The effects of Strategic planning on Organizational performance:

The Case of J&P Security

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Degree/Course: Masters Business Management and Information Technology (MBIT)

Year of Study: 2025

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Date of Submission: 26 Feb 2026

This research is submitted in partial fulfillment of MBIT requirements.

Release Form

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The undersigned certify that they have read and recommended to the Catholic University in Zimbabwe for acceptance a dissertation entitled"……………………..……………………………………"submitted by………………………………….in partial fulfilment of the requirements for the MASTER OF BUSINESS MANAGEMENT AND INFORMATION TECHNOLOGY

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Contents

Abstract

The research examined the impact of strategic planning on organizational performance, using the Zimbabwean Security company J&P Security as a case in hand , with the objective of determining if strategic planning influences the overall performance of the company. The research used a survey design approach, targeting a population of 110 staff members from the Zimbabwean security company J&P Security, with a sample size of 87 calculated using Taro Yamen's formula. The analysis results indicate a correlation between effective strategic planning and organizational performance. Additionally, challenges in implementing strategic planning include a lack of accountability, commitment, and understanding of roles in the execution process. Consequently, it is recommended that Zimbabwean firms prioritize strategic planning and adequately address employee welfare to enhance organizational efficiency and effectiveness. The proposal will start by the introduction to the study then Background of the study followed by the problem statement ,Conceptual framework ,research objectives ,research questions ,significance of the study, Literature review then Research Methodology, limitations ,Delimitations and ethical considerations.

CHAPTER ONE

1.0 INTRODUCTION

Strategic management is a crucial determinant of an organization's success. The extent to which managers focus on strategy design and execution is indicative of a company's success. Global evidence indicates that successful enterprises have well-defined strategic choices, enabling them to achieve their objectives incrementally. Thus, they achieve the intended outcomes at both local and international levels. Strategy is formulated to assist organizations in attaining competitive advantage. In the most general terms, competitive advantage is the factor that enables a corporation to surpass its competitors. A competitive advantage allows a corporation to maintain superior performance over a prolonged duration.

Strategic planning is an essential component of modern managerial toolkits, used not only to navigate the inherent uncertainties of the management environment but also to enhance organizational performance (Schendel, 2020).

Strategic planning is an essential tool in an organizational context. It is described as the process of ascertaining the future overarching aim or objective of an organization. Planning therefore connects our current position with our desired destination (Adeleke, 2019). Planning may be a challenging endeavor since it involves the deliberate identification of a plan of action, relying on hope, purpose, and informed estimations to guide our actions. The effectiveness of any company is contingent upon the implementation of strategic planning to achieve its established goals and mission statement (Adeleke, 2019).

Strategic planning emphasizes long-term goals and immediate priorities. An well-organized strategic plan allows management to understand the interconnection between goals, objectives, and the achievement of actions. Dawson, 2022.

Strategic planning is increasingly essential for improving organizational performance ,in Zimbabwe with particular attention to J&P Security services. This proposal analyzes the influence of strategic planning at J&P Security as a case in hand. The study will meticulously examine the impact of systematic planning procedures, such as biannual strategic planning meetings, quality objective evaluations, and thorough internal and external audits, on performance outcomes. Productivity is a comprehensive assessment of the amount and quality of job performance, including resource usage. Productivity may be assessed at the individual, group, or organizational level and may be articulated as success in terms of organizational performance, effectiveness, and efficiency (Dawson, 2022).

Conversely, planning is considered the fundamental managerial role. It entails the selection of a preferred future course of action for the company as a whole and for each department or unit within it. Additionally, it necessitates the selection of corporate objectives and departmental goals, establishing and delivering a logical methodology for predetermined targets. It strongly suggests management creativity and the capacity to generate something (Dawson, 2022).

%.1 Background of the study

The idea and practice of stra.tegic planning have been widely adopted across several industries due to its perceived impact on organizational performance (Latif & Gohar, 2021). Entities in both the public and commercial sectors have seen strategic planning as a crucial instrument for enhancing their performance (Aldehyyat, AlKhattab & Anchor, 2020). Aremu (2022) asserts that strategy is essential for concentrating efforts and enhancing the coordination of operations. In the absence of a strategy, an organization devolves into a collection of people; hence, a strategy is essential to facilitate coordinated activities and the alignment of efforts towards the attainment of corporate goals and objectives.

Numerous firms now prioritize enhancing their competitiveness by implementing methods that provide a distinct advantage over their rivals. To do this, it is essential to devise effective solutions (Cater & Pucko, 2019). Strategic planning is fundamental to strategic management and is a significant step within its execution (Awino, Muturia, & Oeba, 2022). Wagner (2023) articulated that the significance of strategic planning may be elucidated from four perspectives: environmental scanning, strategy development, and the integration of objectives with budgets, alongside strategic planning as a procedural framework. The strategic planning process starts with the establishment of organizational objectives.

The strategic planning process is used by management to define objectives, create targets, and schedule activities for their attainment, including a system for assessing progress (Bulle, 2022).

The procedure governs the organization's adaptation to capitalize on new possibilities that fulfill consumer and client demands. Thomson and Strickland (2022) assert that strategy implementation may fail owing to insufficient support from top management, since strategic management and leadership are crucial facilitators of successful implementation.

Khan and Khalique (2024) assert that the term strategy originates from the Greek word "strategos," signifying the functions of a general. Mohamed (2020) asserts that management planning is a process of devising methods to use resources more cheaply and effectively to fulfill the organization's objectives. The strategic process is crucial to organizational performance as it dictates the success or failure of the company (Bryson, 2024). A strategy is a formulated plan designed to accomplish a certain objective. Wernham (2024) notes that a strategic planning process requires sufficient resources, including personnel, expertise, facilities, and financial capital, for effective strategy implementation.

Pearce and Robinson (2018) delineate the strategic planning process as a sequence of steps: strategy formulation (comprising Company Vision and Mission, Company Objectives, and Internal Analysis), situation analysis and environmental scanning (including Competitor, Industry, Market Analysis, and Strategy Selection), strategy implementation, and strategy evaluation and control. Strategic planning is an essential component of the strategic management process, assisting non-governmental organizations in developing and understanding plans that enhance performance effectiveness, accountability measures, and sustained competitive advantage (Awino, Muturia, & Oeba, 2022).

The corporate environment has grown more uncertain, intricate, and volatile (Hasse and Franco, 2021). The sustainability of an organization relies on its capacity to foresee quick external changes and integrate them into its plan. Environmental scanning involves the collection of pertinent information and its synthesis into knowledge applicable for company management. Environmental scanning is a managerial instrument that utilizes external data to enhance strategic decision-making. Managers using environmental scanning may discern emerging trends and possibilities (Bischoff, 2022).

The environment influences organizational structure, internal processes, and management decision-making. It generates uncertainty for managers because to environmental changes, events, and trends that consistently conveys signals and messages requiring acknowledgment by the company (Aremu, 2019). To capture these signals and use the information, businesses must implement effective environmental scanning. This mechanism functions like a radar, methodically scanning the environment and signaling the new, the unexpected, the significant, and the trivial. Environmental scanning is essential for the survival and development of all companies (Ilesanmi, 2021).

