



# The Impact of Effectiveness of Strategic Planning and Management in the Development of Employee Performance

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**Abstract:** This study aimed to identify the impact of the effectiveness of strategic planning and management in the development of the employees' performance in the national company of electricity in the governorate of Irbid, through providing a strategic planning and issuing, implementation, evaluation and follow-up of the proposed plans. An 18- item questionnaire was designed and distributed on three dimensions after being validated. The research sample consisted of (294) of the company employees representing about (16.66%) of the study population and after applying the study tool over the sample and making the necessary statistical treatments. The results of the study have showed the following: there were no statistically significant differences at ( $\alpha \leq 0.05$ ), among the mean of the responses towards the impact of the effectiveness of the strategic planning and management strategy in the development of the performance of employees in the national electricity company in the governorate of Irbid due to the variable of gender; there were no statistically significant differences at ( $\alpha \leq 0.05$ ), among the mean of the responses towards the impact of the effectiveness of the strategic planning and management strategy in the development of the performance of employees in the national electricity company in the governorate of Irbid due to the job title and there were no statistically significant differences at ( $\alpha \leq 0.05$ ), among the mean of the responses towards the impact of the effectiveness of the strategic planning and management strategy in the development of the performance of employees in the national electricity company in the governorate of Irbid due to the work experience.

**Keywords:** Employee performance, strategic management, strategic plan.

## 1. INTRODUCTION

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

Therefore, the strategic planning as a new method in the planning and management, is one of the processes that depend embodiment logical and clear understanding of what is going on within the organization and trying to figure out the opportunities and risks involved and what can be the founder of the expected future envisioned and setting him though strategic planning in the industrial and

commercial enterprises working to improve the surrounding circumstances and the employment of qualified administrators and staff, update installations and facilities for that institution, and access to material resources required to achieve the desired goals of the institution (Zaher, 2007).

It should be noted that all institutions in the modern era facing great difficulties as a result of quick changes in the world and in front of these difficulties have become a traditional management unable to make the organization or institution able to compete. This makes it necessary for these institutions to use modern management methods and standards that will enable them to face the difficulties encountered in their march towards success.

On the basis of this principle, it is obligation on the national electricity company in the governorate of Irbid in the Hashemite Kingdom of Jordan to apply the practice of strategic management style as an urgent priority and inevitable so they can be increased its ability to compete and activate their performance but it is also the only way for their existence, especially after the increasing trend towards technological development of



modern life. The national electricity company in the governorate of Irbid adapts to study and apply for the new techniques at the international and global levels that allowing them to maintain its competitive position and improve it for its competitors. It has to resort to the application of strategic management style which represents an approach of a modern and trendy process that is characterized by its operations and the ability to increase the competitiveness of the organization to improve its performance. Therefore, strategic management is known as an organized effort to reach decisions, systems and strategic plans to get the results of profitability required to achieve the goal of the organization to satisfy the needs of the target group of customers (Kurdish :.2010). It requires the activation methods and ways of strategic thinking to develop and prepare future scenarios maps to the officials; this provides an analysis that leads to a clear strategy and specific decisions (McNamara, 2006) and (Wheelen & Hunger, 2006).

This study goes to the industrial and commercial field to learn about the role of impact the effectiveness of strategic planning and management in the development of the performance of employees, in a modest attempt to activate the strategic planning in the national electricity company in the governorate of Irbid. By taking advantage of those put on the industrial scene the business of the necessity of development and modernization in companies and institutions so that their outputs are capable of creativity and innovation and keep up with scientific and technological developments. Moreover it should be concerned with the current policies of the Hashemite Kingdom of Jordan, linking the reality of developments scientific and economic variables facing the community.

## 2. RESEARCH PROBLEM

It should be noted that the current world we live in is characterized by fast changes and the spread of information. This is bounded to organizations, companies and institutions that are conducted in a manner that management try to overcome the problems and obstacles to achieve the set and the objectives which it was created. This management method is the so-called successful strategic management and effective.

The sense of the problem has come through the researcher to look at previous studies that have addressed the issue of strategic planning and management, in order to stand on whether there is suitable for the application of strategic planning on the national electricity company in the governorate of Irbid Alhashimsh Kingdom of Jordan floor, and those studies: (Mohammad Al-0.2010), which touched on the impact of strategic management in raising the performance of business organizations (field study on food industrial organizations in Syria), as well as the

study (Zaher, 2007), which focused on strategic management and its impact in raising the performance of business organizations (field study on industrial organizations general in the Syrian coast), in addition to other studies that addressed the subject of strategic planning and strategic management.

It is noted that the previous studies had stressed the importance of strategic planning for the development of institutional and importance of the work system as input for strategic planning within the institutions, hence it is began to take shape in the mind of the researcher set of questions related to the impact of the effectiveness of strategic planning and management in the development of the performance of employees of the national electricity company in the governorate of Irbid, and these questions: Is the national electricity company keep pace with technological changes contemporary? Is the performance of employees in the national electricity company able to adapt to the rapid developments of the times? To answer these questions, we need policies that are serious and go about activating the strategic planning of directors and in the industrial and economic institutions, this is what this research will try to be addressed, and from this standpoint, the research problem crystallized in the following question: What impact the effectiveness of strategic planning and management in the development of the performance of employees in the national electricity company in the governorate of Irbid, Jordan?

