

**AN ANALYSIS OF THE RELATIONSHIP BETWEEN STRATEGIC
MANAGEMENT AND FIRM PERFORMANCE: A CASE OF
TELECOMMUNICATION FIRMS IN SAUDI ARABIA**

**A Project Submitted To Dean of Research and Postgraduate Studies Office in
Partial Fulfillment of the Requirement for the Degree Master of Science
(Management) Universiti Utara Malaysia**

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ABSTRAK (BAHASA MALAYSIA)

Kelebihan dari mempelajari analisis hubungan antara proses perancangan strategik dan prestasi syarikat tidak boleh terlalu menekankan, terutama di Industrials pengelompokan atau persekitaran syarikat mana terutama digunakan sebagai diukur untuk seleksi proses perancangan strategik'. Mencapai keberkesanan organisasi adalah sebuah perjuangan eksklusif dan berterusan untuk setiap organisasi atau syarikat di Saudi Arabia, sementara pelbagai usaha yang melibatkan sejumlah besar wang dilaburkan ke arah untuk memnuhkan matlamat penting. Namun, belum ada penelitian tentang analisis hubungan antara proses perancangan strategik dan prestasi syarikat di Arab Saudi, yang dipandang sebagai cara bagi organisasi untuk memenuhi target mereka ditetapkan untuk kegiatan tahunan. Oleh kerana itu, kajian ini disajikan untuk analisis hubungan antara proses perancangan dan prestasi syarikat syarikat telekomunikasi di Arab Saudi untuk memilih kaedah yang tepat itu yang akan menguntungkan bagi syarikat. Global stratified random sampling proporsional diadopsi manakuesioner antara eksekutif dari syarikat syarikat yang dipilih. Jumlah 120 eksekutif dipilih daripada 20 syarikat terpilih sebagai sampel kajian ini. Dengan demikian, kajian ini telah membantu untuk menentukan faktor-faktor yang memerlukan perhatian penting dalam proses perancangan dan pendekatan dipamerkan diperlukan untuk memiliki prestasi organisasi yang berkesan dan menguntungkan di pasaran Arab Saudi.

ABSTRACT (ENGLISH)

The advantages of studying the analysis of relationship between the strategic planning processes and firm performance cannot be overemphasized, especially in the clustering industrials or firms environments where it is mainly used as a measured for strategic planning processes' selection. Achieving organizational effectiveness is an exclusive and continuing struggle for every organizations or firms in Saudi Arabia, while many efforts that involve a huge amount of money are invested towards to meet this crucial aim. However, there has not been a research about the analysis of the relationship between the strategic planning processes and firm's performance in Saudi Arabia, which is seen as a way for organizations to meet their set target for the yearly activities. Therefore, this study is presented to analysis the relationship between planning process and firm performance of telecommunication firms in Saudi Arab for proper method's selection which will be benefited for the firms. The use of proportionate stratified random sampling was adopted where questionnaires were distributed among executives of the selected firms. The total of 120 executives was chosen from 20 selected firms as sample of this study. Thus, this study has helps to define the factors that required a crucial attention in the planning process and exhibited approach needed to have effective and profitable organizational performance in Saudi Arabia market.

ACKNOWLEDGEMENT

My first praises goes to Almighty Allah for guiding and blessing me throughout the completion of this project. I would like to thank my parents for their parental and financial support during my program in Malaysia. Also, my appreciation goes to my siblings and friends for their support throughout my program, May Allah reward all of you abundantly. In addition, my gratitude goes to my Supervisor, Mr. Abdul Manaf Bohari for his support and constructive criticism towards the completion of this project, May Allah help and provide for his needs. Lastly, I am indebted if I do not appreciate everybody that took part in the completion of this project, especially the University Utara Malaysian administration, staff and students, may Allah continue to bless all of you, amen.

