Hair, 2021) and Sarstedt et. al., (2022) emphasise the non-parametric nature of PLS-SEM as a significant extra benefit. This means that the criterion for normally distributed data may be relaxed, and the approach can now be used to analyze data in small-scale studies and exploratory research. As a result, it aids in the analysis of structural models that include multiple-item constructs with direct and indirect paths. According to Hair, Sarstedt, Ringle, Gudergan, (2017), Ringle, Sarstedt, Mitchell, & Gudergan, (2020) and Hair et al., (2019), and Sarstedt et. al., (2022), PLS-SEM is preferred over CB-SEM (covariance-based SEM) because of the measurement philosophy and analytic goal (i.e., to forecast and create theory rather than to validate theory) The PLS-SEM method was used to evaluate the measurement and structural model.

***Measurement Model***

The concept measures in the measurement model were tested for internal consistency reliability, convergent validity, and discriminant validity. Cronbach's Alpha, rho A, and composite reliability were used to assess the constructs' reliability. Table 1 demonstrates that the Cronbach's Alpha, rho A, and composite reliability criteria are all above the benchmark of 0.70 (Hair et al., 2017), indicating that the measures are reliable.

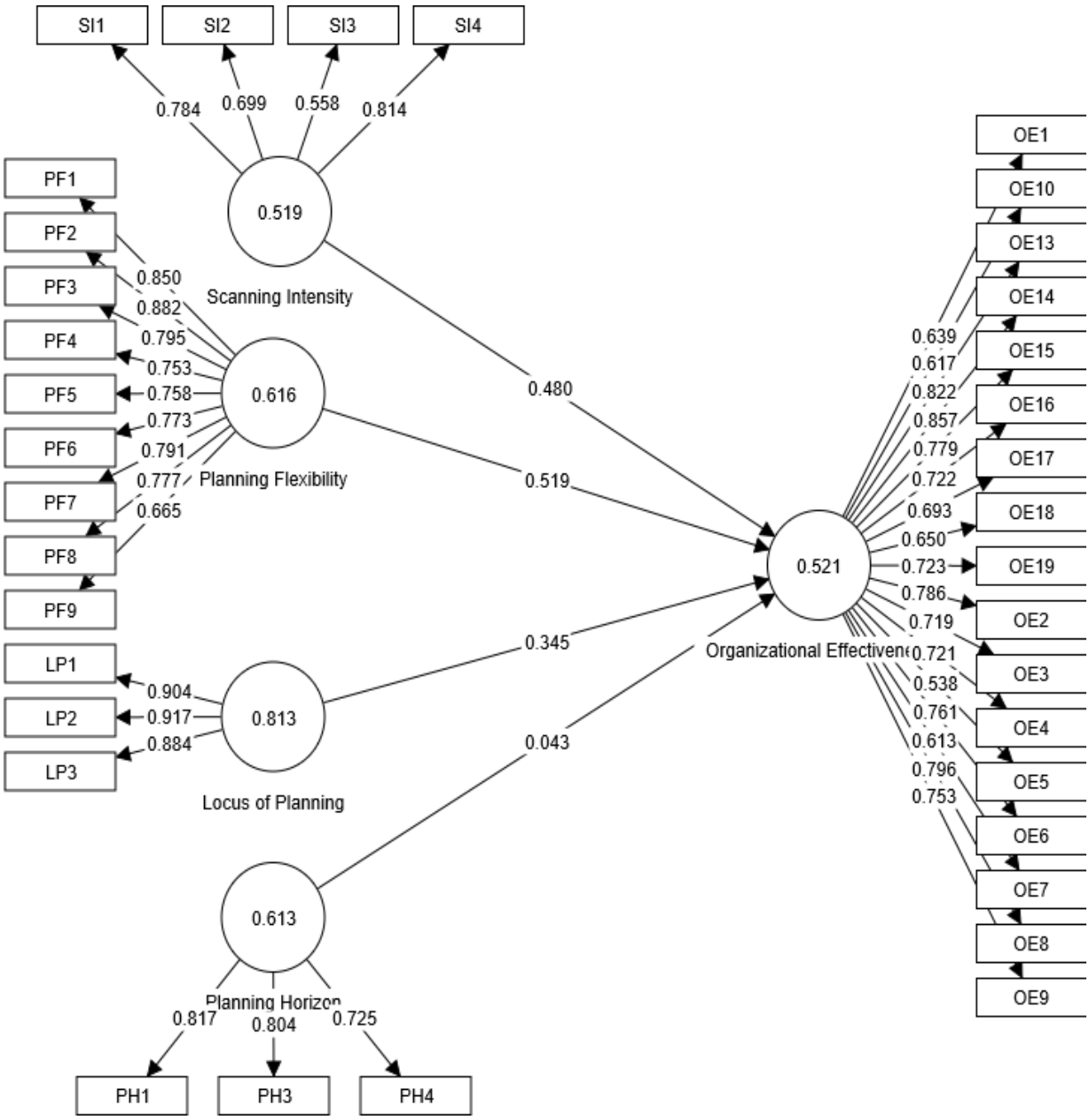


**Figure 2**: *Measurement model.*

In this study, Indicator loadings, composite reliability (CR), and average variance extracted (AVE) were used to determine convergent validity. In this investigation, convergent validity was attained when the indicator loadings were above 0.50, the composite was above 0.70, and the AVE was above 0.50, as indicated in table 1. (Hair et al., 2017).

