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Effect of Strategic Management Practices on Organizational Excellence

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Abstract: Strategic management is one of the prominent topics widely adopted for research purposes all over the academic society. It was argued that strategic management could encourage the organization to be more goal-oriented. At the same time, other opinions stated that being strategic in the approach means the organization strategically runs and manages its sources, abilities, and the human factor in achieving better performance. Also, many scholars agreed with that idea, arguing that strategic thinking means being more empowered to utilize the right item in the right place to achieve performance excellence. From that idea, the present research sought to investigate the impact of strategic management methods on bringing the company to peak performance. The SM practices used in the present investigation were (Strategic Planning, Strategy Formulation, Strategy Implementation, and Strategic Control). The study's goal was achieved via a quantitative technique; for this purpose, an online questionnaire was posted to Google Forms, and 268 persons from senior management inside Jordanian SMEs answered it. The study's findings revealed that strategic management practices positively affect organizational efforts to achieve excellence. Strategic control is the most significant variable with a correlation of r = 0.806, followed by strategy execution with a correlation of r = 0.584. Other factors (formulation and planning) had a weak to medium link but looked important in bringing the organization to excellence. Based on these findings, the research suggested establishing coherence between the organization's objectives and the strategic plans established to have a successful operational strategy. The report also included further suggestions.

Keywords: strategic management, strategic planning, strategy formulation, strategy implementation, strategic control.

战略管理实践对组织卓越的影响

摘要：战略管理是整个学术界广泛用于研究目的的突出课题之一。有人认为，战略管理可以鼓励组织更加以目标为导向。同时，其他观点认为，在方法中具有战略性意味着组织战略性地运行和管理其资源、能力和人为因素，以实现更好的绩效。此外，许多学者同意这一观点，认为战略思维意味着更有能力在正确的地方利用正确的项目来实现卓越绩效。从这个想法出发，本研究试图调查战略管理方法对使公司达到最佳绩效的影响。本调查中使用的战略管理实践是（战略规划、战略制定、战略实施和战略控制）。该研究的目标是通过定量技术实现的；为此，一份在线问卷被张贴到谷歌表格，约旦中型企业内部的268名高级管理人员回答了问卷。研究结果表明，战略管理实践对组织实现卓越的努力产生积极影响。战略控制是最显着的变量，相关性r=0.806，其次是战略执行，相关性r=0.584。其他因素（制定和计划）与中度联系较弱，但在使组织达到卓越方面看起来很重要。基于这些发现，研究建议在组织的目标和为制定成功的运营战略而制定的战略计划之间建立一致性。该报告还包括进一步的建议。

关键词：战略管理、战略规划、战略制定、战略实施、战略控制。

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1. Introduction

The term "strategic" comes from the Greek word "Strategos," whose meaning is associated with the concept of long-term plans in military battles, confrontation plans, and attempts at success. That implies that the concept of strategy is the initial foundation for managing wars and that the term "strategic" comes from the Greek word "strategos" [1]. Afterward, the concept of strategy was introduced into the administrative field to ensure the success of organizational processes based on an analysis of the organization's environment and internal and external operations and then arriving at a plan for the organization to achieve excellence in performance [2].

As the administrative field concept, strategy is associated with management to achieve a specific pattern of the organization's response to a wide range of factors, whether in the internal or external environment. It is also understood as the development of plans and goals to determine the mechanism for achieving organizational goals and the organizational perception of what can be accomplished. In the future, it will be the organization in charge [3].

1.1. Problem Formulation

Due to developments in the business environment, organizational excellence has lately received much attention and discussion [4]. However, leadership and subordinates in an organization must avoid all aspects of differentiation, multiplicity, and variety of knowledge to reach peak performance. Normal work is no longer defined by the traditional job criteria that predominated in the old bureaucratic hierarchy in the age of information and knowledge [5].

An organization's success is directly related to its work culture, staff competencies, and organizational structure [2, 6]. Therefore, it was argued that improving the degree of organizational commitment among workers may help an organization fulfill its objectives and missions.