The importance of research is as follows:

1. Shed light on the processes to be followed in the strategies of the national electricity company management in the governorate of Irbid, Jordan.
2. Identify ways to develop the national electricity company in the governorate of Irbid, Jordan.
3. Stand over the application of the national electricity company for strategic planning.
4. Develop appropriate solutions to overcome obstacles that may hinder the activation of strategic planning and management by proposing recommendations to look after the results of the field study.

### A. Research objectives

1. Identify the impact of effective strategic planning and management in the development of the performance of employees, in connection with the preparation of strategic planning.
2. Identify the impact of effective strategic planning and management in the development of the performance of employees, in connection with the passage of the proposed plans and implementation.



3. Identify the impact of effective strategic planning and management in the development of the performance of employees, in connection with the calendar and follow-up.

#### B. Research questions:

1. What impact the effectiveness of strategic planning and management in the development of the performance of employees, in connection with the preparation of strategic planning?
2. What is the impact the effectiveness of strategic planning and management in the development of the performance of employees, in connection with the passage of the proposed plans and their implementation?
3. What impact the effectiveness of strategic planning and management in the development of the performance of employees, in connection with the calendar and follow-up?
4. Are there any significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the responses of workers in the national electricity company, in relation to the impact the effectiveness of strategic planning and management due to the variables of search?

#### C. Selectors search

The application of research tools in the first month of the year 2014/2015

Spatial boundaries: the application of research in the national electricity company in the governorate of Irbid, Jordan tool.

Human border: working in the national electricity company in the governorate of Irbid, Jordan.

Scientific border (objective): deliberately researcher to provide organization study on the impact of the effectiveness of strategic planning and management in the development of the performance of employees may represent determine the impact of efficiency through three dimensions:

1. Setting strategic planning
2. The adoption of the proposed plans and implementation
3. Follow-up,

### 3. SEARCH TERMS

The following clarification of the Mvhomat main used in the search:

1. Strategic planning: is the process of shaping the organization and its future, and is interested to design strategies, and develop targets and time programs make the institution is able to recruit and optimal use of available resources, and invest smart opportunities in light of the analysis of internal and external environments in order to achieve the desired goals (Hilali 0.2006). Sagom was identifying strategic planning in the search

through the themes and dimensions covered by the study tools.

2. Strategic management: is defined as the rebuilding of the decisions and actions that will enable an organization to develop a viable targets. (Last 0.2003), and knows "the league" as the process includes the following steps: (leagu 0.2005.)

1. Assess the organization's mission and define its objectives
2. Strategic Analysis.
3. Strategy formulation.
4. Strategic choice.
5. Activation strategy
6. Calendar strategy.

The research is known as a procedural process that includes the formulation and implementation and activation strategies that will enable the national electricity company to develop clear and specific objectives.

The impact of the effectiveness means that the strategic planning in the national electricity company in the governorate of Irbid, Jordan is available, and expresses the procedural impact arithmetic average of the responses of employees in the company on the study tool for every dimension of the strategic planning process included in the study.

## 4. PREVIOUS STUDIES

### A. Arab Studies

Kubaisi' study (2012), entitled: The Impact of Strategic Planning in the electronic market share adopting trade (Case Study on Almetbina software for e-commerce companies in Jordan). This study aimed to investigate the effect of strategic planning in the adoption of e-commerce market share through empirical study on Almetbina software for e-commerce companies in Jordan. The researcher conducted field survey on the number of software companies (204) companies, through the design of a questionnaire included (37) paragraph, researcher has used the descriptive analytical method and through this approach study found a range of results, most notably:

1. The existence of a statistical impact of strategic planning on the market share in the software adoptive e-commerce company.
2. The existence of a statistical impact of strategic planning on the electronic processes variable in a software company.
3. The existence of a statistical impact of strategic planning on the electronic market share in the software company's logistics variable.



AL Mohammad' study (2009), entitled: The Impact of strategic management in raising the performance of business organizations (field study on food industrial organizations in Syria). This study aimed to investigate the effect of strategic management in raising the performance of business organizations through a field study on industrial food organizations in Syria. In addition to clarifying the concept of strategic management and its importance and its components and reasons for their application in the organizations under study, and have been known to the surrounding business organizations circumstances under study in order to determine the similarity between them and the conditions that require the use of strategic management style, and to identify the shape of the actual practice of the method of strategic management in the organizations under the study, in addition to the availability of the most important requirements for effective design strategies where, and finally to identify the impact of the application of strategic management style on the performance of the industrial food business organizations in Syria. The study found a number of results are summarized as follows:

1. There are significant differences between the circumstances surrounding the organizations in question and the surrounding business organizations which use a method of strategic management and scientific sense conditions differences.
2. There were significant differences between the results achieved through the use of traditional management style of the organizations in question and the results that can be achieved by business organizations using strategic management style.