Discriminant validity was assessed using the heterotrait-monotrait (HTMT) ratio with thresholds of 0.85 and Fornell & Larcker criterion (Franke, & Sarstedt, 2019; Henseler, Ringle, and Sarstedt, 2015; Rasoolimanesh, 2022)). Table 2 reveals that the correlation between all components was less than 0.90 (HTMT) and that diagonal values (bold) are bigger than off-diagonal values (Fornell and Larcker criterion). These findings backed up the evidence of good discriminant validity. Table 4 further reveals that all components have variance inflation factor (VIF) values less than 5 (Becker, Ringle, Sarstedt, and Völckner 2015; Hair et al., 2017; Rasoolimanesh, 2022), indicating that there was no worry about multicollinearity across the predictor constructs.

**Table 1.** *Convergent Validity*

| | Items | Loadings | CA | rho_A | CR | AVE |
|---|---|---|---|---|---|---|
| Locus of Planning | LP1 | 0.904 | 0.888 | 0.941 | 0.929 | 0.813 |
| | LP2 | 0.917 | | | | |
| | LP3 | 0.884 | | | | |
| Organizational Effectiveness | OE1 | 0.639 | 0.941 | 0.945 | 0.948 | 0.521 |
| | OE10 | 0.617 | | | | |
| | OE13 | 0.822 | | | | |
| | OE14 | 0.857 | | | | |
| | OE15 | 0.779 | | | | |
| | OE16 | 0.722 | | | | |
| | OE17 | 0.693 | | | | |
| | OE18 | 0.650 | | | | |
| | OE19 | 0.723 | | | | |
| | OE2 | 0.786 | | | | |
| | OE3 | 0.719 | | | | |
| | OE4 | 0.721 | | | | |
| | OE5 | 0.538 | | | | |
| | OE6 | 0.761 | | | | |
| | OE7 | 0.613 | | | | |
| | OE8 | 0.796 | | | | |
| | OE9 | 0.753 | | | | |
| Planning Flexibility | PF1 | 0.850 | 0.934 | 0.859 | 0.935 | 0.616 |
| | PF2 | 0.882 | | | | |
| | PF3 | 0.795 | | | | |
| | PF4 | 0.753 | | | | |
| | PF5 | 0.758 | | | | |
| | PF6 | 0.773 | | | | |
| | PF7 | 0.791 | | | | |
| | PF8 | 0.777 | | | | |
| | PF9 | 0.665 | | | | |
| Planning Horizon | PH1 | 0.817 | 0.709 | 0.704 | 0.826 | 0.613 |
| | PH3 | 0.804 | | | | |
| | PH4 | 0.725 | | | | |
| Scanning Intensity | SI1 | 0.784 | 0.798 | 0.724 | 0.809 | 0.519 |
| | SI2 | 0.699 | | | | |
| | SI3 | 0.558 | | | | |
| | SI4 | 0.814 | | | | |