TABLE OF CONTENTS

PERMISSION TO USE	ii
ABSTRAK (BAHASA MALAYSIA)	iii
ABSTRACT (ENGLISH)	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x

CHAPTER ONE: INTRODUCTION

1.0 INTRODUCTION	1
1.1 STATEMENT OF THE PROBLEM.....	4
1.2 RESEARCH QUESTIONS	5
1.3 RESEARCH OBJECTIVES.....	6
1.4 SCOPE OF THE STUDY	6
1.5 SIGNIFICANCE OF THE STUDY	7
1.6 ORGANIZATION O THE REPORT.....	7
1.7 CONCLUSION	8

CHAPTER TWO: LITERATURE REVIEW

2.0 INTRODUCTION	9
2.1 ORGANIZATIONAL STRATEGY	9
2.2 ORGANIZATIONAL PERFORMANCE.....	12
2.3 RELATIONSHIP BETWEEN PLANNING PROCESS AND FIRM PERFORMANCE.....	15
2.4 ENVIRONMENTAL FACTOR.....	21

2.5 FORMULATION	22
2.6 IMPLEMENTATION	23
2.7 CONTROL	24
2.8 MANAGEMENT CHARACTERISTICS	25
2.9 FRAMEWORK	29
2.10 HYPOTHESES.....	29
2.11 CONCLUSION	30

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 INTRODUCTION	31
3.1 RESEARCH DESIGN.....	31
3.2 POPULATION AND SAMPLE.....	32
3.3 SAMPLING METHOD.....	33
3.4 STRATIFIED SAMPLING.....	33
3.5 QUESTIONNAIRE ADMINISTRATION	34
3.6 VALIDITY	34
3.7 DATA ANALYSIS TECHNIQUE	35
3.8 CONCLUSION	35

CHAPTER FOUR: FINDINGS

4.1 INTRODUCTION	36
4.2 PROFILES OF RESPONDENTS	37
4.2.1. The Gender of respondents	37
4.2.2. The Age of respondents	37
4.2.3. Education Level	38
4.2.4. Gross Revenue of the Firm	39
4.3. VALIDITY OF STUDY INSTRUMENT TESTING	39

4.4 CORRELATIONS AMONG VARIABLES	40
4.4.1 Results of Hypothesis Testing	42
4.5 CONCLUSION	48

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION	49
5.1 STUDY CONTRIBUTION	49
5.2 PROBLEMS AND LIMITATION.....	50
5.3 FUTURE WORK	51
5.4 RECOMMENDATION.....	51
5.5 CONCLUSION	52
5.6 SUMMARY	52
REFERENCES	53
APPENDIX.....	72

LIST OF TABLES

Table 4.1: the Gender's Respondents	37
Table 4.2: The Age of Respondents	37
Table 4.3: The Level of Education of Respondents	38
Table 4.4: Gross Revenue of Firms	39
Table 4.5: Summary of Reliability Analysis	39
Table 4.6: Correlation among Variables	40
Table 4.7: Environmental Analysis and Firm Performance	Error! Bookmark not defined.
Table 4.8: Strategy Formulation and Firm Performance	44
Table 4.9: Strategy Implementation and Firm Performance	45
Table 4.10: Strategic Control and Firm Performance	46
Table 4.11: Management Characteristics and Firm Performance	47

LIST OF FIGURES

Figure 2.1: Framework	29
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CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

Strategic planning is an ongoing process and carries an intense customer/community, shareholder, and employee focus. The strategic planning process provides direction to all elements of the company and drives decisions and actions. Employees at all levels can articulate and share the company's vision and its overall strategic direction. They can also articulate their roles in the implementation and execution of the strategic plan (Steinbacher, et al. 2009). A formal process is always performed by line executives and managers of a company at least once per year which used to lead to test of decisions against the strategic plan (Beinhocker, 2003).

Meanwhile, there has been an investigation the relationship between planning processes and performance, coming up with mixed results (Mintzberg, 1994). It has been suggested that the prime organizational issue in the future should be managing of information, with some organization trying to utilize these for organizational use (Lancaster, 1997). There is no process that requires more coordination and informational input than the planning processes of an organization. Strategic processes

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