Drash' study (2008), entitled: Strategic Planning for building human resources in Saudi universities (An Empirical Study on the Umm Al Qura University). The study aimed to identify the strategic planning for the building of human resources in Saudi universities through Empirical Study on Umm Al Qura University. The study also relied on the curriculum descriptive survey in the theoretical dimension of the study, and the dimension applied to the study was the case study method based on descriptive analytical method to confirm the case of University study adopted the Umm al-Qura, where the study on the basis of choosing the University of Umm unit villages administrative and social one, and the application of planning methodology strategic building of human resources at the university, were employed modern management techniques curriculum scenario approach trend analysis, in addition to the models and tools of quality using Alimtiap to work futuristic predictions to estimate future needs of human resources program adjust the quality and quantity and the

study of general trust of the performance of human resources at the University The study found Group results are summarized in the following:

1. Frame design and model (proposed) for the stages of strategic planning for the construction of human resources in Saudi universities.
2. Integrate the concepts of the knowledge economy in the fabric of human Binamoard strategy in Saudi universities

Aggressive et. Al' study (2008), entitled: The role of strategic knowledge to identify organizational development options study of the views of managers in the Iraqi mobile organizations. The study aimed to identify the role of strategic knowledge to identify organizational development options through the study of the views of managers in the Iraqi mobile organizations, as well as to clarify the role that knowledge plays a strategic dimension in the development of business organizations, moreover, it is designed to determine the choices, too, has identified two options are: Option initiator of the development process, and the choice of the respondent during the development of the changes in the environment. In order to achieve the objectives of research is designed to identify promised for this purpose, and distributed in the surveyed organizations, who are appointed by the director of a degree, and by (51) form, while the percentage of recovered them (88%). After addressing the axes theory, which can be represented through a number of keywords, are: strategic knowledge, organizational development, strategic options for the development, and models, and for description appointed, was obtained data from the field respondent analyzed using simple correlation coefficient, and models of linear regression Simple as well, which helped to achieve a set of results, which have been in the light of crystallizing a number of conclusions, most notably: the possibility to generalize about the strategic knowledge, as having a material impact development, and different choices in, especially initiator option. In light of, inter conclusions, presented research proposals, and perhaps the most important: the proposal that urges organizations, intending to development, in a way makes it a strategy or vision organizations, to pay proper attention to the strategic knowledge of their importance in this area.

Zaher's study (2007), entitled: strategic management and its impact in raising the performance of business organizations (field study on general industrial organizations in the Syrian coast). The study aimed to identify the strategic management and its impact in raising the performance of business organizations, a field study applied to industrial organizations in the Syrian coast, where he addressed the research concept of strategic management and components, importance and requirements to apply scientific and practical steps to be

followed in business organizations management strategies and knowledge of the differences between them and the steps involved in general industrial business organizations strategies in the Syrian coast management in addition to knowing the results they have produced. It also touched on the availability of the application of strategic management in those organizations as well as the requirements to demonstrate the relationship between the application of the concept of strategic management and performance in it. The research has come to a set of findings and proposals can be outlined as follows:

1. The existence of large palaces and clear in how to develop strategic proposition in organizations on how to put the scientific concept.
2. A significant reduction in the proportion of compatibility between the properties of the message in the organizations and the characteristics of an effective message to the scientific concept and should be available.
3. The significant decrease in the proportion of compatibility between the characteristics of the strategic objectives of the organizations and the characteristics of a good strategy targets the scientific concept and should be available.

Aldhadar (2006) studied the relationship between strategic direction and the senior management in the Palestinian universities and competitive advantage (field study on universities Gaza Strip).

The study aimed at the relationship between some of the strategic direction of variables such as analysis (strategic planning - innovation and technological change rates) as independent variables, and the gain competitive advantage, also aimed to recognize the fact that the strategic direction to the senior management in university institutions in the Gaza Strip, and to try to improve their ability to exploitation of resources owned by the Foundation to achieve their strategic objectives, researcher has used the descriptive analytical method, the study adopted a resolution as a tool to collect data applied to (165) of workers in the top departments in the Palestinian universities in the Gaza Strip, the study reached the following findings:

1. The proportion (50%) of the sample size would agree that the concept of strategic planning and senior management are clear for Palestinian universities.
2. There are statistically significant differences between all the strategic direction and competitive advantage for higher education institutions in the Gaza Strip variables relationship.
3. The proportion (61%) of the study population emphasizes the need to create suitable for the

application of TQM to reach for excellence environment.

#### *B. Foreign Studies*

The study of Pathak,(2010) aimed to investigate the effect of strategic planning on the sector of small and medium-sized companies. The study also aimed to focus on strategic behavior, and examination of the internal effect of the application of strategic planning, in addition to knowing the extent of the use of ready-made software in the work of these companies, the study sample consisted of a group of small and medium enterprises, and the standard selection of companies to be each company (100) factor, The study was descriptive analytical method used. The results indicated that the medium-sized organizations were used software packages ready greater than small organizations heavily, where indicated that (67%) of small organizations used the software, compared with (% 95.2), medium-sized organizations, and (% 72) of the medium organizations compared with (59.8%) of the organizations, as the results of the study showed that the data processing rule took proportion (11%), while the statistical package was used by (9.9)% medium-sized organizations.

