

Strategic Planning and Public Sector Effectiveness in Jordan: A Conceptual Approach

Shuroog Hassan Ali Obeidat¹, Mashitah binti Mohd Udin²

¹Universiti Utara Malaysia, Malaysia

²Universiti Utara Malaysia, Malaysia

¹shoroogobeidat88@gmail.com

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Abstract : Strategic planning has recently become more widely accepted in recent theorization, and it has been seen as a physical, social, emotional, even spiritual and complex human activity. Thus, the aim of this study is to investigate the correlations between some selected strategic planning practices and organizational effectiveness in public sector of Jordan. The study will approach this conceptual research by reviewing the relevant past studies pertaining to strategic planning process, affective commitment and organizational effectiveness in Jordan. Additionally, this study is examining the important dimensions of strategic planning practices that are considered crucial in a situation where organization is facing global, complex and highly turbulent external environment. Those measuring practices are horizon of planning, locus of planning, flexibility of planning and environmental scanning intensity while being mediated respectively by affective commitment with their relationships with organizational effectiveness. The Herzberg's Two-Factor Theory as an underpinning theory shows that the overall connection of these variables determines how an individual's behaviour is affected or altered by individual-work place relationship which include the economic and social environment, technology and the pace of environmental change.

Keywords: strategic planning, public sector, organizational effectiveness, herzberg's Two-factor theory

1. Introduction

According to Freedman (2013), the historical background of strategic planning in public sector are tied mostly to statecraft and military; meaning the art of using the state power and managing the government affairs. In the public sector, the development of the tools, concepts, practices and procedures of strategic planning has been primarily in existence from the 1960s. Strategic planning in public sector has been on spot light starting from 1980s in the United States (Eadie, 1980) and expanded later to other countries such as Australia, Canada, New Zealand and United Kingdom. Ferlie and Ongaro (2015) and Mintzberg, Ahlstrand and Lampel (2009) documented this history. Past studies on public sector posits that it is clearly reasonable for strategic planning to be undertaken before maximizing organizational effectiveness in terms of market share, profit or other business related outcome. Achieving continuous effort, performance related effectiveness and goal alignment are some of the reasons for undertaking strategic planning in the public sector. In another vein, Bryson, Crosby and Bryson (2009) reported that public sector can adopt strategic planning as this will help the users to be aware of how and why the organization is operating and what the organization should be doing.

This study plan to focus on Ministry of Interior Jordan and check their organizational effectiveness under rapid changes in the region by following strategic planning. This study evaluates strategic planning as details of the strategic objectives at different levels (schematic or operational) and highlights the objectives of strategic planning as an scientific and existing way for technology to meet up with the developed nation. Strategic planning has moved to the stage of technical progress from the traditional system stage and this is a process adopted by most important administrative processes to achieve organizational effectiveness because of its positive effects on the desired results (Mahadeen, Al-Dmour, Obeidat & Tarhini, 2016).

2. Literature Review

This study aimed to investigate the gaps that are yet to be explored in the past literature on strategic planning process, affective commitment and organizational effectiveness in Jordanian Ministry of Interior. This section reviews related literature on the dependent, independent and mediating variables that make up the framework of the study. Literature on practices of strategic planning and organizational effectiveness will be discussed and examined. The study similarly focuses on some underpinning theories as the basis of the research framework.

2.1 Public Sector in Jordan

In the developing countries, organizations of public sector continuously introduce changes to make a lot of improvements in order to enhance and achieve a certain level of performance and the objectives of the organization. In an attempt to achieve efficiency and effectiveness, organizations are looking for modern ways to verify their methods of development, particularly in the administrative aspect. The Arab world has seen in recent years of the four events large and rapid changes led to radical changes in the surrounding countries of the Hashemite Jordanian Queen. This has necessitated the creation of substantial changes in the methods of planning to keep pace with these rapid changes dramatically (Aladwan & Forrester, 2015).

According to Aladwan and Forrester (2015), in the last two decades, drastic changes have been experienced by many public sector organizations in their systems, processes and procedures in response to the external and dynamic development. This includes swift communication and easier access to information with technological advancement and associated changes of expectations from stakeholders and citizens. This has integrated a need to learn from the private sectors and the consequent adoption of business models of organization in their various guises. The government of Jordan has adopted a number of plans and strategies to reform their management over the last 30 years in order to improve the services, structures, processes and environment of the organization (Aladwan & Forrester, 2015, Jaber, Elkarmi, Alasis & Kostas, 2015).