Strategy development is an ongoing activity inside businesses, since it establishes a framework for activities that provide expected outcomes. It encompasses corporate strategy, whereby corporations choose their lines of operation, and business strategy, which establishes the framework for attaining success inside a specific company. Wernham (2024) posits that the significance of strategy development escalates when a corporation faces inefficient markets, high levels of uncertainty, and substantial environmental changes.

To ensure that strategy is valuable and advantageous for the whole business, the process must be comprehensive, including all members of the organization (Bryson, 2024). Wernham (2024) identifies three kinds of elements that influence the strategy creation process: environmental factors, organizational factors, and employee participation. Consequently, they need consideration in the formulation process. The development of a new strategy involves modifications to the structure, personnel, systems, and methodologies to meet the identified requirements of the strategy (Pearce and Robinson, 2019).

Performance denotes the outcomes or results of actions conducted in alignment with the objectives sought. To successfully execute the strategic plan, management must ascertain if the plan's goals are being met within the designated timeframe and allotted resources. Performance management is contingent upon precise measurement (Awino & Muturia, 2022). Ilesanmi (2021) asserts that the issue in many firms is not the absence of measures, but rather the deficiency of targeted and effective measures. The difficulties in selecting appropriate metrics encompass the identification of suitable leading and lagging indicators, benchmarking against competitors (which involves feedback control, gap analysis, and strategy implementation), balancing financial and non-financial metrics, and determining an optimal quantity of measures (Awino & Muturia, 2022).

Antikainen (2024) indicates that performance is a crucial element concerning an organization's ability to advance in the competitive arena. The enhancement of improvement is a valuable chance for companies to positively impact their financial performance by refining production processes, rather of only focusing on cost reduction or elimination (Ramírez & Nembhard, 2023). Organizational performance is a significant problem for all entities, including private, public, and both business and non-profit organizations. Organizational performance is a persistent topic of significant interest to both academics and practitioners. Both researchers and practitioners have sought to comprehend why some companies get superior performance levels compared to others (Mkalama, 2021).

Security business in Zimbabwe requires strategic planning as competition and technology continue to advance. A number of Zimbabwean security organizations have now adopted strategic planning methods that help them improve their performance metrics, such as performance scores, growth rate, efficiency measurements, and others. The issue in Zimbabwe is twofold: both the public sector and a large part of the private sector. J&P Security is one of the biggest security companies in Zimbabwe's private security sector in this case.

%.2 Problem Statement

Given the many issues faced by corporate organizations, it is essential for both profit and nonprofit entities to foresee obstacles recognize their strengths to address these challenges, and use available opportunities to achieve optimal productivity. Regrettably, in the majority of firms, strategic plans are inadequately executed and implemented. Certain firms neglect the significance of strategic planning and hence lack strategic plans. This may stem from a deficiency in perception and understanding of the significance of strategic planning for organizational development.

Although strategic planning has instigated a profound revolution that has significantly altered the economic environment, it remains hindered by many restraints in numerous businesses. These limits include improper implementation of strategic planning, unethical behavior, inadequate organizational structure, and noncompliance with norms and standards by employees in achieving the strategic objectives.

To address this sad tendency, it is essential to objectively evaluate the significance of strategic planning on organizational productivity, allowing management to recognize its value in achieving competitive advantage in the marketplace.

There is growing proof that strategic planning might enhance how organizations in Africa perform, even though we do not understand how or how this works in many of Zimbabwe's public and industrial groups. In J&P Security's case, we don't understand how strategic planning influenced critical indicators such as client satisfaction, worker retention, and corporate development.

%.3 Research Objectives

1. To identify the challenges of strategic planning at J&P Security.
2. To assess the effects of strategic planning on market share and profitability.
3. To measure the relationship between strategic planning and organizational performance.
4. To assess the effects of strategic planning on organizational performance and growth.
5. To increase an awareness in organization regarding effective strategic planning and propose useful direction for future research.

%.4 Research Questions

1.0 What are the challenges of strategic planning on J&P Security?

2.0 What are the effects of strategic planning on profitability?

3.0 What are the effects of strategic planning on market share?

4.0 How does strategic planning contribute to growth and performance of security organizations?

%.5 Significance of the Study

This research will make a contribution to both scholarly literature and practical applications. It offers empirical insights into the function of strategic planning in improving performance, particularly in a demanding context like Zimbabwe’s public and private sectors. By concentrating on a particular case study (J&P Security), the research will provide industry-specific strategies that can be replicated or modified by analogous organizations, potentially impacting policy development and management practices.

Strategic planning is an important process that sets the course for an organization, makes sure that resources are used well, and helps the organization reach its long-term goals. Strategic planning is even more important in fields where things change quickly and there is a lot of risk, like security services. This paper analyzes the impact of strategic planning on organizational performance from 2020 to 2025, specifically concentrating on J&P Security Services. The insights offered are substantiated by empirical case study metrics and pertinent academic literature.

5.1.0 J & P Security and other security companies

The study's results will aid J&P Security Services and other security firms in addressing strategic planning concerns that impact their performance. To comprehend and value the essential elements of strategic planning and its influence on total business performance, while also identifying methods to assist and enhance strategic planning and eliminate obstacles to ensure the proper execution of strategic selections.

5.1.1 Stakeholders

The research will provide stakeholders with a foundational comprehension of strategic planning inside the firm and explore methods for implementing optimal management practices, hence enhancing overall sector planning.

5.1.2 Scholars

The research offered insights to existing and prospective academics on strategic planning and organizational effectiveness in both the commercial and public sectors. Similarly, academics may seek to get insights and investigate the domain of strategic planning within the hotel business.

The research is also done as partial fulfilment of the Master in Business Management and information Technology at Catholic University of Zimbabwe.

%.6 Literature Review

Bryson and George (2024) claim that strategic planning is a deliberate and focused process that leads to core commitments and actions, defining what an organization is, what it does, and why it exists. Strategic planning involves establishing the organization's enduring objectives and evaluating various market conditions (Oluoch, 2016); it offers a strategic, technical, and operational framework (Andrews, 1971); and is characterized by the identification of the firm's objectives and goals in relation to its environment (Williams et al., 2020).

Strategystems is from the Greek term “strategos,” meaning “general of the army.” Consequently, in 490 BC, the Strategoi provided the political leader with "strategic" rather than "tactical" counsel. Strategy development pertains to both public and commercial sectors and may be successfully grounded on Industrial Organizational Economic Theory, Transformational Leadership Theory, and Environmental Dependency Theory.

6.1.01 Strategic Planning

Strategic planning encompasses the actions or processes that an organization must do, considering the array of external opportunities and risks it encounters simultaneously. It has a significant role in the administrative process and dictates its trajectory. Strategic planning allows a company to change its policies and use all aspects to build an effective strategy aimed at achieving its objectives.