The study of Glaister, (2009) aimed to identify the nature of the relationship between strategic management and management information systems, through the examination of the difference in strategic information systems in industrial and commercial companies, where it was noted that the strategic information systems of the major concerns for managers of companies planning planning. This study is part of a large study has been conducted to discover all of the planning, management and use of information systems in large companies, A survey was carried out by e-mail where included (1155), industrial and commercial business organization. The sample included three categories of organizations are small organizations which works out (20-100) factor and medium organizations which works out (100-499) factor and large organizations which employs 500 workers and more. The study found the following results:

1. The large number of organizations did not follow the formal planning of information mechanism, where it appeared that the strategic planning for information systems in most companies is not widespread, and some of them who has the strategic planning for information systems was not responsive to the corporate planning, but the information systems of the plan separate.
2. Most companies did not adopt information systems strategic planning issue also did not take the strategic planning for information systems needs into account.



The current study has been agreed with most of the previous studies in terms of the methodology used, while it differed in the purpose of the study and its findings. While representing the current objective of the study to know the impact of the effectiveness of strategic planning and management in the development of the performance of employees in the national electricity company, has aimed study (Qubaisi, 2012) to investigate the effect of strategic planning in the adoption of e-commerce market share through empirical study on Software Companies Almetbina electronic commerce in Jordan, and the study of (al-Mohammad al, 2009), which dealt with the impact of strategic management in raising the performance of business organizations through a field study on industrial food organizations in Syria, in addition to the study of (aggressive 0.2008) and study (Zaher, 2007) by which focused on the role of strategic knowledge to identify organizational development options, as the other study showed the impact of the strategic management of the business organizations, also showed study (Dahar, 2006), the relationship between some of the strategic direction of variables such as strategic planning - innovation rates and technological change as independent variables, and gain competitive advantage . She also noted the study of each of the (Pathak, 2010) and (Glaister, 2009) to the effect of strategic planning and its importance as well as the strategic management and activated within companies.

It is worth mentioning that the difference in the goal of the current study and questions and appointed to make it different from previous studies, noting that this difference does not deny that the researcher benefited from previous studies in terms of the methodology and tools used in the statement of the impact of strategic planning and management in the performance of employees in the national electricity company, Researcher of the findings of these studies and the method also benefited displayed in the development of research tool, as well as access to effective strategic planning, and this means that the current study was an extension of previous studies in terms of the importance of directing industrial and commercial, public and private institutions towards activating strategic planning and management.

### C. *The theoretical frame work of the research*

The strategic planning included the working methods of systematic and programmed for the success of the work of organizations and companies of strategic management, and this is achieved through the potential available alternatives, to add clarity to the desire created goals, and in the world has become a small village; see Joseph (2008). The strategic planning and systematic process are necessary to achieve its goal, and at the same

time respond to the surrounding environment and guiding strategic planning to acquire materials and allocated towards achieving those priorities, as pointed out by Khafaji (2004). From this simple boot the researcher believes that a set of principles and steps that need to be adopted by the national electricity company in Jordan to help those in charge of this company to make the right decisions.

1. Nature of the relationship between strategic planning and management: The concept of strategic management a series of decisions that lead to the development of a strategy or specific strategies to achieve the goals of institutions group. The strategic management is a system of interlocking processes related to the analysis of internal and external environment and the formulation of a clear strategy that activated in the light of the analysis of the impact of important variables, preferably including a strategy for the institution advantage and maximize accomplished in business activities (Levin, 2000). Strategic Management are differ from strategic planning and operational planning, strategic administration in the result of the evolution of the concept of strategic planning and expansion of the scope and enrich the dimensions, Strategic planning is a component of the strategic management elements rather than strategic management of specific because of strategic management also means managing organizational change and management of organizational culture and management of resources and environmental management in the same time, the administration is interested in strategic present and the future at the same time, while the strategic planning is the prediction for long-term process and to predict what will happen and the allocation of resources (Policastro, 2003).

Hence, we can say that the national electricity company in the governorate of Irbid adoption of strategic management in monitoring and evaluating the performance and the performance of their employees, as an integrated system supports strategic planning of priorities, in addition to activating the creative process in the national company as a process of dynamic which seeks to achieve a sense of satisfaction by workers and those in charge of this company. Based on the above it can be said that the hallmark in the activation and application of strategic management is to encourage and reward employees and involve them in the decision of the National Electricity Company Irbid decisions, ensuring success in the tasks assigned to them.

It should be noted that the importance of strategic management illustrated by understanding the challenges facing the organization, and these challenges accelerations on the qualitative and quantitative level in the business environment, as well as increase the competitiveness unit, and technological development,



and the lack of resources, lack of stability in the market conditions and, finally, the transition from a society depends on the industry to a knowledge-based society (Moroccan 2003). It can light guide on the basics of strategic management through the following: (Wheelen, & Hunger, 2006).

2. Structure of the organization both internally and externally analysis: second message to identify the institution approved plans so they can be drawn the outline of the processes taking.

3 Activation of strategies through the development of programs, budgets and discretionary procedures for implementing the required functions.

4. Monitoring the implementation of the strategy through the supervision of the performance and to take effective measures.

Accordingly, the entrances of strategic management may be different from one institution to another, but most of the components involved in this process are :

1. Identify the overall outlook.
2. Establish a future strategic alternatives.
3. Having a good organizational structure, to make sure that the systems currently in place and fit the requirements of the implementation of the strategy.
4. Organize and control strategy to ensure progress towards achieving the desired goals.