**Table 2.** *Discriminant Validity*

***Fornnell & Larcker Criterion***

| Constructs | Locus of Planning | Organizational Effectiveness | Planning Flexibility | Planning Horizon | Scanning Intensity |
|---|---|---|---|---|---|
| Locus of Planning | 0.902 | | | | |
| Organizational Effectiveness | 0.142 | 0.722 | | | |
| Planning Flexibility | 0.592 | 0.127 | 0.785 | | |
| Planning Horizon | 0.646 | 0.126 | 0.435 | 0.783 | |
| Scanning Intensity | 0.160 | 0.360 | 0.352 | 0.179 | 0.721 |

***HTMT***

| Constructs | Locus of Planning | Organizational Effectiveness | Planning Flexibility | Planning Horizon | Scanning Intensity |
|---|---|---|---|---|---|
| Locus of Planning | | | | | |
| Organizational Effectiveness | 0.149 | | | | |
| Planning Flexibility | 0.72 | 0.121 | | | |
| Planning Horizon | 0.668 | 0.169 | 0.496 | | |
| Scanning Intensity | 0.153 | 0.299 | 0.388 | 0.351 | |

***Structural Model: Hypotheses Testing***

The structural model is evaluated using five steps (Becker et al., 2015; Hair, Risher, Sarstedt, & Ringle, 2019; Cohen 1988; Shmueli, Ray, Velasquez Estrada, & Chatla 2016; Shmueli et al. 2019). First, the variance inflation factor (VIF) was investigated to cross-check

the lateral collinearity issue. Table 4 shows that VIF values were below the cut-off score of 5 (Becker et al. 2015; Hair et al., 2017), indicating the problem of multicollinearity issue is not a concern.

Second, t-values, p-values, and confidence intervals were used to assess the significance of path coefficients in the structural model. The assumptions in the structural model were investigated in this study utilizing a bootstrap re-sample approach with 5000 sub-sample iterations. Table 4 and Figure 4 present the results of the relationships. Scanning intensity. Planning flexibility and locus of planning have significant relationship with organizational effectiveness (H1: $\beta = 0.480$, $p = 0.000$), (H2: $\beta = 0.519$, $p = 0.008$) and (H3: $\beta = 0.345$, $p = 0.001$) and therefore they were all supported. While planning horizon was not significantly related to organizational effectiveness (H4: $\beta = 0.043$, $p = 0.303$). hence H4 is not supported.

Third step involved examining in-sample predictive power (coefficient of determination, $R^2$). Ideally, $R^2$ values greater than 0.25, 0.50, and 0.75 can be measured as weak, moderate, and substantial, respectively (Sarstedt, Hair, Ringle, Thiele, & Gudergan, 2016). The results revealed that 29.3% (moderate) of the variance in organizational effectiveness is explained by exogenous variables (strategic planning processes) (refer to Table 4). Fourth, the effect size of the construct was assessed using Cohen's $f^2$ (Cohen, 1988). Likewise, the effect size ($f^2$) values above 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively (Cohen 1988). By looking at the $f^2$ values in Table 4, it can be observed that scanning intensity, ($f^2 = 0.282$), demonstrated a medium effect size in generating $R^2$ for organizational effectiveness, while planning flexibility ($f^2 = 0.221$) demonstrated a medium effect size in generating $R^2$ for organizational effectiveness. while locus of planning ($f^2 = 0.077$) demonstrated a small effect size in generating $R^2$ for organizational effectiveness. while planning horizon ($f^2 = 0.002$) demonstrated a no effect in generating $R^2$ for organizational effectiveness.