Strategic planning constitutes a crucial phase of the management process, serving as a framework for deliberation and negotiation regarding operational methodologies, aimed at selecting the most appropriate alternatives based on available resources, while simultaneously enhancing efficiency and augmenting effectiveness in the developmental process. Emphasizing strategic planning is among the most secure and effective approaches, particularly in recognizing the organization's capabilities, which can be enhanced through diverse programs, plans, and projects, to achieve optimal performance aligned with its objectives and the nature of its workforce.

The sustainability of firms was lately deliberated among scholars, managers, environmental groups, and many corporate sectors. Strategic planning gives workers the chance to engage in decision-making, fostering a feeling of satisfaction derived from their capacity to influence leadership.

The significance of strategic planning resides in the advantages it provides to companies, including the effective allocation of efforts and resources, as well as enhanced investment outcomes. Effective implementation of strategic planning requires highly skilled professionals with extensive expertise in the domain of strategic planning.

Implementing a strategic plan serves as the standard for strategy implementation in this research. Strategies may be developed via several means, both overtly and covertly. Certain scholars argue that explicit strategy development is superior, however Zerfass et al. (2018) assert that implicit strategy creation is more effective. They argue that an organization should formulate a strategy only in critical circumstances and that formal strategic planning is absent inside businesses. Tactics are often classified as either purposeful or emergent; however this classification is not always applicable. Emergent strategies are responses to unexpected occurrences that emerge during the execution of a strategy and are formulated without a predefined plan (Santos and Candido (2019).

Discrepancies may arise due to the incomplete execution of the desired course of action, signifying that strategy relies on both design and implementation. According to Shu (2017), both emergent and intentional strategies are successful business strategies that include the emergent strategy component. A company's long-term plan will only be advantageous when developed via a deliberate manner. Nonetheless, unstructured strategies provide no advantages for the company. Bryson et al. (2018) conducted research that identified a correlation between strategic planning and organizational success. Hopkins and Hopkins (2024) used seven components to assess strategic planning and found that each component influenced the planning process based on the manager's emphasis on each component throughout the implementation of the company's strategy. The research found that financial performance improves with the use of strategic planning. Furthermore, the strategic planning process determined the impact of management and organizational elements on the results. Baker (2023) examined the relationship between planning, its strategic and operational components, and company success using data from California executives across five food sectors. An structured, strategic planning process was positively connected with superior financial success.

French et al. (2024) performed a research on strategic planning among small professional service organizations in Australia. The companies in the research were categorized into non-planning, informal planning, formal planning, and sophisticated planning, revealing no significant differences across enterprises of comparable sizes and revenues. A significant association was shown between net profit and informal planning.

Gibson and Cassar (2025) examined small Australian enterprises over an extended duration to identify the correlations between strategic planning and success. The data indicate that individuals who did not use planners, which supported a firm's strategy, regularly surpassed their peers in performance. The researchers posited that a company's use of planning occurs just after a phase of expansion and never beforehand. Falshaw et al. (2020) investigated the correlation between formal strategy planning and enterprises. Data for the research were gathered from senior workers at many organizations using a Likert scale. Subjective performance was shown to be unrelated to the degree of formality in the organizational planning process. Kraus et al. (2019) assert that effective strategic planning in Austrian small enterprises is much more critical than other management facets, such as time horizon, strategic tools, and oversight. Glaister et al. (2018) evaluated the influence of formal strategic planning on the performance of Turkey's leading industrial firms. The research examined variables like environmental volatility, organizational structure, and business size, and their influence on the relationship between formal strategic planning and performance. The delivery planning was conducted via dialogue, with the executives retaining the authority to make decisions and formulate the plan at their discretion. The study determined that effective strategic planning enhances a company's performance.

Kori et al. (2020) sought to ascertain if strategic planning influences both financial and non-financial success in an organization. Numerous empirical research on the correlation between strategic planning and financial success (Nambirajan and Prabhu, 2020, Wolf and Floyd, 2017, and George et al., 2019) indicate that the construct of strategic planning may be quantified as a single dimension, akin to a formal process.

This research study supports a correlation between strategic planning and performance. Almost of the studies in this paper demonstrates compelling evidence that strategic planning enhances organizational effectiveness. Numerous research spanning diverse corporate contexts and geographic locations were undertaken across various firms and industries, including different employee levels (Anwar and Shah (2021)). Other researches have shown advantageous correlations using other financial and environmental metrics, including financial market performance (Judge and Douglas (2018)) and staff development (Kraus et al. (2016)). Strategic planning encompasses four dimensions: environmental scanning, management involvement, planning formality, and strategic methodologies.

6.1.02 Strategic Planning process and practices

Strategic planning is the process of verifying and formulating guidance for business operations through the assessment of current and prospective conditions goals (Henderson & Hines, 2019). Strategic planning denotes the methodology of Devising and overseeing strategic management methodologies. Primarily, companies use the subsequent model in the strategic planning process.

- **Corporate Vision and Mission**

Vision articulates the organization's ambitions for its desired future state. Vision constitutes the future compass that delineates the trajectory the organization aspires to pursue, the the market place you want to target and the caliber of the resources and competencies you want to cultivate (Jantz, 2020). It is essential that the Vision must align with the corporation's mission statement and its aim (Alawneh, 2025; Maleka, 2025). A vision pertains to the organization. future that the same group anticipates at a subsequent date. This may necessitate the implementation of the existing plan or the formulation of an alternative approach ultimately; it would need profound organizational transformations. The mission defines an organization's character, identity, and purpose for being. It may be categorized into four interconnected components: purpose, strategy, and behavior. criteria and principles. The mission offers a justification for action, as articulated by Ritson. (2018) confirms its association with vision.

The conceptual distinction between mission and vision is that a mission the statement delineates the current extent of an organization’s operations and Purpose (our activities, rationale for being, and current status). The objective is a cognitive representation of a potential and favorable future condition of an organization. This An picture may be as nebulous as a dream or as exact as a goal. Vision pertains to A future condition, whereas mission often pertains to the present. Covey 102JABU International Journal of Social and Management Sciences Volume 7, Issue 2(2023) has a similar perspective; however he believes that the purpose must be abstract, while Vision must be precise.

- **Strategic Goals and Objectives**

Goals are the overarching, long-term achievements that an organization aspires to attain. to reach or accomplish its desired state. In its activities, an organization consistently strives to attain its long-term goal. Typically, the perspective of an organization is fundamentally categorized into short-term and long-term segments. aims and objectives that guide the pathways to achieving the requisite destiny clearly delineated by the vision. Upon the attainment of these goals Once selected, a business should consistently implement tactics that direct its endeavors to fulfill what they termed destiny. Wendy (2019) noted that goals must be established prior to a company selecting its strategic strategy. In certain In some firms, the CEO establishes the goals, but in others, the Departmental leaders meet with staff to establish goals. It directs the achievement of the organization's established goal.