*D. importance of strategic planning*

Strategic planning is a management concepts, which are mainly dependent on a clear and well-defined strategy management, and if the adoption of strategic planning in the industrial and commercial enterprises, it helps the organization to respond to changes in the internal and external environment and from that perspective, strategic planning is an important means to enable organizations to renew competitiveness and make it successful and relevant considerations, objectives and standards for long-term message futuristic environment.; see, Hariri et al., 2008).

Based on the foregoing, the Mvhomat strategic planning built to take specific and clear decision-making process and build on the future information so they can be to their impact in the future, and it is determined by the objectives, strategies and programs of time and make sure to activate programs and plans approved and clear, and will researcher shed light on the objectives of the possible reached from which to demonstrate the impact of the effectiveness of strategic planning and management in the performance of employees in the national electricity company and by clarifying the setting for strategic planning, and the statement of approval of

the proposed plans and implementation, and addressed to the calendar and follow-up, and will be done through dealt with in the field side, note that the space research current not accommodate a full presentation of ideas concerning the nature of the study.

*E. The field study procedures*

The researcher is asking the following: what impact the effectiveness of strategic planning and management in the development of the performance of employees in the national electricity company in the governorate of Irbid, Jordan? To answer this question and test the hypothesis, the researcher ha to determine the curriculum, describe the study population, and the tool used.

1. Methodology

Descriptive analytical method was adopted to investigate the views of the study sample (workers and administrators in the national electricity company) to find out their views on the impact of the effectiveness of strategic planning and management in the development of the performance of employees in the national electricity company in the governorate of Irbid, Jordan, and take advantage of these views after analyzing the data.

The governorate of Irbid statistics shows that the total number of employees and administrators about (1764), where the researcher had chosen stratified random sample composed of 294 employees of the national electricity company, representing about (16.66%) of the original community of the study. After determining the sample size required to be withdrawn, the sample was chosen taking into account the dispersion in the original society ratios according to the study variables (sex, Job title, work experience, income), by following the proportional distribution of samples class method (Proportional Allocation) according to the following law:  $seen = (see / T) \times n$ , where (seen): refers to the desired size of the sample withdrawn from each layer; and (see): the size of the community in the class number (t); and (c): Represents the total size of the original community (Fahmi 2005). The following tables show the distribution of the study sample according to the variables of job title, and sex.

**Table 1: The distribution of the sample**

Job title	males	Females	Total
Administrative	116	33	149
Workers	143	2	145
Total	259	35	294



It is clear from Table (1), the number of administrators of males and females in the National Electricity Company (149) that represents 50.68% and the number of workers, male and female (145) that represents 49.32%. Administrators and staff have been distributed by the variables of experience in employment and income, as shown in the following table.

**Table 2: The distribution of the sample according to the variables of work experience and income**

Work experience	Income Jordanian Dinars			Total
	1000 to 500	2500 to 2000	3000 and above	
< 5 years	43	31	7	81
5 -10years	49	39	9	97
>10 years	59	44	13	116
Total	151	114	29	294

It is clear from Table (2), the number of workers who have experience (less than 5 years) (81) that represents (27.55%), the number of workers who have experience (5-10 years) 97 that represents (32.99%), and finally the number of workers who have experience (over 10 years) that represents percentage (39.46%).

## 2. Study tool

The researcher has taken the opinion of the respondents about the dimensions of the study who has been asked to put mark (true) before responding that reflect the opinion of each phrase. The responses are ranged to: very strong, strong, medium, weak, very weak. After this step it was to identify the basic dimensions of the tool of the study. The tool is consisted of two parts: the purpose of the study and their variants and items of resolution (18) that is distributed over the number of fields of study.

## 3. Honesty

The questionnaire was ratified account in three ways:

1. Virtual honesty: The questionnaire was presented to a group of arbitrators numbered (7) arbitrators in order to identify the following: - the gateway to the field of affiliation, the importance of the phrase, suitable response scale. The researcher conducted all the required modifications. It then became a resolution in its final form ready for application, where he settled the final number of paragraphs on (18) that is divided into three dimensions.

2. Internal consistency: to ensure the veracity of the internal consistency of the questionnaire was distributed to the exploratory sample of (75) from (administrators and workers in the national electricity company), have been unloading their answers in the Statistical Package for Social Sciences (SPSS 15.0). It was subsequently between the college class correlation coefficients for each account after the total score of the questionnaire. The following table shows the sincerity of the internal consistency of calculation procedures.

**Table 3: the Pearson correlation coefficients for all grades after college primarily.**

Dimension	The value of the correlation	Coefficient significance
Setting strategic planning	0.587	0.000
Proposed plans and implementation	0.523	0.000
Calendar and follow-up	0.466	0.000

The correlation coefficient is statistically significant at the level of significances 0.05 and 0.01. Moreover, it can be seen from the above table that the correlation ranged between (0.466 - 0.587) and this shows that all of these dimensions have honestly internal consistency. Honesty discriminatory (comparison terminal) was validated this kind of honesty mediated choose the highest and lowest (25%) of the total scores for each dimension and the identification of the whole of the exploratory sample (number of members of the group ~ 19) after being arranged in descending order, were tested to see if the difference between the two groups was statistically significant at the level of significance (0.05) using the t-test for independent samples. The Student test is shown in the following table. Where (T) is smaller than the significance level (0.01), this indicates the presence of statistically significant differences between the mean scores of the two categories of the exploratory sample estimates of the resolution and on each dimension of the dimensions at the level of significance (0.01). This indicates that the discriminatory power of the questionnaire, which means it is sincere in distinguishable well among the lower class and the upper class.