**Table 4**. *PLSpredict*

| Focal Construct | | PLS | | LM | | PLS-LM | |
|---|---|---|---|---|---|---|---|
| | $Q^2$predict | RMSE | MAE | RMSE | MAE | RMSE | MAE |
| OE1 | 0.126 | 0.823 | 0.553 | 0.880 | 0.617 | -0.057 | -0.064 |
| OE10 | 0.095 | 0.615 | 0.441 | 0.712 | 0.526 | -0.097 | -0.085 |
| OE13 | 0.142 | 0.703 | 0.559 | 0.773 | 0.591 | -0.070 | -0.032 |
| OE14 | 0.182 | 0.793 | 0.607 | 0.819 | 0.626 | -0.026 | -0.019 |
| OE15 | 0.137 | 0.673 | 0.545 | 0.670 | 0.532 | 0.003 | 0.013 |
| OE16 | 0.114 | 0.728 | 0.580 | 0.835 | 0.625 | -0.107 | -0.045 |
| OE17 | 0.120 | 0.735 | 0.572 | 0.791 | 0.593 | -0.056 | -0.021 |
| OE18 | 0.104 | 0.763 | 0.600 | 0.805 | 0.642 | -0.042 | -0.042 |
| OE19 | 0.068 | 0.802 | 0.624 | 0.871 | 0.646 | -0.069 | -0.022 |
| OE2 | 0.078 | 0.771 | 0.607 | 0.861 | 0.631 | -0.090 | -0.024 |
| OE3 | 0.139 | 0.724 | 0.533 | 0.778 | 0.583 | -0.054 | -0.050 |
| OE4 | 0.134 | 0.835 | 0.654 | 0.842 | 0.647 | -0.007 | 0.007 |
| OE5 | 0.034 | 0.758 | 0.616 | 0.751 | 0.603 | 0.007 | 0.013 |
| OE6 | 0.087 | 0.818 | 0.641 | 0.866 | 0.662 | -0.048 | -0.021 |
| OE7 | 0.197 | 0.911 | 0.603 | 1.018 | 0.648 | -0.107 | -0.045 |
| OE8 | 0.168 | 0.680 | 0.509 | 0.731 | 0.549 | -0.051 | -0.040 |
| OE9 | 0.129 | 0.702 | 0.558 | 0.822 | 0.610 | -0.120 | -0.052 |

Fifth, the predictive accuracy of the structural model was examined by focusing on "a novel approach for assessing a model's out-of-sample prediction" PLS predict for out-of-sample prediction (Chin et al., 2020; Hair et al. 2019; Shmueli et al. .2019; Shmueli, et al., 2016). Based on the PLSpredict assessment in Table 4, The results showed that some of the $Q^2$ values obtained by the PLS-SEM estimate are greater than those generated by the LM model, demonstrating the model's predictive capacity. By following the parameters outlined by Shmueli et al. (2019), the predictive results show that some of the items of the endogenous variables (organizational effectiveness) in the PLS model produced a minimal predictive error when compared to the LM model, showing that the model has medium predictive accuracy.