• **Ecological assessment**

The factors that characterize the competitive landscape and the strategic alternatives available to enterprises.All the factors and situations present in the business environment. The company must do a comprehensive analysis of the external environment in which it is functioning inside. A SWOT analysis will enable a firm to ascertain its situation. inside the competitive marketplace. This serves as a revelation about an organization emphasizes the principal domains in which it may optimize the current possibilities and a compelling demonstration of capabilities. It also establishes an organization. comprehend its vulnerabilities and devise strategies to mitigate the dangers presented by its competitors. An company may choose to assess the external environment. independently or engage some researchers to do it on their behalf. All this assistance the company to comprehend its standing in a competitive market (Miriam, 2023.

• **Strategic Choice**

Following the environmental screening procedure, the last stage is selection alternatives from which a strategic decision would be derived. This is accomplished from an extensive a collection of alternate tactics that are developed. The decision made should be the optimal plan to guarantee that the business attains its established objectives and aims. The strategy must undergo thorough examination before to selection. to facilitate seamless execution. To surpass rivals and manufacturers of the same brand's low-cost advantage is crucial, and achieving this necessitates minimal expenses. A business must establish a leadership strategy (Miriam, 2023).

6.1.03 Challenges of Strategic Planning

The execution of strategic plans faces problems that hinder its efficacy. The following difficulties are identified (Ikoro & Nwosu, 2020):

- **Absence of accountability**:

Effective implementation of any strategy requires frequent progress reviews. Plans cannot be successful without an appropriate monitoring mechanism. Business operation plans become useless primarily when they are not regularly evaluated, preventing any necessary corrective actions from being implemented.

• **Insufficient commitment:**

Insufficient commitment from management throughout the planning process is a primary and fundamental source of all impediments to successful strategic planning. When management fails to engage in the formulation and implementation of strategy, various obstacles arise. The reasons of insufficient management commitment include stringent timelines for plan reviews, limited accountability, and rigid time constraints on evaluations.

• **Insufficient guidance for workers:**

Managers often neglect to sufficiently foresee the necessary training and instructions for employees to equip them with the skills essential for plan execution. Occasionally, planners failed to link employee performance with the incentive scheme during the implementation phase.

There is often a discrepancy between the projected timelines for implementation, as discussed at the strategy design phase, and the actual duration required to execute the plan (Al-Ghamdi, 2023).

• Power and Influence:

The manner in which organizations typically operate bestows power and influence onto certain individuals inside the organization.

Any technique that may induce change inside an organization and potentially undermine its power and influence is often resisted. Individuals possess an affinity for the status quo; nevertheless, such alterations may pose a danger to senior management due to their unfamiliarity with new roles and analytical methodologies (Ikoro & Nwosu, 2021).

The research was informed by agency theory and the resource-based perspective. Laffort and Martimost (2022) assert that the agency theory of strategic management is vital, since the decisions made by a human (the agent) impact several other stakeholders (the principals). Therefore, the agents' participation in strategy execution and the whole strategic management process is crucial. This research used Agency Theory as a significant guiding framework. The managers of security firms were seen as representatives acting on behalf of the corporations, responsible for determining the generation and allocation of resources.
The research will evaluate the degree to which these agents contribute to the success of their firms.

The resource-based view (RBV) aims to elucidate the internal origins of a firm's sustained competitive advantage (SCA). Hitt et al. (2025) categorize resources into three types: physical, human, and organizational capital, including capital equipment, employee skills, patents, financial assets, and proficient managers. Hitt et al. (2025) assert that an organization's distinctive resources and competencies form the foundation of a strategy. The resource-based perspective is focused on determining the impact of resources on organizational performance, specifically analyzing the influence of information and communications.
European Journal of Business and Management www.iiste.org
ISSN 2222-1905 (Print) ISSN 2222-2839 (Digital) Volume 9, Issue 34, 2020, Page 76

the impact of technology on organizational performance. This philosophy posits that both material and human resources are fundamental. The organization's leadership dictates resource allocation, hence influencing overall performance.

The literature shows that strategic planning has a good effect on how well an organization does. Anichebe and Chukwu (2020) established a direct correlation between strategic planning and heightened profitability and improved product quality in Nigeria, whereas Efi et al. (2022) emphasized analogous results within educational institutions. Additionally, Agwata and Kariuki (2020) presented evidence from Kenya's judiciary indicating that aspects of strategic planning, including strategic orientation and heightened management participation, substantially improve organizational performance.

In Zimbabwe, while case-specific research is scarce, associated studies on initiatives such as the Command Agriculture program and investment funds (Mutapa Investment Fund) provide a proxy perspective on the advantages of strategic planning. Madume et al. (2024) further confirm that the incorporation of comprehensive planning, encompassing environmental scanning and strategy formulation, results in enhanced market shares and innovation within the African context. Bagherzadeh et al. (2025) also stress how important it is to align customer satisfaction with business strategies. This supports the idea that strategic planning needs to include customer feedback in order to work.

A lot of academic research backs up the idea that strategic planning helps organizations do better. For instance, research on public organizations and commercial banks has identified significant correlations between systematic strategic planning processes and enhanced operational outcomes (Maharmeh, 2020; Yadav, 2024). In these situations, things like environmental scanning, strategy formulation, and ongoing evaluation have been very important for making sure better performance and long-term survival.

In the specific field of security services, literature indicates that while direct studies are somewhat scarce, findings from comparable sectors suggest that a well-implemented strategic plan can result in improved financial and non-financial performance outcomes. Oumakhlouf and Kherbachi's (2023) research supports this perspective by demonstrating that specific aspects of strategic planning, when accurately assessed through structural equation modeling and the PLS method, exert considerable positive effects on organizational performance.

From 2020 to 2025, J&P Security Services' experience shows how strategic planning can change how well an organization does. John Falkenberg, the chairman, said that strategic planning at J&P Security Services "streamlined operations, increased growth by 2%, and boosted profit by 20% per year." These comments show how careful planning and execution can lead to real financial gains.

The organization's performance metrics show even more how strategic planning can help:

Electronics and Alarms: There was an 80% increase in market share each year, which shows how well objective performance measures can show strategic improvements.