**Table 4: The results of the test (T) Student of sincerity discriminatory measure**

Variable	Groups	number	Average	Deviation value	Value T	Degree of freedom	Sig.
Setting strategic planning	Minimum category	19	15.32	1.974	-14.277	36	0.000
	Supreme category	19	25.58	2.434			
Proposed plans and implement	Minimum category	19	41.05	2.818	-16188	36	0.000
	Supreme category	19	59.68	4.151			
Calendar and follow	Minimum category	19	43.79	3.084	-15.059	36	0.000
	Supreme category	19	61.58	4.337			
resolution whole	Minimum category	19	201.16	9.118	-15.059	36	0.000
	Supreme category	19	262.68	15.297			

4. Questionnaire stability

Stability refers to "the reliability of the information provided by the tool, which is expressed numerically through coefficient is known by a factor of stability, and whenever the parameter value higher the test tool or the stability of the top, it means that the error degree in less scale. To investigate the stability of questionnaire, the researcher follows the following ways:

1. Cronbach's alpha: a method requires the correlation of items with each other expense (Michael, 2006). Table (5) shows the Cronbach's alpha coefficients that indicates the stability of the questionnaire and dimensions.

**Table 5: Cronbach's alpha**

Dimension	Cronbach alpha coefficient
setting strategic planning	0.419
Approval of the proposed plans and implementation	0.581
Calendar and follow- up	0.633
General stability	0.181

It can be seen from the above table that the Cronbach's alpha coefficients of the dimensions of the questionnaire ranged between (0.419-0.633), which is acceptable stability coefficients. Moreover the overall persistence of identifying factor of (0.818), a high reliability coefficient indicates that the resolution has a high degree of stability and reliable in the field application of the study.

2. Retail way midterm: carried out according to this method scale segmentation into two halves, and the best of the division basis is that the first section contains the individual vocabulary, and the second section on marital equation), and then enter factor corrector it through the mathematical formula for Spearman-Brown and Guttman (Abu Alam, 2006).

**Table 6: Midterm retail coefficient**

Dimension	Brown spearman coefficient	Guttman coefficient
Preparation for strategic planning	0.443	0.623
Approval of the proposed plans and implementation	0.615	0.692
Calendar and follow- up	0.514	0.509
General stability resolution a whole	0.744	0.794

It can be seen from the above table that Spearman Brown coefficient ranged between (0.443-0.615), and Guttman (0.509-0.692) and is acceptable stability coefficients, as was the overall persistence coefficient indivisible midterm Spearman Brown's (.744) and Guttman (0.794), which is stability coefficients acceptable and statistically significant.

**Table 7: Correct resolution**

Min. degree	Graduate degree	The nature of the impact
Average	Strong	Very strong
2.4-2.6	3.44-2	5-4.2
204-15.6	252-20.4	30-25.5
612-46.8	756-61.2	90-75.6

**Table 8: Averages and standard deviations for phrases after setting strategic planning according to the descending order**

Ferry	Ferry	average	Standard deviation	Grade	class
1	A clear long-term planning the national electricity company	3.55	1.47	1	strong
4	Employees have the opportunity to contribute to the strategic planning process	3.54	1.24	2	Strong
6	Adopted in the national electricity company	3.51	1.38	3	Strong
2	Government agencies to support planning process in the national electricity company	3.39	1.33	4	Strong
5	The distraction of responsibilities to the member of the planning team in the national electricity company	3.32	1.32	5	Strong
3	The use of experts in the national electricity company	3.01	1.45	6	Medium
Weighted average		3.39	0.43		strong
The overall average		20.32	Strong		

Scale study tool was given the rule of evaluating the degree of use of every dimension of the impact of the effectiveness of strategic planning and management in the development of personnel performance from the viewpoint of the respondents in the national electricity

company, according to the following correction, which was adopted by calculating the length of the class according to the following law key length: Category = range / number of categories (Salama, 2002); see, table (7).

From table (8) it is clear that the average of the responses for phrases after setting strategic planning have all been reached (20.32) which is located in the (strong level) according to the correction key, and ranged for phrases after setting strategic planning between ( 3.01-3.55), between the lowest and highest average. Attribute researcher response (respondents) for phrases after setting strategic planning strong enough; that the national electricity company in Irbid based Veceasthe on the strategic planning process within the strategic management environment Assembly, through the strengthening of the process of overall performance and improve development by raising efficiency. On the other hand, if we go back to the table (8), which shows the averages and standard deviations of the responses (respondents) for each of the phrases after setting strategic planning according to the descending order, we will find that the highest average was the term (1) was (3.55) , where the ferry stipulates: (no plan and a clear long-term in the national electricity company). The explanation for this is due to the company's track improvement and development of the service provided to subscribers and circulated in all its areas of policy. If we went back to the table (8), we find that the ferry (3) has got the lowest average and was 3.01 (are hiring experts to help in the design of the strategic plan in the national electricity company). The average phrase came moderately but it is within acceptable limits within the patch and the key reason for this is due to the company follows the high quality local specifications throughout its area of operation in order to raise the efficiency of workers and develop their abilities