Because of this, this study investigates the role of strategic management strategies in achieving the maximum degree of success for a corporation. Therefore, it was decided to take into account methods of strategic management such (Strategic Planning, Strategy Formulation, Strategy Implementation, and Strategic Control).

2. Literature Review

2.1. Overview of Management

The discipline of organizational management is concerned with directing and organizing the efforts of others in order to achieve a certain goal [7]. Additionally, a form of cooperation and coordination amongst numerous human activities to accomplish a purpose may be achieved [8].

While "the activity or arrangement adapted for collective activities of humans" [2] is a typical definition of "management," there are additional meanings available, such as the organization and direction of human and material resources [1]. For example, it is part of the management process to define a company's goals and devise ways to achieve them, called strategic planning. Instead, management is a set of policies and processes used to drive a company's human resources toward a certain future goal.

However, organizations have become more cohesive because of the need for goal formulation and implementation based on resource availability and internal and external environment assessment. In addition, all institutions require general guidance, goal setting, and policy implementation to achieve their objectives, which can be achieved through these methods [9].

2.2. Strategic Management

Strategic management has evolved throughout time due to the large variety of research methodologies available and the nature of the conclusions generated by these approaches. Strategic management is a state of affairs in which decisions and plans are developed and then studied, assessed, updated, and put into action to support the organization in moving ahead and reaching its goals [10]. Strategic management encompasses the creation and execution of an organization's objectives and the assessment and implementation of those goals [11].

Strategic management is the organization's expectation of its interaction with its environment. This expectation reveals the long-term operations to be carried out, the lengths to which the organization must go, and the goals to be achieved [12].

Strategic management was defined as the collection of management decisions and actions that determine an organization's long-term performance. It is drawing the organization's future direction, stating its long-term goals, and then selecting the most appropriate strategic style to achieve this in light of internal and external environment factors and variables [13, 14].

The strategic management process includes a sequence of decisions and actions that culminate in creating and implementing plans designed to achieve the company's goals [15].

In other words, "art" is defined as the capacity to develop, devise, and implement methods that aid a company in achieving its goals. According to the definitions above, strategic management is a kind of management that tries to connect an organization's internal operations with the external environment and the company's ability to achieve its objectives [16]. However, it is crucial to highlight that although strategic management is founded on this idea, it is also a dynamic process that enables the company to carry out its purpose with efficiency and effectiveness, assuring the attainment of objectives and organizational excellence [17].

As a general rule, strategic management is based on the adoption of decisions that result in creating an environment that promotes the achievement of organizational objectives and, as a result, the achievement of the organization's intended aims [18].

Strategic management is a collection of decisions and actions that assist businesses in achieving their goals [19]. That is partly because strategic management is an integrated set of operations that analyzes both the external and the internal environment and examines whether the adopted organizational strategies are appropriate to implement, considering risk factors and change in the external environment and supporting additional factors within the organization. Strategic management is a subset of operations that includes both the internal and external environments and examines whether the adopted organizational strategies are appropriate to implement in light of risk factors and changes in the internal environment.

2.3. Organizational Excellence

It may be difficult to identify and much more difficult to achieve organizational excellence [20]. For attaining organizational excellence, the standards of performance of the organization must be reached and even surpassed. Changing the organizational mindset and leadership style and emphasizing stakeholders are all necessary [4].

Organizational excellence is intentional in setting standards and processes to provide more value for customers while meeting their demands. A strategy is a holistic approach to quality management that incorporates all aspects of a company's operations and its customers [20, 21].

Organizational excellence is all about delivering extraordinary results for individuals directly impacted by a company's performance [22]. At this high degree of quality work in companies, the main purpose is to satisfy stakeholders. Organizations that do all they can to match the present and even future expectations of their stakeholders, whether they be government or non-governmental, stand out above the others [23].

It was argued that performance indicators have no real value unless they are measured against the concepts of "quality organizational performance" (QOP) and "quality culture" (QCL) [24]. When evaluating an organization's performance, strategic goals, vision, mission, and the concept of total quality should all be taken into account.