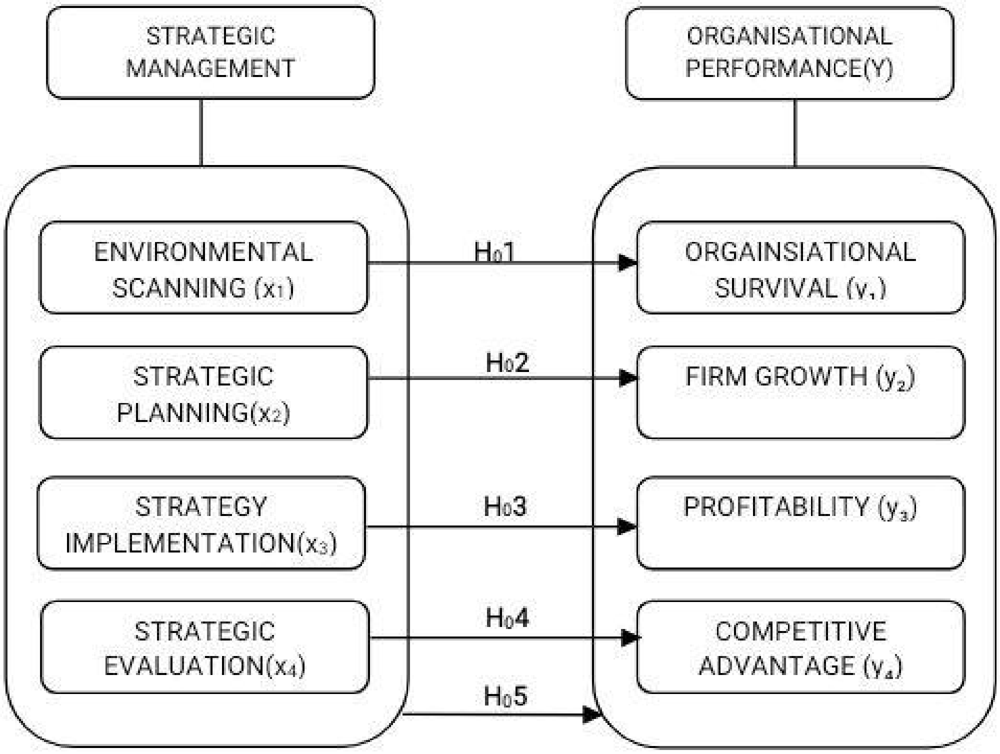
Services for Guards: The market share grew steadily by 2% each year, which shows that performance was getting better slowly but surely.

Cutting Costs and Employee Turnover: The strategic planning process also helped lower operational costs and keep employees, which shows how it affects many areas.

The results at J&P Security Services align with the extensive academic literature. Maharmeh (2020) and Yadav (2024) assert that a comprehensive strategic planning framework—encompassing environmental scanning, strategy formulation, and subsequent implementation—can result in substantial enhancements in operational performance. Additionally, by customizing strategic initiatives to address sector-specific challenges, organizations can mitigate the inherent risks present in high-risk environments, as demonstrated by the research of Oumakhlouf and Kherbachi (2023).

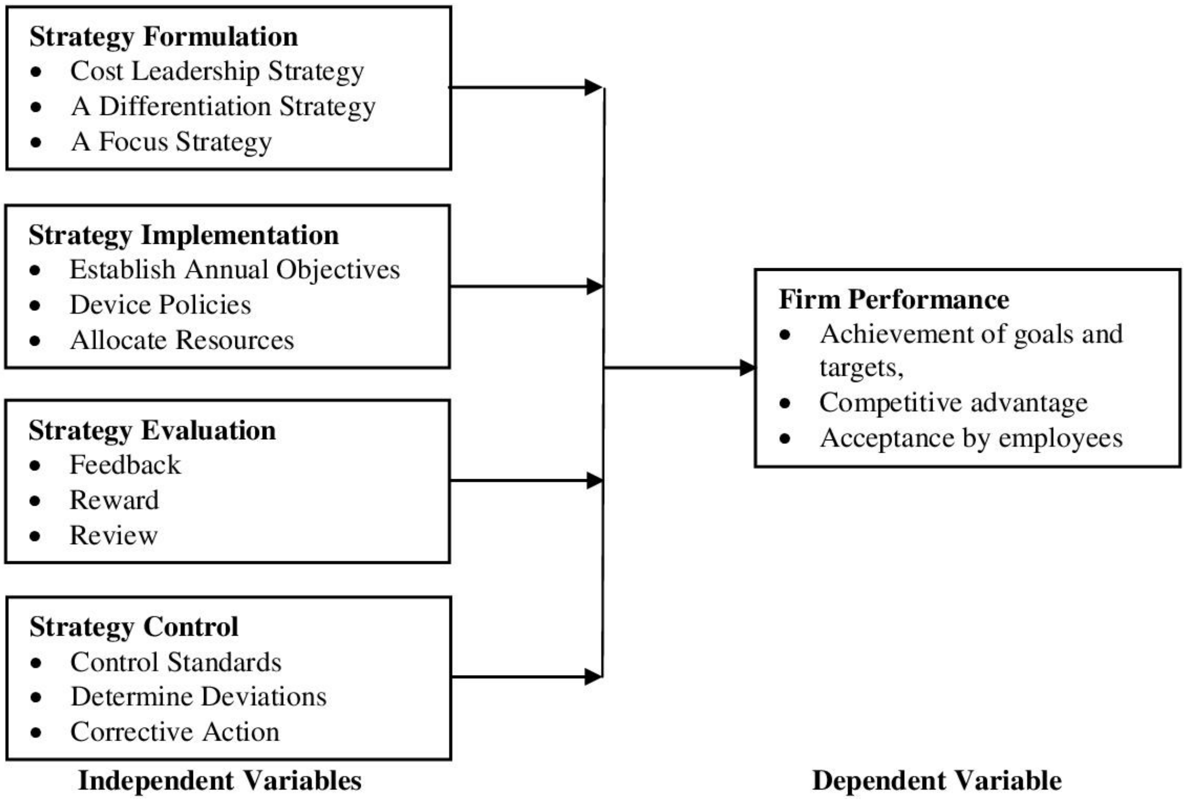
The performance metrics from J&P Security Services are clear examples of how strategic planning can lead to results that can be measured. The 80% yearly rise in alarms and electronics market share and the 2% yearly rise in guard services market share are two good examples of how operations have become more efficient and competitive. Also, lower operational costs and better employee turnover show even more how a well-coordinated strategic plan can help a lot.

%.7 Conceptual Framework



Source: Researcher's Conceptual Model (2021)

The model above shows the linkages and relationships between the variables of the study. From the diagram, we see that the measures of strategic management practices are used as determinants of the measures of organisational performance.



The four independent variables of this study—environmental scanning, management participation, planning formality, and strategic techniques—are shown in the previous graphic. The research also incorporates the dependent variables for both nonfinancial and financial success.

Consequently, the assessment of organizational performance, the dependent variable, is significant owing to the four independent factors delineated in the conceptual framework. Moreover, as shown in the aforementioned conceptual framework model, organizational performance is evaluated from both financial and non-financial viewpoints.

%.8 Research Methodology

This paper was grounded in the philosophy of positivism. Positivism posits that events directly shape an individual's perception, establishing a direct correlation between phenomena and their representation (Willig, 2023). Saunders et al. (2022) elucidate that positivism posits that only observable phenomena yield credible data, and while formulating a research strategy for data collection, existing theory predominantly informs the development of hypotheses. A positivist researcher must maintain distance and independence from the research subject, strive to mitigate bias, and choose a universal or general sample to ensure objectivity in the examination of a phenomenon (Creswell, 2023).

This study aligns with positivism due to the direct correlation between strategic formulation and the performance of companies listed in private security business. The study employed positivism as its research philosophy, as it is objective and detached from the researcher, devoid of any personal interest in the study. The philosophy has been utilized in numerous research topics pertaining to strategy.