The crystallization of the question in the second dimension as follows: what is the impact the effectiveness of strategic planning and management in the development of the performance of employees, in connection with the passage of the proposed plans and their implementation? To answer this question, calculated averages and standard deviations of the responses (respondents) for each of the phrases after the adoption of the proposed plans and implemented in accordance with the descending order. The following table illustrates this Table 9 shows that the average of the responses (respondents) for phrases after the adoption of the proposed plans and the whole implementation has reached 20.28, which is located in the strong level according to the correction key, and the average ranged for phrases after the adoption of the proposed plans and implementation between (3.01-3.70).



Attribute researcher response (respondents) for phrases after the adoption of the proposed plans and implement strong enough; and the interpretation that the company's efforts to be a model pioneered providing

electric service of high quality and distinctive specifications are compatible with the best international standards by 2015 in the Middle East.

**Table 9: Averages and standard deviations for the statements after the adoption of the proposed plans and implemented in accordance with the descending order**

Ferry	Ferry	average	Standard deviation	Grade	class
11	Hold regular meeting to follow- up the implementation set by the company strategic plan	3.70	1.39	1	strong
8	Determine the techniques necessary for the national electricity company to implement strategic plan	3.36	1.32	2	Strong
12	Raise the periodic reports on the implementation according to specific timetable	3.57	1.34	3	Strong
10	Time to the process of strategic planning tables are placed according to scientific base and realistic	3.34	1.39	4	Strong
7	Organize workshop for employees on strategic plan and management	3.03	1.29	5	Strong
9	Training program to raise the efficiencies involved in the strategic management	3.01	1.54	6	Medium
Weighted average		3.38	0.47		Strong
The overall average		20.28		Strong	

On the other hand, if we go back to the table (9) which shows the averages and standard deviations of the responses (respondents) for each of the phrases after the adoption of the proposed plans, we will find that the highest average was for the ferry (11) and total 3.70, where the ferry holds regular meetings to follow up the implementation of the strategic plans developed by the company. The explanation for this is due to the attention of the company's planer to implement all planned to be a priority in the quality work, which is reflected in the performance of their employees. If we go back to the table (9), we find that the phrase (9) has got the lowest average 3.01(define training programs to raise the efficiencies involved in the strategic management). The reason for this is due to the national electricity company, based on the development of specific policy within their own, may be a

little far from the strategic management of modern programs.

The crystallization of the question in third dimension: What is the impact the effectiveness of strategic planning and management in the development of the performance of employees, in connection with the calendar and follow-up?

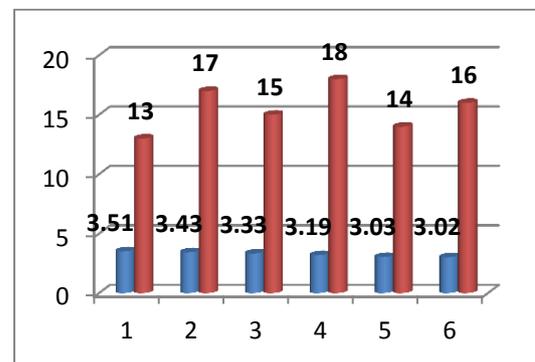
To answer this question, the calculated averages and standard deviations of the responses (respondents) for each of the phrases after the calendar and follow-up are given in table (10) according to the descending order.

**Table 10: Averages and standard deviations for phrases after the calendar and follow-up according to the descending order.**

Ferry	Ferry	Arithmetic average	Standard deviation	Grade	class
13	The system was adopted for achieving the goals in the process of strategic planning and management	3.51	1.34	1	strong
17	A analyze the obstacles to stand by limit their impact at strategic planning process in the company	3.36	1.32	2	Strong
15	Write annual reports to the strategic planning process for review	3.33	1.39	3	Strong
18	Individuals bear their responsibilities during the application of strategic planning goals	3.19	1.39	4	Strong
14	Sets deadlines for periodic follow- up levels of achievement in the national electricity	3.03	1.35	5	Strong
16	The development of the strategic plan by experts in the strategic management	30.2	1.20	6	Medium
Weighted average		3.25	0.38		Strong
The overall average		19.51		Strong	

From table (10) it is clear that the average of the responses (respondents) for phrases after the calendar and the follow-up has reached (51.19), which is located in the (strong level) according to the correction key, and averages for phrases after the calendar and follow-up ranged between (3.02- 3.51). The company is keen to follow up on the plans. On the other hand, if we go back to the table (10), which shows the averages and standard deviations of the responses (respondents) for each of the phrases after the calendar and follow-up according to the descending order, we will find that the highest average was for the ferry (13) and total 3.55 (adopted to achieve system goals in the processes of strategic planning and administration). This can be explained as the company is trying to achieve strong performance rates and high quality value accompanied by a strong financial position enables the company to achieve its orientations and to achieve its strategic goals.