2.4. Hypotheses Development

Strategic management enables an organization to recognize and overcome the difficulties it will face as it works toward its objectives. It aids the organization in demonstrating the accuracy of the actions it is taking and the challenges it will face. In addition, strategic planning may be used to detect prospective dangers, which can then be utilized to build a risk management strategy capable of foreseeing future hazards and directing the organization to stand in front of, oppose, and finally defeat these threats [12].

An organization's strategic goals may be aligned with the program's objectives via strategic management procedures such as plan analysis, review, and access. This program can then be developed and its results monitored. It has been shown that organizational excellence may be reached if its strategy is planned, clear and visible. The organization may achieve its goals by adhering to a defined strategy that key decision-makers have agreed upon via relevant and achievable activities. A company's ability to meet and exceed its customers' and stakeholders' expectations shows that it has outperformed the industry norm [14].

In order to attain organizational excellence, the previously stated cadres, tools, equipment, leadership, and proper technology must all be strategically used and used. However, this is not the only approach to using and arranging these resources for the maximum benefit [25].

In order to achieve organizational excellence, the organization's vision and goals must be crystal clear, and its personnel must be fully aware of and dedicated to these goals [20]. To attain greatness, the research authors argue that strategic management methods like planning and execution are essential. By doing so, a business can better grasp the intended message and identify its objectives. Strategic planning may help accomplish objectives by laying out a plan for how to do so and then putting that plan into action after everyone has agreed on it. Strategic supervision is necessary to keep tabs on the strategy's implementation and results and assess the impact it has had on the company as a whole.

2.5. Model and Hypotheses

Based on the hypotheses development above, the researcher was able to draw the final hypotheses of the current study supported by a model that showed the relationship between variables.

2.5.1. Main Hypotheses

H: Strategic management practices support organizational trials to reach excellence.

2.5.2. Sub-Hypotheses

H1: Strategic planning supports organizational trials to reach excellence.

H2: Strategy formulation supports organizational trials to reach excellence.

H3: Strategy implementation supports organizational trials to reach excellence.

H4: Strategic control supports organizational trials to reach excellence.

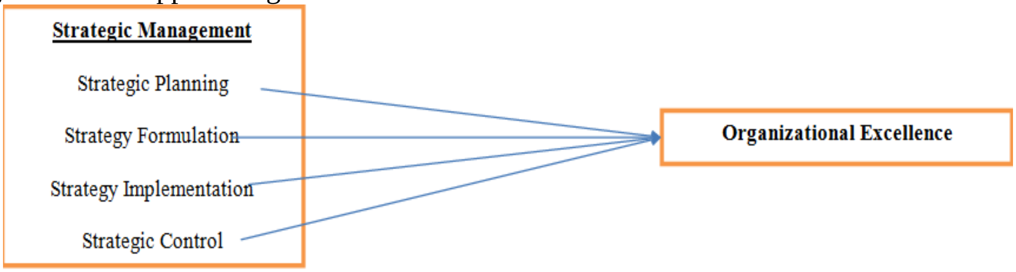

Fig. 1 Study model [26]

3. Methods

3.1. Methodological Approach

For this inquiry, a quantitative approach was used as the major methodology. Quantitative research involves sampling techniques and distributing electronic surveys and questionnaires, which may be analyzed using statistical methods to acquire data for the study sample members. An in-depth understanding of these numbers is required to properly foresee the study's findings and make appropriate modifications, which is frequently the product of quantitative research [27].

3.2. Tool of Study

The questionnaire was adopted to be the main tool of study. The sample's demographics were the first step in compiling the data collected by the survey (age, gender, education, and experience). Additional study factors (27 in all) were included in this section (Strategic Planning, Strategy Formulation, Strategy Implementation, and Strategic Control). The quiz was built using a Liker 5 rating system. This question may be answered in five different ways: The panel of academic experts in the subject matter arbitrated the disagreements amongst the panelists, removing any unnecessary statements, and the panelists all agreed.

3.3. Population and Sampling

To ensure that the study's general population was adequately represented, a random sample of (348) Jordanian SMEs' top management was taken throughout the fiscal year 2020-2021. With (268) properly completed questionnaires produced due to the application process, this is a statistically acceptable response rate of 14%.