ISSN 2394-7322International Journal of Novel Research in Marketing Management and Economics, Volume 5, Issue 2, Pages (33–49), May–August 2018, Novelty Journals

management and organizational performance. Some authors who have used this philosophy are Willig (2023), Petty et al. (2022), and Kaboub (2020). This study employed an explanatory research design, as it effectively elucidates the relationship between variables. For example, it was utilized to analyze the impact of strategy formulation on the organizational performance of security companies listed on the NEC security industry of Zimbabwe. This research design was employed by Cooper and Schindler (2024), Creswell (2024), and Trochim (2023).

This study used a survey research approach to investigate the influence of strategic planning on organizational performance. Strategic planning is a well-known process that helps organizations set clear goals and put their resources in the right places to get better results. This research investigates the impact of strategic planning on the organizational performance of J&P Security in Zimbabwe. The study examines a total population of 110 employees, from which a sample of

85 employees was selected using Taro Yamane's formula, employing questionnaires as the principal data collection instrument.

The SWOT Analysis and the Balanced Scorecard are two of the strategic planning methods being looked at. The quality management initiative started in January 2020 and is still going strong. This gives us a clear time frame for judging how well these strategic changes are working.

%.8.1 Research Design and Sample Size

This research utilizes a quantitative methodology to evaluate the influence of strategic planning on organizational performance. The study is based on a group of 110 employees at J&P Security, and 85 of those employees are chosen using Taro Yameni's formula. The people who answered the survey come from a wide range of backgrounds in the organization.

Sample Demographics

The gender breakdown is 80% male and 20% female.

Departments that were part of it:

- Business Development
- Technical
- Quality Assurance
- Operations
- Human Resources
- Accounts

%.8.2 Data Collection

A structured research questionnaire will be used to gather data. The questionnaire is meant to get detailed information about:

- Organizational performance metrics, like performance scores, growth rate, and efficiency measurements.
- Strategic planning practices: how often strategic planning sessions happen, what the quality goals are, and how well the audits go.

- Outcome variables include customer satisfaction, customer complaints, keeping employees, business growth, meeting goals, achieving quality goals, and corporate social responsibility.

%.8.3 Data Analysis via SPSS and Excel

Statistical Package for Social Sciences(SPSS) will be used to code and analyze the data for statistical significance and Excel to show the data and look for trends. Utilizing these tools will enhance comprehension of the connections between strategic planning and organizational performance.

%.8.4 Reliability and Validity

The questionnaire will be reviewed by experts and tested in a pilot study to make sure it is valid. We will use Cronbach's Alpha and test-retest methods to find out how reliable the results are.

%.9 Delimitations

a. **Geographical Scope**:

This research will be conducted at J&P Security's principal activities in Harare, Zimbabwe.

b. **Sample Population**:

The research will focus on management and personnel directly involved in strategy planning and implementation at J&P Security.

c. Variables:

The research will examine the impact of strategic planning on organizational performance, focusing on specific components such as strategic planning procedures, Achieving your objectives, Employee productivity and Customer satisfaction

d. **Methodology**:

The research will use a mixed-methods approach, including both qualitative and quantitative data gathering and analysis techniques.

e. **Timeframe**:

The research will concentrate on a defined interval, namely the past five years (2020–2025), to examine the impact of strategic planning on the organization's performance during that period.

The research will only focus on J&P Security, analyzing its specific experiences and circumstances. These parameters will delineate the research's scope and constraints, ensuring it remains concentrated and feasible.

%.10 Ethical Considerations

To keep this study's integrity and validity, the following ethical issues must be followed:

i. **Informed Consent**: Participants will receive detailed information regarding the research's aims, potential risks, and benefits. Before gathering data, we will get written permission first.

ii. **Anonymity and Confidentiality**: Participants' identities will be protected through the use of pseudonyms or codes. The researcher will be the only one who can access the data, which will be kept safe.

iii. **Look into Access to J&P Security**: The management of J&P Security will give formal permission for access. The study's goals, methods, and possible effects should all be clearly explained.

iv. **Ethical Considerations in Research Instrument Development:** The instrument will be crafted to minimize harm and maximize benefits. Questions should be clear, short, and free of bias.

v. **Ethical Issues in Data Collection**: Participants must be treated with respect and dignity. Collecting data will make it less likely that J&P Security's work will be interrupted.

vi. **Ethical Issues in Data Analysis:** Data must be looked at carefully and without bias. There should be clear and accurate reporting of results.

vii. **Ethical Issues in Reporting Results:** Results must be reported with respect, accuracy, and honesty. Participants and J&P Security will look over the work and give feedback.

ETHICS BEYOND RESEARCH CONDUCT:

- Research findings will be communicated to J&P Security and relevant stakeholders.
- The research will augment comprehension of strategic planning and organizational efficacy.
- This study aims to deliver substantial insights regarding the influence of strategic planning on organizational performance at J&P Security, while upholding ethical standards that honor participants' rights and dignity.

%.11 Summary

In summary, this research proposal outlines a comprehensive study into the effects of strategic planning on organizational performance within Africa, with a specific focus on Zimbabwe’s public and private sectors and the case study of J&P Security. By leveraging quantitative method, the study aims to provide actionable insights into the mechanisms through which strategic planning can influence performance outcomes. This research will not only contribute to academic literature but also inform strategic decisions by practitioners within the sector.

CHAPTER TWO

LITERATURE REVIEW

2.01 Introduction

This chapter focuses on the available literature. Strategic planning techniques and organizational performance are the major focus of study conducted by other researchers. There is a strong interest in determining the relationship between strategic planning and its effect on organizational performance. Consequently, due to rapidly evolving environments, critics advocated for a flexible strategy, positing that strategy is the art of keeping the organization on the brink of chaos (Pina e Cunha and Vieira da Cunha, 2020) and entails the capacity to address the demands of a turbulent environment (Daniel, 2020). Furthermore, many decision-makers overlooked the opportunity cost associated with the strategic planning process (Brunet et al., 1986), as they infrequently conducted cost-benefit analyses between strategy and the investment budget for organizational requirements (Linn, 2021).

Strategic planning has been essential to companies, while its effect on organizational success has been a subject of contention for many years. The link between strategic planning and performance yields diverse findings, both good and negative, with the majority of research conducted in firms located in industrialized nations. Recent study contends that it is equally crucial to discover both internal and external elements influencing the link between strategic planning and performance, while before studies were confined to establishing directional relationships. Researchers contend that future investigations should transition from examining "does planning enhance performance?" to exploring "how, when, and why does strategic planning contribute to performance?" Due to the scarcity of strategic planning research studies within the Sri Lankan environment, this study closes with recommendations for future research supported by empirical arguments.

The term "strategy" originates from the Greek word "strategos," meaning "the roles of a general" (Mohamed et al., 2020). In management, "planning" refers to the act of devising strategies to use resources more cheaply and effectively to fulfill the organization's objectives (Khan and Khalique, 2024). The advantages of strategic planning can be encapsulated as follows: improving coordination by integrating all business unit strategies into a cohesive corporate strategy; exercising control through the evaluation of performance and progress towards objectives; recognizing and capitalizing on prospective marketing opportunities; fostering internal communication among personnel and promoting a positive disposition towards change (Aldehayyat and Twaissi, 2021).