The King Abdullah II award (KAA) for government transparency and performance is created to encourage awareness and excellent performance of total quality management in order to enhance the public sector roles in providing community services (Majdalawi, Almarabeh, Mohammad & Outeshate, 2015). This award is a motivation to improve all the sectors and to focus on attracting investment. However, the result from some public organizations are still considered less satisfactory despite these efforts. Therefore, this study aims to bridge the gap in the existing literature from the context of Arab world by identifying the challenges faced by organizations in public sector when adopting best practice of strategic planning, a criterion which is paramount in most of the strategic planning studies.

2.2 Public Sector Effectiveness

Attention has been shifted to the adaptation and daily business activities of the organizations to changing environmental conditions and how to improve performance through enhanced flexibility, effectiveness and efficiency as organizations currently face threatening, dynamic and complex environment increasingly (AlSarayah et al., 2016; Obeidat et al., 2016). Shannak et al. (2012) stated that managers can effectively evaluate the functions of an organization and how its resources operate through internal control system as Fadol, Barhem and Elbanna (2015) stated that top *executives* give more attention to strategic planning when the organizations have more slack resources. Masa'deh et al. (2014) added that organizations achieve orderliness, consistency and direction through internal control system. An internal control with effective system provides to the managers the means for program accountability and means to have good assurance that the objectives and goals of the programs can be met (Al-Syadh et al., 2015; El-Masri et al., 2015).

Masa'deh et al. (2016) reported that in the Hashemite Kingdom of Jordan, organizations suffer from low level of achievement in the business sector. Within the country as reported by Almajali et al. (2016), this issue at several levels is often discussed despite the fact that human resources in Jordan has the best skills in that region with remarkable reputation in several fields such as regulatory sectors and ICT (Altamony et al., 2016; Kateb et al., Obeidat et al., 2016). There are different variables that are components of internal control system with one or two contributions to the success of any organization. Agbejule and Jokipii (2009) added that an organization promotes effective and efficient operations to produce quality services and products that are in consonant with the goals and objectives of the organization by establishing a robust internal control system.

The holistic view of the internal control system within strategic planning practices as highlighted by the office of the Internal Control State University of new York is adopted in this study while its effects on organizational effectiveness is discussed. This study provides holistic perspectives by examining these component of strategic planning once as previous studies focused on one or two components. Thus, four components of strategic planning practices examined in this study are: locus of planning, planning flexibility, scanning intensity and planning horizon as independent variables and their impact on organizational effectiveness.

Therefore, the aim of this study is to evaluate the extent at which these practices contribute to public sector organization in Jordan in relation to the objectives of the organization. This study contributes to the ocean of knowledge by extending the existing literature on strategic planning and organizational effectiveness as there is

still lack of research covering this area in the context of Jordan. Also, this study provides some practical panaceas to fill the gaps of any control system component of strategic planning to enhance organizational effectiveness. **2.3**

Strategic Planning Practices

According to Hakonsson et al. (2012), strategic implementation is the realization of what the firms do and their strategies. In order to achieve the objectives and aims of any organization, successful implementation of strategic decisions is widely known to be critical (Elbanna, Thanos & Colak, 2014; Schweiger & Sandberg, 1991). This is applicable to both in private and public sectors. It is normal to have the feeling of confidence that public sectors are masters of their own destiny and arrogate organizational performance to the management decision when the plans of the top management team are fully and properly carried out within the limits posed by the democratically mandated "authorizing environment" in which they operate (Elbanna & Child, 2007; Moore, 1995). There are few studies that critically evaluate the antecedents of successful implementation of strategic planning in public sector organizations despite the widespread recognition of the critical role that the success of strategy implementation plays in determining organizational achievements among the public management researchers (Bryson, 2010; Bryson, Berry & Yang, 2010; Poister, 2010; Poister, Pitts & Hamilton, 2010).