3.4. Screening and Analysis

SPSS v. 23rd was used to screen and analyze gathered primary data. Multiple statistical processes were used, including:

- Mean and standard deviation;
- Frequency and percentage;
- Multiple regression;
- Linear regression.

Cronbach's alpha was utilized to test the consistency of the study tool. Alpha scored 0.948 represents the scale's consistency since it is larger than the acceptable percent of 0.60.

4. Results

4.1. Demographics

The frequency and percentages of responses were determined to study the respondents' statistics. Overall, males constituted the vast majority of respondents (73.1 %) of the total sample, with ages 29 and 34 years old constituted (42.2 percent) of the sample, who had earned an MA degree constituted (38.4 percent) of the sample, and who had more than nine years of experience constituted (72.4 percent) of the sample.

Table 1 Sample characteristics

	Gender	
	Frequency	**Percent**
Male	196	73.1
Female	72	26.9
	Experience	
0-2	32	11.9
3-5	16	6.0
6-8	26	9.7
+9	194	72.4
	Age	
22-28	77	28.7
29-34	113	42.2
35-40	63	23.5
+41	15	5.6
	Education	
Diploma	66	24.6
BA	93	34.7
MA	103	38.4
PhD	6	2.2
Total	268	100.0

4.2. Questionnaire

According to the study, respondents saw this questionnaire's statements favorably since every item scored higher than the scale's 3.00 mean. Investigation revealed that there is always proper utilization of funds through implementation. There was received a mean score of 4.41/5.00 as the most positively answered statement, while the least positively answered statement received a mean of 3.04/5.00 and was the least positively answered statement (Deliberate approach is made to guarantee a strategy formulation that is intentional and proactive).

Table 2 Descriptive analysis

Strategic Management	Mean	Std. Deviation
Strategic Planning		
Objectives of any strategy are previously examined and set	3.97	.996
Financial objectives are always a part of the strategy	3.65	1.216
Formal and informal processes are adopted to plan strategies	3.56	1.209
Short and long term objectives are put under consideration	3.73	1.130
Fundamental decisions and goals are put through strategy planning	3.79	1.039
Strategy Formulation		
Decision, path, and direction are set through formulation	3.10	1.357
A deliberate approach is made in order to guarantee a strategy formulation that is intentional and proactive	3.04	1.427
Strategy formulation follows a sound analytical structure and directive procedures	3.12	1.411
Through strategy formulation, the organizations develop a constant, open-ended, and changeable process through the strategy	3.20	1.388
In formulation, aligning and realigning an organization to its change environment is done and considered	3.23	1.367
Strategy formulation recognizes the importance of organizations arranging their internal practices to the external conditions	3.25	1.227
Strategy Implementation		
The implementation process follows direction and, at the same time, adopts a risk management factor	3.37	1.245
The hierarchal organizational structure is put into consideration through the strategy	4.06	1.158
Stakeholders are involved in the implementation of the study	4.12	1.163
Effective communication means are adopted through implementation	3.89	1.205
There is always a proper utilization of funds through implementation	4.41	1.029
Strategy Control		
Strategy implementation and results are monitored and controlled all the time	3.19	1.194
Results of strategy implementation are measured on regular bases	3.86	1.101
All operating systems of TQM are monitored	3.63	1.234
Comparative feedback is always done in order to take results	3.23	1.257
Diagnosis and analysis tools are used in order to locate gaps and close them	3.93	1.183
Organizational Excellence		
Organizational market share is increasing rapidly	4.38	1.069
Employee retention is vivid	3.16	1.198
Organizational identification is deeper and more valid	3.84	1.126
Relationship with stakeholders is healthier	3.61	1.251
Reputation is way better and intact	3.20	1.262
Better CRM through strategic management can lead to excellence	3.19	1.218

The same process was done on the study variables, and all of them scored higher than the mean of scale 3.00. The highest variable, scoring 3.96/5.00, was (Strategy Implementation) compared to the least positive variable (Strategy Formulation), which scored 3.15/5.00.