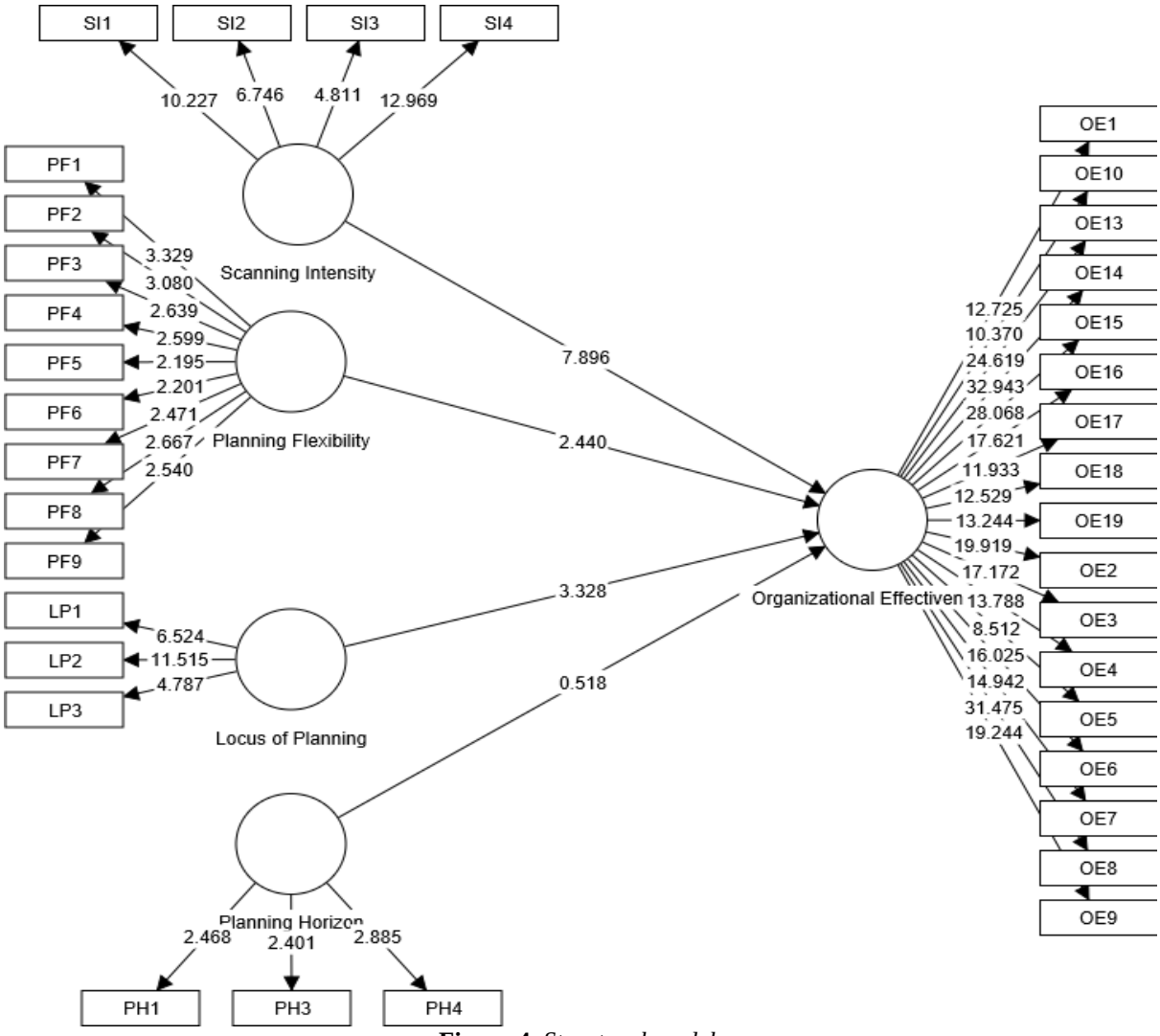


**Figure 4.** *Structural model.*

Table 5. **Results**

| Relationships | Std. Beta | Std. Error | t-values | p-values | Confidence Intervals | | Inner VIF | $R^2$ | $F^2$ | Decision |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | LLCI | ULCI | | | | |
| SI -> OE | 0.480 | 0.061 | 7.896 | 0.000 | 0.404 | 0.564 | 1.153 | | 0.282 | Supported |
| PF -> OE | 0.519 | 0.213 | 2.440 | 0.008 | 0.367 | 0.614 | 1.726 | 0.293 | 0.221 | Supported |
| LP -> OE | 0.345 | 0.104 | 3.328 | 0.001 | 0.28 | 0.49 | 2.177 | | 0.077 | Supported |
| PH -> OE | 0.043 | 0.084 | 0.518 | 0.303 | -0.131 | 0.142 | 1.737 | | 0.002 | NotSupported |