Throughout the specialized and general management literature, strategic implementation remains dispersed and fragmented with few systematic investigations of any major themes relating to implementation success (Bossidy & Charan, 2011; Elbanna, Thanos & Colak, 2014; Noble, 1999). This study casts light on critical issue running through scholarly debates on key decision implementation and strategic management in the public sector: the roles that formal strategic planning plays in determination of strategic implementation success.

The formulation and implementation of plans that are sequential activities is a key feature of the conventional approach to strategic planning. When strategy is put in place, then it can be deliberately formulated. However, as this may show that strategic planning is a sequential activity, every single stage of the processes is not separate practically in practice. Invariably, organizations evince emergent as well as planned or deliberate strategies. Therefore, Noble (1999) stated that the centre of implementation process has been identified to be the control and it can be centrally achieved through techniques such as monitoring and action plans. The advocates of strategic planning in public sector have posited that effective implementation through formal procedures such as project and business plans that identify tasks with target are clearly defined activities (Boyne, 2010). Establishing strong formal planning procedures is one of the ways the public service organization seeks to fill the gap between formulation and implementation.

2.3.1 Scanning Intensity

From the study of Du Toit (2016), environmental scanning is the process of gathering and interpreting information and implementing the outcomes in a strategic planning process. The fact is that unless information is available before you need it immediately, information has no value (Gulke, 2000). Karami (2008) added that alignment between an environment and business strategy of an enterprise is facilitated by obtaining information on several variables of the external environment. An enterprise functions in an environment that is unstable and complex. Environmental scanning is used to gain understanding of the environment where an enterprise functions as there are a lot of unprecedented challenges to survive (Albright, 2004). An enterprise has no effect on the external environment and it is impossible to control or monitor the variables in the external environment but it has the chance to rapidly respond to challenges in an effective and timely manner when the enterprise conducts environmental scanning. The relationship between an enterprise and complex external environment is investigated by Babatunde and Adebisi (2012). Therefore, the amount of environmental scanning increases with higher level of uncertainty of enterprises in industries. All the factors outside an enterprise with threats or opportunities belong to external environment (Shaikh, 2010). The levels of uncertainty connected with business environment is determined by the accuracy and amount of information available to the management (Smit, Cronje, Brewis and Vrba, 2011).

Frishammar and Horte (2005) reported that developing strategic competitiveness where information is gathered and risk taking factor is reduced by an organization is the function of an environmental scanning in an uncertain environment. Strandholm, Kumar and Subramaniam (2004) further stated that environmental scanning can be used to select and implement the right strategies for creating values to achieve competitive advantage. The likelihood of an organization can be improved above average returns by adapting and changing to the external environment (Kroeger, 2007). Undoubtedly, an environmental scanning intensity is critically important for organization that is dynamically operating in an ambiguous and volatile environment of business ecosystem (Eisenhardt, 2002). However, the long term objectives have to be in tandem with scanning activities of the organization and a scanning

design for a particular industry that is stable may not be suitable for a volatile industry (Jiao, Alon & Cui, 2011; Zhang, Majid & Foo, 2011).

Past literature have also shown that organizations that practice scanning intensity are capable to survive in an unstable business environment and can develop strategic competency in comparison with the counterpart organizations (Freel, 2005; Michalova, Snejina & WuZhan, 2015). Environmental scanning intensity is a continuous managerial activity to identify early sign of internal and external environmental trends and changes. Thus, it is used to take actions that promote threat identification and opportunity recognition which could help to reduce uncertainties in decision-making (Hambrick, 1981). The frequency of environmental scanning on the trend and change in economic technology, competitors, demographic and politics is an important task for the managers as these factors are continuously changing and the rate of changes is dynamic, complex and highly risky (Freel, 2005; Suh, Key & Munchus, 2004).

In that manner, Patton and McKenna (2005) reported that the frequency of scanning activities by the managers can recognize any sign of change in the environment and thus, information is provided and analyzed for the strategic action and response. The frequency of scanning in an environment can be used to generate alternative strategic change in order to increase the effectiveness of strategic management practices to set up mission, strategic actions and vision (Roberts, Liu & Hazard, 2005; Wolff & Pett, 2000). The organization is provided with competitor strategies and information in the industry as provided by the scanning activity (Muralidharan, 2003). This may create a threat or an opportunity for an organization on how to strategically respond.