Table 3 Mean and standard deviation for the variables

	Mean	Std. Deviation
Strategy Planning	3.7388	.96585
Strategy Formulation	3.1536	1.16775
Strategy Implementation	3.9687	.95450
Strategic Control	3.5679	.95675
Organizational Excellence	3.5622	.95458

4.3. Hypotheses Testing

4.3.1. Main Hypotheses

H: Strategic management practices support organizational trials to reach excellence.

Table 4 Main hypothesis testing

Coefficients								
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	R	R Square
1	Constant	.981	.167		5.873	.000	.813	.661
	Planning	-.098	.057	-.099	-1.728	.085		
	Formulation	.000	.047	.000	-.008	.994		
	Implementation	-.052	.064	-.052	-.816	.415		
	Control	.885	.057	.887	15.473	.000		

Multiple regression results indicate that F = 128.318 is significant at the 0.01 level, indicating that Strategic management practices support organizational trials to reach excellence. Additionally, r = 0.813 indicates that there is a high correlation between the variables.

4.3.2. Sub-Hypotheses

H1: Strategic planning supports organizational trials to reach excellence.

Table 5 H1 testing

Coefficients								
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	R	R Square
1	Constant	2.709	.228		11.901	.000	.231	.053
	Planning	.228	.059	.231	3.869	.000		

Linear regression results indicate that F = 14.969 is significant at the 0.01 level, indicating that Strategic planning supports organizational trials to reach excellence. Additionally, r = 0.231 indicates that there is a weak correlation between the variables. As well as, the independent variable explains 5.3% of the variance in organizational excellence.

H2: Strategy formulation supports organizational trials to reach excellence.

Table 6 H2 testing

Coefficients								
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	R	R Square
1	Constant	2.905	.163		17.828	.000	.255	.065
	Planning	.208	.048	.255	4.300	.000		

Linear regression results indicate that F = 18.494 is significant at the 0.01 level, indicating that Strategic formulation supports organizational trials to reach excellence. Additionally, r = 0.255 indicates that there is a weak correlation between the variables. As well as, the independent variable explains 6.5% of the variance in organizational excellence.

H3: Strategy implementation supports organizational trials to reach excellence.

Table 7 H3 testing

Coefficients								
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	R	R Square
1	Constant	1.245	.203		6.128	.000	.584	.341
	Planning	.584	.050	.584	11.727	.000		

Linear regression results indicate that F = 137.526 is significant at the 0.01 level, indicating that Strategic implementation supports organizational trials to reach excellence. Additionally, r=0.584 indicates that there is a medium correlation between the variables. As well as, the independent variable explains 34.1% of the variance in organizational excellence.

H4: Strategic control supports organizational trials to reach excellence.

Table 8 H4 testing

Coefficients								
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	R	R Square
1	Constant	.694	.134		5.184	.000	.806	.649
	Planning	.804	.036	.806	22.195	.000		

Linear regression results indicate that F = 492.617 is significant at the 0.01 level, indicating that Strategic control supports organizational trials to reach excellence. Additionally, r = 0.806 indicates that there is a high correlation between the variables. The independent variable also explains 64.9% of the variance in organizational excellence.

5. Discussion

The current study aimed to examine the role of strategic management practices in delivering an organization to excellence. Therefore, a quantitative approach was utilized depending on a questionnaire; it was distributed to a convenient sample of (268) individuals from Jordanian SMEs' upper management. In addition, SPSS was used to screen and analyze gathered primary data, and the following findings were reached:

- High awareness of strategic management practices was apparent based on respondents' attitudes towards the statement in the questionnaire.
- Study results indicated that strategic management practices support organizational trials to reach excellence with a high correlation of r = 0.813
- All study variables scored a correlation between weak and high; the highest correlation was presented by strategic control, which explained 64.9% of the variance in organizational excellence.
- Strategy implementation scored a medium correlation that explained 34.1% of the variance in organizational excellence.

Both strategy formulation and strategic planning variables scored a weak correlation that explained 6.5% and 5.3% of the variance in organizational excellence, respectively.