Bryson and George (2024) claim that strategic planning is a deliberate and concentrated effort to establish essential commitments and actions that define an organization's identity, operations, and purpose. Strategic planning involves establishing the organization's long-term objectives while considering various market conditions (Oluoch, 2016); it offers a strategic, technical, and operational framework (Andrews, 1971); and is characterized by the identification of the firm's objectives and goals in relation to its environment (Williams et al., 2020).

2.02 Definition of Strategic Planning

A plan is a business tool used to organize goals and objectives into a coherent and comprehensible manner. This practice is sometimes referred to as conducting a company on paper (Hormozi et al., 2002). Strategy comprises a collection of objectives, policies, and activities aimed at achieving certain outcomes (Donkor et al., 2018). Strategic planning encompasses efforts performed by an organization to develop strategies that facilitate the achievement of its objectives. Strategic planning is to provide a framework that enables an organization to achieve its goals and objectives (Skrt & Antoncic, 2024; Tapinos, Dyson & Meadows, 2025).

Strategic planning involves the identification and formulation of a mission, vision, primary business goals, strategies, and policies that direct an organization in the acquisition and allocation of resources (Falshaw, Glaister & Tatoglu, 2016; Kraus, Reiche & Reschke, 2018). Strategic planning is seen as a process that facilitates an enterprise's transition from its nascent stage to its established position within a competitive market. It assists organizations in identifying possibilities within a changing commercial landscape (Skrt & Antoncic, 2024). Strategic planning equips an organization for the future by attempting to forecast its trajectory.

Subsequently, aligning the business properly (Kraus, Reiche & Reschke, 2018). It establishes a framework that an organization aims to follow to get a desired beneficial outcome. Strategic planning focuses on the most efficient methods to attain success. The performance of a firm is determined by its internal and external business environments (Hervani, Helms & Sarkis, 2025).

The function of strategic planning (SP) is to assist an organization in implementing its business philosophy and achieving its objectives despite a fluctuating environment. It facilitates possibilities by assisting a firm in establishing itself inside a competitive market (Kutllovci & Shala, 2023). Donkor et al. (2018) assert that strategic planning may accomplish three objectives. Firstly, it assists the firm in comprehending the objectives that must be accomplished and delineates them.

Secondly, it serves as a systematic strategy for achieving the specified objectives. Ultimately, it facilitates the prioritization and attainment of the specified objectives. Stonehouse and Pemberton (2022) distinguish strategic planning from business planning by asserting that business planning focuses only on short-term analysis and objectives. Nonetheless, SP is apprehensive about the establishment of long-term objectives. While business planning may constitute a component of strategic planning, it must not be conflated with strategic planning itself. This distinction is crucial within the framework of this investigation. Occasionally, a company has challenges in determining the optimal approach to implement for a certain scenario. Strategic planning facilitates the determination of optimal resource allocation by offering direction for the firm and identifying the most effective methods to attain the desired outcomes (Bryson, 1918).O'Regan and Ghobadian (2022) and Kraus, Harms, and Schwarz (2019) assert that discussions regarding strategic planning focus on the long-term trajectory of the organization and the evaluation of its performance relative to the external environment to recognize and capitalize on opportunities while mitigating threats.

Furthermore, strategic planning is considered from two perspectives: the substance of a written document and the procedures required for the formation and execution of a strategic plan. This research explored both perspectives of strategic planning. Tapinos, Dyson, and Meadows (2025) and Falshaw, Glaister, and Tatoglu (2019) propose that the strategic planning process encompasses the formulation of a strategy—comprising the mission, vision, objectives, evaluation of the external and internal environment, and identification of alternative strategies—followed by the implementation of the strategy and its subsequent control. Numerous writers advocate that strategic planning include not only the design and development of plans but also their execution. They assert that the execution of strategies is as crucial as their development, since it profoundly influences the results and efficacy of the tactics. Research indicates that organizations that neglect strategic planning do not efficiently execute its implementation (O'Regan & Ghobadian, 2022).

2.03 Strategic Planning in private companies

Majama and Magang (2017) assert that research on strategic planning by Private Organization is significantly constrained in developing countries, including South Africa. The research on Private Organization emphasizes essential drivers for firm longevity, such as financial considerations. Notwithstanding many contributions to Private Organization from governments and professional advisers, Culkin and Smith (2020) and Jocumsen (2024) assert that Private Organization are marked by elevated failure rates and subpar performance. Understanding the reasons behind the varying performance of Private Organization is crucial; nonetheless, the majority of recommended solutions to address these issues are financially oriented (Wang, Walker & Redmond, 2007).

According to Hormozi et al. (2022), strategic planning is essential for the success of a business. Its use guarantees success, while its absence results in failure.Studies on strategic planning (SP) have repeatedly shown that small and medium-sized enterprises (Private Organization) do not engage in SP (Culkin & Smith, 2000; Hormozi et al., 2002; Robinson & Pearce, 1884; Majama & Magang, 2017). Consequently, Private Organizations owners-managers have been criticized for lacking a long-term vision for the firm (Mazzarol, 2024). Gaskill, Van Auken, and Manning (1993), Stonehouse and Pemberton (2022), and Mazzarol (2024) assert that Private Organization' planning is oriented on short-term operations rather than long-term strategic planning. Decision-making in Private Organization is mostly reactive rather than proactive.

Culkin and Smith (2020) and Wang, Walker, and Redmond (2017) assert that Private Organization that purport to engage in strategic planning rely on intuition rather than formal written plans. This aligns with the assertions of Gibb and Scott (1985) and Robinson and Pearce (1984), who contend that planning by Private Organization is characterized by informality, disorganization, irregularity, reliance on insufficient and erroneous information from unofficial sources, and a reactive rather than proactive approach.

Research conducted by Stonehouse and Pemberton (2002) indicates that a limited array of strategic tools is used by Organizations . Nonetheless, these methods are seen as pertinent to business planning rather than strategic planning. Consequently, the managers and owners of Organizations are either oblivious to the availability of strategic planning tools or do not see them as essential. Robinson and Pearce (1984) assert that strategic planning by Organizations is more incremental than synoptic, involving just senior management.

Fundamental corporate objectives are overlooked, and information sources tend to be more subjective than objective; the pursuit of alternative methods is minimal and ceases once an attractive option is discovered. Rice and Hamilton (1979) assert that the planning process in Organizations is mostly non-rational, non-systematic, and lacks discernible weighing or planning variables. Sexton and Auken (1982) assert that Organizations engage in strategic thinking; nevertheless, this thought process is seldom converted into actionable strategies. Kutllovci and Shala (2003) contend that strategic planning in small and medium-sized enterprises occurs informally rather than formally unconsciously as an indication of strategic cognition. Berry (1998) asserts that the absence of strategic planning or its neglect prevents Organizations from achieving significant performance and development.