Bhardwaj and Kuman (2014) mentioned that enterprises can cope with uncertainty when they can scan the environment to improve their competitive positions. Agbim, Oriarewo and Zever (2014) added that effective strategic planning is only possible when environmental scanning is conducted by the enterprise. In other word, Choo (2001) stated that majority of the managers prefer personal information sources to impersonal or formal ones after intuitively scan the external environment. The author added that the theoretical understanding of the process of environmental scanning remains unlimited despite its importance in the process of strategic management. Continuous dedication of the organizations will eventually improve utilization of skills and resources; these organizations can benefit from customer satisfaction and loyalty in the long run (Barney & Arikan, 2001; Cousins, Lawson, Petersen & Handfield, 2011).

2.3.2 Planning Flexibility

According to Ghorban-Bakhsh and Gholipour-Kanani (2018), strategic flexibility is the firm's capacity in identifying the dynamic of environment and explore the resources fast enough to start a new operation in reaction to the dynamics. In the highly competitive and turbulent climate of this new era, organizations should have the capability to adapt to environmental dynamism while trying to affect their business environment in the course of achieving their strategies. These requirements have brought the strategic flexibility into a spot light in recent years and given rise to development of useful models and frameworks to better understand and analyze this notion (Alan et al., 2016). Flexibility is contingent upon the firm's capacity to change or exploit opportunities created in the context of environmental dynamism and can be viewed as the corporate specific skill or a resource (Doroudi & Babaei, 2016). Strategic flexibility is the capability of a firm to identify the dynamics of environment and tap into the sources fast to begin new operation with reaction to these dynamics (Dehghan-Dehnavi & Nadafi, 2011), leading to enhanced innovation performance (Kamasak et al., 2016). Today organizations increasingly face the challenge of improving their products and services to introduce their offering to the mark sooner than their rivals (Kowang et al., 2014).

Organization of the new era desperately needs to position itself into the current dynamic and complicated market environment and gain competitive advantage. The capacity to produce new and unique products and services is embedded in the changing markets of today, and it would not be possessed but through innovation. It is quite obvious that a business strategy guiding the organization in the path of innovation plays a crucial role in helping it to have a more favorable position in the market than its rivals do. Therefore, as mentioned before, innovation has an effective role in enhancing organizational status, its long-term survival, and bringing competitive advantage to the organization. It is of high importance to know how to achieve and incorporate innovation and bring it into harmony with organizational goals so as to develop effective competitive strategies and execute them within an organization in particular (Pashazadeh & Gohari, 2012).

Furthermore, Glarino (2013) reported that, to deal with rapidly changing environment, a strategy that is fit and flexible must be adopted by organizations to this such external environment in order to support their performances and operations and sustain competitive advantage by creating value-added activities. Employees expect organizational support as it shows that their values and goals are supported by the organization (AlHawary &

Nusair, 2017). Aaker and Mascarenhas (1984) further asserted the importance of strategic flexibility to be valuable and important asset for organizations to succeed in highly competitive environment. Organizations can be flexible through strategic flexibility in order to get benefits from new and existing business portfolio competition and development (Sanchez, 1995). However, the strategic action of the management on understanding the capability and resources and to deal with the present situation and come out with alternative action in responses to the environment determines the usefulness of the strategic flexibility (Sanchez, 1995). It is therefore important for organizations to adopt process of flexibility planning with capability to manage change and have strong commitment in an organization that compete in the high degree of uncertainty environment. An organization can easily position and reposition itself with a high degree of planning flexibility quickly against threat and opportunities that eventually emerged at the long run of the organization's mission and vision.

2.3.3 Planning Horizon

For each organization, the time frame for planning varies from less than one year to 15 years. The planning horizon is the length of time frame that a management of an organization considers in decision-making (Camillus, 1982; Das, 1987). Also, this is in response to the necessary framework needed to enhance the routine strategies of the organization. In several ways, the unstructured short-term planning is differentiated from the long range planning. According to Rhyne (1986), unstructured short-term planning is operated daily without any measurable processes. Also, this is similar to ad-hoc or intuitive planning performed by an executive without documentation. A casual and linkage has been found between improved financial performance of an organization and planning horizon by many researchers.