The researcher discovered a link between strategic management practices and a company's capacity to attain organizational excellence in the study. This link was clear when they examined test findings that supported their original premise. Following an examination of the outcomes of our study, we can conclude that strategic management is a critical administrative tool that assists enterprises in flourishing by improving internal operations and enabling the company to respond to changes in the external environment.

Aside from that, strategic management supports managers in predicting, addressing, and improving internal and external changes via the use of strategic planning and the creation and enhancement of internal business patterns. Strategic management, according to research, can help managers avoid falling into the trap of recurring risks by assisting them in anticipating strategic outcomes of plans developed and, as a result, improving the ability of work departments to support excellence and success, which is consistent with the findings of [4].

Based on findings from research [20, 25], strategic management contributes to the organization's delivery of excellence by increasing the efficiency and effectiveness of the available resources, as well as paying attention to priorities and investment opportunities, also providing an objective viewpoint regarding administrative problems and thus contributing to their resolution. Organizations' desire for excellence may be aided by increased coordination and control over internal and external activities when a high degree of order and formality is introduced into management. Additionally, it assists the company in terms of time management and opportunity spotting and has a positive influence on staff behavior and morale.

Organizations may influence (rather than being influenced) the drawing, forming, and formulating of their futures. Strategic planning enables organizations to influence (rather than being influenced) the drawing, forming, and formulating of their futures [12]. Moreover, it enables companies to exert greater control over the environment in which they function rather than being reliant on external factors. In other words, strategic planning aims to improve and develop the performance of an organization in order to achieve superior performance. The reality of organizations demonstrates that the level of success an organization has in achieving this varies according to the efficiency with which it manages its strategies, plans, and implements them. It is from this point that organizations employ the strategic management method. If it wants to increase its competitiveness and performance, it has to do so as soon as possible. The increasing trend toward greater openness and globalization that echoes [20] has become necessary for the organization's existence and continuance in commercial marketplaces.

6. Conclusion

Strategic management is nothing but a rational approach to the organization, as it helps it determine the most appropriate strategic option within some different options. It encourages working individuals to interact with the organization's mission and goals by encouraging them to participate and engage in decision-making. It also enhances the understanding and awareness of managers and stakeholders by raising their level of performance because they are part of the organization and have a duty to achieve its vision, mission, and objectives.

In general, organizations adopt strategic management to maximize internal operations, increase profitability, and reach a level where the organization is compatible with customer expectations. Thus strategic management would raise the level of performance to surpass the expectations of customers and stakeholders through increased cooperation, creativity, and the creation of new organizational strategies. Although the scientific novelty of current research lies in connecting strategic management and performance excellence, this excellence was examined from the perspective of SMEs, which normally operate on a lower level of strategic thinking than huge organizations due to their size and field of operations. In addition, the current study, with all its results and hypotheses, could be an opportunity for small and medium organizations to create a high degree of participation between their strategic business units and increase the effectiveness and efficiency of decision-making processes, coordination, control, and discovery and correction distractions. Also, the current study started from the idea of organizational excellence and the importance of preparing the organization internally to increase its ability to deal with the external environment efficiently and effectively.

The current study can also help decision-makers make important decisions to increase market share, increase employee satisfaction, maximize gains for stakeholders, gain contributions from society and sector, and set priorities of the relative importance that would guide long-term goals and resources' allocations.

Generally speaking, this current study was limited to the following:

- Senior management of small and medium organizations;
- The study included Jordanian organizations only;
- Organizations that did not participate in the survey were excluded;
- The questionnaires that were not filled out

correctly were excluded;

- The study included organizations operating in Jordan during the fiscal year 2021-2022.

6.1. Recommendations

Based on the discussion and conclusion above, the current study recommended the following:

1. Increase employees' awareness of strategic management practices and not consider them as higher management duties
2. Organizations should be more aware of "strategic excellence."
3. Adopt the criteria of strategic excellence, which are represented in a clear vision and mission
4. Create consistency between the organization's goals and the strategic plans developed in order to reach a workable operational strategy

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