Note: LP- Locus of Planning, PF – Planning Flexibility, PH – Planning Horizon, SI – Scanning Intensity, OE – Organizational Effectiveness

## Discussion

This study adds to the growing demonstration of the need for various strategic management techniques for achieving higher levels of organizational effectiveness in the Jordanian Ministry of Interior. The findings demonstrate a significant correlation between scanning intensity and organizational effectiveness, and previous research suggests that given the rapid rate of environmental change, environmental scanning is one of the most crucial challenges for contemporary managers. These results are in favor of methods that demand organizations to proactively scan their environments for important developments and trends as well as to lessen the level of uncertainty in both their local and global contexts so that they can react rapidly to change the contemporary organizational climate is riddled with inconsistencies (Phelps, 2009), and businesses formerly considered to be the best may not be the best candidates (Qiu, 2008). Using organizational design as a foundation for organizations is one of these strategies for developing a dynamic dominating approach (Qiu, 2008).

Additionally, findings reveal a relationship between higher levels of Locus of planning and organizational effectiveness. According to the literature, deep planning sites are recognized to make it easier for people to be aware of, identify, buy, and deploy fixed resources so they may take advantage of opportunities as they arise in the environment. Additionally, findings reveal a relationship between higher levels of Planning flexibility and organizational effectiveness. Flexibility in planning is necessary for managers who want to create strategies and initiatives to enhance the level of their organizational effectiveness within the organization. The strategic plan can be kept current and organic with the help of a flexible system and in-depth environmental scanning, allowing an organization's endeavors to be strategically aligned. This is in line with Resources based Theory (RBT) that an organization's competitive advantage and better performance are produced by organizational characteristics. RBT's main assumption is that using distinctive and idiosyncratic organizational resources and abilities can result in long-term higher performance. Finally, the relationship between Planning horizon and organizational effectiveness is not supported in this study,

## Theoretical Implications

The study offers some significant insights on organizational effectiveness and strategic planning in the Jordanian interior ministry context sector. It specifically conceptualizes and evaluates the efficiency of Jordanian interior ministry management in the context of developing nations. In Jordan, which is in the center of the Middle East, a region that is both politically and economically turbulent, this study is also one of the first attempts to scientifically examine the organization's effectiveness from strategic management perspectives. Additionally, some of the theoretical gaps in the existing literature are filled by this study. The study takes into account a variety of factors while strategizing for the interior ministry. Furthermore, the study combined two theories into one model.

## Practical implications

The study had many significant implications for managers in the Jordanian interior ministry Context. First, the manager should think about planning for shorter durations than the existing five years given the shifting climate. This is because of the detrimental effects planning time has on organizational effectiveness. Second, due to their crucial roles, top management and the board of directors need to be more actively involved in the strategic planning process. Third, it's crucial that the management scan the environment regularly and attention to internal

strategic factors as well. Fourth, managers need to focus more on crucial instruments for strategic analysis such as scenario development and organizational culture. It is thought that the employment of these techniques enables an organization to function in a very unpredictable environment. Fifth, all functional areas, particularly R&D and technology, should be covered by the strategic plan.

## Limitation

This research has several restrictions. Since the study is cross-sectional, it is impossible to establish a causal link between strategic planning practices and organizational effectiveness. To offer more clarity and draw causal inferences about the association between strategic planning practices and organizational effectiveness levels, longitudinal research is required. This study depends on perceptual data, and responses may have been impacted by cognitive constraints as well as perceptual biases.

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