There are many practitioners however who contended that excessive planning could adversely affect the organizational flexibility towards changes created by external environment (Mintzberg, 1980). Organizations that effectively adapt to challenges that affects the business and conduct reasonable long-range planning are likely to experience long-term success (Noonan Williams, 2008; Van Kirk, 1982; Walsh, 2005). Therefore, there is relationship between improved financial performance of an organization and planning horizon and long-range planning.

2.3.4 Locus of Planning

The level of employee involvement with the top management in deep locus planning and planning activities is a sign that there is involvement of all levels of employees in the planning process. This concept is the same to the participative management styles and team building. Ireland, Kuratko and Morris (2006) reported that in the bureaucratic organization, planning activities would only be limited to the top management with no or little contribution from the lower level of organizations. Preparation to accept failure and freedom for trial and error are required for the senior management to be willing to promote commitment from the top management and support employees in strategic planning activities.

Delegation of authority and power and responsibilities from the upper management to the lower and middle level management are known to be locus of planning (Donald & Goldsby, 2004). Similarly, as the main source to achieve competitive advantage for organization is to focus on optimization in utilizing organizational resources capabilities, sharing responsibility is broadened by re-conceptualizing strategy within a department of an organization (Chakravarthy, 1997). Strategic planning is instilled by facilitating active participation (Horsby, Kuratko & Zahra, 2002). Therefore, it is important to continuously encourage the subordinates to take risk and always give them guidance and assign to the lower management some responsibilities and tasks by the top management but not to punish them for failure. Thus, creative organization is achieved through strategic planning of top management and working culture within the organization for performance improvement can be promoted.

In any organization, the trust given to the lower level employees by the top management is an important element to facilitate strategic planning because without fear of losing their jobs, they are willing to undertake risk confidently more (Floyd & Wooldridge, 1997). Meanwhile, there is always low tendency of looking for opportunities and shallow locus of planning in a conservative organization where the management is fearful to take risks (Uittenbogaard, Broens & Groen, 2005, Vithessonthi & Thoumrungrroje, 2011). Greve (1998) added that due to opportunity recognition, organizational performance can be identified. The human capital that fosters trust is created by organization that encourages middle managers to focus on innovation while the middle management with little time for innovation activities can negatively affect the organizational effectiveness and leads to shallow locus of planning in the long term (Hornsby et al., 2002).

2.4 Strategic Planning and Public Sector Effectiveness

According to Bryson (2011), strategic planning is a set of tools, concepts and procedures that organization utilizes to determine the resources required and their overall strategic direction to achieve their objectives. Although, in both practice and theory, different approaches of public-sector strategic planning have different profiles across the dimensions (Bryson, Edwards & Van Slyke, 2018). The implementation of planning processes must be tailored carefully to the environments of public sector when implemented by public service organization despite the commonness of all types of organizations in the aspect of strategic planning (Bryson, 2011). Bryson, Crosby and Bryson (2009) added that public managers in particular have to build the needs and perspectives of those stakeholders to whom they must collaborate and cooperate with to achieve the objectives of the organization. Furthermore, Boyne (2010) posited that the formal strategic planning as undertaken by public service organization is not only a means to promote inclusive public management in a democratic society but also an important signal of top management commitment by creating and applying comprehensive and coherent organizational strategies (Boyne, 2010; Bryson et al., 2009).

The managers feel more confident on the results of the process to be positive as more effort and time is devoted in analyzing the external and internal environment plus development and evaluation of strategic options (Camillus, 1975; Capon, Farley & Hubert, 1987). In that manner, Mintzberg (2000) stated that the foundational assumption underpinning strategic planning practices is that it is logical to invest in resources in formulating good plans as it will vastly improve the prospect of implementation success.

2.5 Underpinning Theory

The Herzberg two-factor theory is part of organizational behavior theories (Herzberg, Mausner & Snyderman, 1959). An individual motivation in the work environment is complex subject influenced by a large number of variables. The most important and complex variable in motivation equation is the individual human being himself. The individual human nature is characterised by a variety of unique personal factors including level of skill and training, on and off the job experience, traditions, culture, aspirations and personal goals, and physical and mental health. The work environment likewise comprises of many complex variables. Work supervisor personality and style, company's culture, and the nature of the work are all variables of the work environment that affects the individual motivation. The important external factors to an individual-work place relationship would include the economic and social environment, technology, and the pace of environmental change. The overall connection of these variables determines how an individual's behaviour affected or altered by introducing or manipulating of the motivation factors.