If we go back to the table (10), we find that the phrase (16) has got the lowest average 3.02 (strategic plan is being developed by experts in strategic management). The reason for this is due to the company relies on local self-management plans to raise the efficiency of their employees and put them on probation and testing.

**Figure 1: the mean phrases after the calendar and follow-up chart**

Continuing the analysis of the results relating to the dimensions of the impact of the effectiveness of strategic planning and management in the development of the performance of employees (the setting of strategic planning - approval of the plans and their implementation - the calendar and follow-up), The averages are extracted for answers about the dimensions of the questionnaire.



**Table 11: The averages of the answers respondents about the dimensions of the questionnaire**

The field	Arithmetic average	grade	Class
Preparation for strategic planning	20.32	1	strong
Approval of the plans and their implementation	20.28	2	strong
Monitoring and evaluation	19.51	3	strong
Resolution as a whole	60.11	-	strong

Table (11) and Figure 1 show that the highest average 32.20 followed after the adoption of the plans and their implementation, and finally after the calendar and follow-up. Note that it was 28.20. With respect to hypotheses of the study according to the variables: first hypothesis states that (there are no statistically significant differences at  $(\alpha \leq 0.05)$ , between the averages of responses about the impact the effectiveness of the strategic planning and management strategy in the development of the performance of employees in the electricity company national in Irbid Governorate due to the variable sex). The t test is used to see the differences between the average sample responses. Table (12) shows the test results.

**Table 12: T test**

gender	Number	Arithmetic mean	Standard deviation	T calculated	Degree of freedom	Level significance	decision
Male	259	84.47	9.762	- 0.587	292	0.523	Not clear
female	35	82.91	14.703				

The result contained in Table 12 shows no statistical significance where the level of significance value  $(0.523 > 0.05)$ . This means that there are no differences between the males and females in the national electricity company in the governorate of Irbid in connection effectively strategic planning and administration, owing due to the workers in the national electricity company, whether they are male or female. and therefore it makes sense that there is no statistically significant difference between the point of view of each in relation to the roles that must be exercised by the company in the field of strategic planning.

The second hypothesis states that there are no statistically significant differences at  $(\alpha \leq 0.05)$ , between the averages of respondents responses about the impact the effectiveness of the strategic planning and management strategy in the development of the performance of employees in the national electricity company in the governorate of Irbid due to the variable Job Title. The t test is used to see the differences between the average responses. The results are given in table (13)

**Table 13: t test**

Job title	number	Arithmetic mean	Standard deviation	T calculated	Degree of freedom	Level significance	decision
admin	149	19.61	4.174	1.970	292	0.141	Not clear
Factor	145	18.65	3.474				

The result shows that there is no significance differences at the level of significance (0.05), where the level of significance value  $(0.141 > 0.05)$  This means that there are no differences between the administrators and staff in the national electricity company in the governorate of Irbid in connection with effectively the impact of strategic planning and management in the development of their performance. Therefore, there is a perception among both administrators and employees of the importance that the company seeks to develop strategic programs and policies in order to employ strategic planning within their work.

The third hypothesis states that there are no statistically significant differences at  $(\alpha \leq 0.05)$ , between the averages of respondents responses about the impact the effectiveness of the strategic planning and management strategy in the development of the performance of employees in the national electricity company in the governorate of Irbid due to the variable work experience. The one way analysis of variance is used to see if there are differences between the average responses.

**Table 14: The results of analysis of variance (One Way ANOVA)**

Work experience	number	Arithmetic mean	Standard deviation	F value	Degree of freedom	Level significance	decision
Less than 5 years	81	19.61	4.174	1.234	292	0.121	Not clear
10-5 years	97	18.65	3.474				
More than 10 years	116	19.39	3.780				



Table (14) shows that there is no statistical significance where  $0.12 > 0.05$ , therefore, there are no significant differences statistically at ( $\alpha \leq 0.05$ ) between the averages of responses about the impact the effectiveness of the strategic planning and management strategy in the development of the performance of employees in the national electricity company in the governorate of Irbid attributed to the work experience. Owing to all employees who have the most experience or at least experience aspire to the national electricity company be distinct effectively contribute to the production depends directly on the successful strategic planning process, such an ambitious exists when all employees, regardless of their experience that they have, show that their responses on the questionnaire items were flowing in one direction, a knowledge of the adoption of the company's strategic planning and by reference to the clear and specific strategy management.

Based on the data and the results of theoretical and field study, the researcher provides a set of proposals that might contribute to demonstrate the impact of the effectiveness of strategic planning and management in the development of the performance of employees:

1. Build strategy document on the concept of strategic planning and management, in the light of contemporary variables.
2. Openness of the national electricity company in Irbid to the world and communication regulator with advanced power companies.
3. Concentration of the national electricity company for strategic planning and management on the needs of the community.
4. Dissemination of the culture of professional development for workers in the electricity company, and create positive attitudes towards institutional work and improve the productivity of the individual and the formation of professional organization.
5. Exploitation service sectors to raise production efficiency for the company and its employees.
6. Expanding openness to foreign companies, strengthen the network of scientific cooperation with these multiple companies, enhance opportunities for the exchange of expertise and technology, and training of staff and administrators within the programs concerned with strategic planning and strategic management..

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