3. Theoretical Gap

Past literature on private firms has affirmed that a successful implementation is achieved through formal strategic planning. For instance, implementers can be helped by the use of action plans in order to translate strategies into a focused and more short-term plans (Hrebiniak & Joyce, 1984; Prescott, 1990). Many studies related to improved organizational performance are generally associated with formal strategic planning in public sector (Andersen, 2008; Boyne, Gould & Williams, 2003). However, some authors suggest that decision making can be made inflexible through excessive attention to the planning process thereby leading to failure in implementation as managers are unable to make incremental adaptation to a plan that is seemingly set in stone (Hambrick & Connella, 1989; Mintzberg, 2000). However, these studies stated further that there is need open and fluid processes in planning and implementation in order to ensure that organizations learn effectively more and respond to changes in the environments during the implementation of the strategic plans (Montgomery, 2008).

Although, Parsa (1999) stated that there are evidences that suggest effective strategic decision can be generated with less formal planning process, the study of Miller (1997) on decisions from public and private organizations finds that, there is strong positive correlation between strategic planning and implementation success than a more ad-hoc method where, as situation arises, decisions are made on an incremental basis. In addition, more successful implementation is achieved through more formal procedures for dealing with eventualities. It is reported from the outcomes of public sector organization that "conducting strategic planning efforts within a larger framework of logical incremental decision-making has a positive effect on some dimensions of performance, at least within the context of the public transit service industry" (Poister, Edwards, Pasha & Edwards, 2013). Nevertheless, Andrews et al. (2009, 2011), posited that other studies on the effect of strategic process on organizational effectiveness of public service suggest that an increment approach to decision making is likely more to be unsuccessful.

3.1 Affective Commitment

The concept of employee commitment is important to the study of organizational effectiveness, even though there are few attempts to examine the relationship between the two concepts. As explained by Eisenberger et al. (1986), the term commitment denotes sense of being bound emotionally or intellectually which may include the relationship of a person with other, organization or group to some course of action. Previous literature have indicated that a great deal of employee commitment has been studied (Allen & Meyer, 1991). In addition, other past studies have also demonstrated the reason why employee commitment is given attention in organizational behavior research (Mowday, Steers & Porter, 1979).

For instance, Mowday et al. (1979) claim that committed persons are likely to remain in an organization more and work towards its objectives. Also, the study examined employee "loyalty" which is considered by many as a socially acceptable behaviour on the employee part to commitment person. Thirdly, Mowday et al. (1979) also mentioned that the general psychological processes by which people choose to identify with object in their environments and to make sense out of this environment can be comprehended with increased understanding of organizational commitment. The third position highlights the linkage between sense-making theory and the theoretical demonstration of commitment. In fact, sense-making is an important dimension of internal crisis communication which can be a measure of tackling crisis. The Table 1 presents some definitions of employee affective commitment from the literature.

Table 1
Definitions of the Concept of Affective commitment

Author	Year	Definition
Mowday et al.,	1979	There is commitment when an individual actively recognizes and involves in supporting the organizational values and goals of the firms.
Allen and Meyer	1991	The desire to stay within the organization and it expresses the emotional attachment to the organization.
Allen and Meyer	1997	An emotional attachment to an organization which implies an acceptance of the organization values and goals and a strong belief in the organization with eagerness to maximize effort in achieving organizational goals.
Perryer et al.,	2010	Commitment is a force that binds an individual to a line of action that is relevant to a particular course

4. Discussion

Meyer and Herscovitch (2001) identified serious weakness in the literature on commitment in workplace. The authors opined that previous studies conceptualized commitment as either unidimensional or multidimensional construct. The study reported that commitment coupled with great mind-set can take different forms which include obligation, desire and perceived cost to continue a course of action. Meyer, Becker and Vandenberghe (2004) further align the form of commitment characterized by these mind-sets, labelling them "affective commitment," "normative commitment," and "continuance commitment," respectively.

Employees can sustain an attachment to a given target as they feel they should (normative commitment) or because they have too much to lose by severing the connection (continuance commitment) or as they want to (affective commitment) (Meyer & Allen, 1997). However, recent evidence suggests affective commitment to the organization developed after entry (Cohen, 2007). Solinger, Olffen and Roe (2008) defined affective commitment as the emotional attachment of the employees, their involvement and identification with the organization. In fact, existing research recognizes the critical role played by affective commitment dimension. More specifically, affective commitment has a positive and strong relationship with desirable workplace behaviour such as citizenship behaviour, job performance and attendance (Meyer, Becker & Van Dick, 2006). Other studies look at employee commitment from a psychological point of view. Two forms of psychological relations can be developed by employees to the organization (Romzek, 1990). One set can be in accordance with the shared commitment on important agency values while the other set can be in accordance with the investments made in the workplace. More importantly, the feeling invest in an organization is as a result of a calculated exchange relationship while feeling of commitment, representing the strongest psychological ties to an agency or it works result from shared

values (Romzek, 1990). In the face of these realities, the notion of strategic thinkers emerge to fill the gap and the limitations of strategic planning (Bouhali, Mekdad, Lebsir & Ferkha, 2015, Nickols, 2016). Based on the above position, it can be argued that employee affective commitment is one of the factors that an organizational crisis can have effect on. Hence, strategic planning research to investigate how affective commitment mediates the relationship with organizational effectiveness. *Affective Commitment as a Mediating Variable*

Motivation theory is a subset of the organizational behaviour theories. Motivation of individuals in the work environment is a very complex subject which is affected by a large number of variables. The most important and complex variable in the motivation equation is the individual (Nimri, Bdair & Al Bitar, 2015). The work environment likewise comprises of many complex variables. The supervisor's personality and style, the company's culture, and the work nature are all variables in the work environment that affects the motivation of the individual. Important external factor that influences an individual includes the economic and social environment, technology, and the change of pace in an environment.

The findings of the previous studies provide an insight in examining the relationship between strategic planning practices and affective commitment (Eisenberger, Fasolo & Davis-La Mastro, 1996). In addition, this study expands the previous findings by illustrating whether affective commitment acts as a mediator between strategic planning and organizational effectiveness in Jordanian Interior Ministry in the North province. The current study follows the previous studies' recommendations which stated that, strategic planning practices have stronger effect on the organizational effectiveness through enhancing the affective commitment of the employees (Eisenberger et al., 1996).

Based on the previous discussion, affective commitment is only measured in this study because affective commitment is the strongest predictor of outcomes of interest to organizations (Meyer et al., 2002). Therefore, in reference to the previous literature, this study develops a framework on the practices of strategic planning (planning flexibility, locus of planning, scanning intensity and planning horizon) with their respective relationships with organizational effectiveness as mediated by affective commitment. Formulating strategic framework through affective commitment will provide for public sector organizations an overview of fulfillment configurations and opportunities that can be implemented to build up a delivery and fulfilment model (Hubner, Kuhn, Wollenburg, Towers & Kotzab, 2016).

5. Conclusion

Employees with a high affective commitment are more loyal and willing to remain with the organization for a long time. Affective commitment is considered to be a major force in decision to remain within organization. Organization must have proper tools to motivate employees to be committed and stay in the organization. The Hawthorne Studies indicated that committed employees are more productive. Therefore, it is considered the top managers' responsibility to see that the employees are happy, and productivity is assumed to be a natural consequence. Also, the public managers must conduct strategic planning in a way that enhance effective participation of managers in the process of getting full benefits of strategic planning implementation (Elbanna, Andrews & Pollanen, 2016). Hence, this study applied the Motivation Theory. This study focuses on a review of previous literature which is relevant to strategic planning practices. Previous studies have shed the light on the causes and the consequences of human error and mismanagement, with solutions focusing on the factors that can limit this phenomenon. This study seeks to employ Strategic planning practices and its role in strengthening the organizational effectiveness, and at the same time, to examine the role of affective commitment as a mediating factor in the relationship between strategic planning practices and organizational effectiveness.

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