2.4.0 **Benefits of Strategic Planning**

2.4.1 Growth

Academics think that strategic planning favorably influences the expansion of an organization. It offers directives to improve or sustain an organization's current scale and competencies (Skrt & Antoncic, 2024; Balasundaram, 2019; Kahm, Hin & Bohari, 2016). Furthermore, strategically oriented Organizations exhibit greater innovation, launch new products, leverage novel processes, use management technology, and achieve worldwide expansion (Upton, Teal & Felan, 2021; Stewart, 2002; Gibbons & O'Connor, 2005; Wang, Walker & Redmond, 2017). Kahm, Hin, and Bohari (2016) strongly advocate for the adoption of strategic planning (SP) by Malaysian Organizations , as it significantly impacts company development in their research of 6,500 Organizations . This aligns with a research conducted by Kutllovci and Shala (2003) about Organizations in Kosovo.

The research indicates that SP is a crucial factor that promotes firm development. The study's findings indicate that Organizations in Kosovo have made significant efforts to establish long-term business goals by aligning their strategic plans with a focus on product development and service quality enhancement.According to White (1984), managers and owners must engage in planning to enhance performance. It transitions a company from a reactive to a proactive attitude, organizes personnel, enhances morale, and fosters a feeling of accomplishment, empowering people to handle change. Furthermore, strategic planning establishes a foundation for evaluating performance. Employees should understand that upon achieving progress, they will have a feeling of accomplishment. This will enhance staff morale and therefore influence company development.

2.4.2 Performance

Balasundaram (2019) and K'Obonyo and Arasa (2012) assert that strategic planning favorably influences the business performance of an organization by offering a decision-making framework and a long-term perspective for Organizations . This aligns with the perspectives of Hodgetts and Kuratko (2021), who assert that strategic planning enhances the performance of Organizations by creating pertinent information, providing a clear understanding of the business environment, and mitigating uncertainty.

The notion of performance is often ambiguous (Gibson, Cassar & Wingham, 2015). Chandler (1996) defines performance in terms of yearly sales (turnover) or income pre-tax/post-tax. McMahon and Davies (1994) characterize corporate success based on the staff count, often equating it to the number of full-time workers. Kraus, Harms, and Schwarz (2006) assert that staff growth is the most accurate indicator of company profitability for Organizations , given the unreliability of financial statistics. Furthermore, staff development serves as a more reliable metric of organizational success. This study revealed performance via turnover and employee development. High performance is often seen in Organizations that engage in strategic planning. Small and medium-sized enterprises that use strategic planning have increased sales growth, enhanced returns, elevated margins, and more staff growth (Gibson, Cassar & Wingham, 2015; Wang, Walker & Redmond, 2017; Donkor et al., 2018). Chin, Hamid, Rasli, and Tat (2014) contend that Organizations function within a dynamic business environment that necessitates comprehensive environmental analysis as an integral component of their strategic planning process. This method has the ability to enhance performance regarding new business prospects. McMahon and Davies, 1994.

The research by Kraus, Harms, and Schwarz (2006) spanned 25 years to assess the impact of strategic planning on the performance of Organizations . Approximately 24 empirical studies were identified after comprehensive investigation, of which 79% affirmed that the use of SP by Organizations positively impacted company performance. Moreover, the research established a correlation between planning duration and performance outcomes. Consequently, it may be inferred that more time dedicated to strategic planning correlates with greater success for Organizations . The research identified a correlation between the formalization of strategic planning and the business performance of a firm. The formalization pertains to the extent of structured textual strategy planning. A formal strategic plan compels management to examine the organization's objectives and strategy.

The study indicated that Organizations have accelerated growth, achieving double the expansion rate, when formal planning is implemented compared to when it is absent. Consequently, formal strategy planning enhances performance. Furthermore, the research demonstrated that the management of strategic planning outcomes substantially enhances performance.

The true value of SP and business success lies in Organizations ' capacity to be future-oriented. Strategic Planning (SP) enhances the performance of Organizations by compelling managers to seek inquiries linked to company improvement and to identify answers. Managers are compelled to acquire methods for implementing enhancements (Skrt & Antoncic, 2004). Greenley (1986) provides two responses to the inquiry: why do organizations need strategic planning (SP)? The use of SP must first augment business performance and second, raise management effectiveness, which may indirectly elevate company success. Greenley (1986) contests the notion that there is no correlation between strategic planning (SP) and corporate success, asserting that SP may serve as a management instrument irrespective of the performance attained due to the sense of assurance it imparts to management. This may nevertheless be reversed to the attainment of enhanced corporate performance.

2.4.3 Success

A research on strategic planning (SP) and the performance of Organizations in Zimbabwe had shown a robust correlation between SP, company performance, and business success. Research indicated that firms using strategic planning saw enhanced long-term success within their sector (Kutllovci & Shala, 2023; Donkor et al., 2018). Stonehouse and Pemberton (2022), Wang, Walker, and Redmond (2007), and Balasundaram (2019) believe that a favorable correlation exists between the performance of Organizations and strategic planning. Robinson and Pearce (1984) shown that organizations using strategic planning achieve more performance than those that do not. The results emerged from a study of three distinct studies that contrasted successful Organizations with their failed counterparts. Successful Organizations were characterized by a robust use of formal planning.

2.4.4 Competitive Advantage

The present corporate landscape is marked by transformation and intense rivalry. Moreover, the rivalry is intense and challenging as the market grows, compelling firms to improve their competitiveness via the adoption of innovative business strategies. Therefore, organizations must use strategic planning to remain competitive in the marketplace (Bryson, 1988; Donkor et al., 2018). This aligns with Balasundaram (2019), who asserts that strategic planning is essential for both big and small organizations, since it enables managers and owners to seize future opportunities and mitigate potential hazards.

Moreover, environmental consciousness is an element of strategic planning. The process involves acquiring information about the environment to achieve and sustain a competitive advantage. Wang, Walker, and Redmond (2017) contend that the concept and implementation of strategic planning by an organization pertains to attaining a competitive edge. O'Regan and Ghobadian (2022) assert that a primary objective of implementing strategic planning is to enable a firm to achieve an efficient and enduring competitive advantage over rivals by enhancing sales and optimizing business performance.

Planning tools assist an organization in long-term planning by defining objectives and strategies for their attainment. Consequently, planning tools enhance the efficiency and efficacy of a strategy. Strategic planning tools and approaches for Organizations include a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), environmental analysis, and financial analysis (Kraus, Harms & Schwarz, 2016). Barney (2021) asserts that organizations that engage. Leveraging their internal strengths to capitalize on external and internal opportunities, mitigate risks, and circumvent internal weaknesses will confer a competitive edge over rivals. Kraus, Harms, and Schwarz (2016) assert that recognizing market risks and opportunities will enable Organizations to take action and ultimately attain a competitive edge. Porter and Kramer (2022) assert that all strategic systems, including strategic planning, have a singular objective. The objective is to augment the performance of an organization and strengthen its competitive advantage.

Falshaw, Glaister, and Tatoglu (2016) contend that organizations engaging in strategic planning outperform those that prioritize financial planning, since they adapt to the changing environment by concentrating on strategic matters and resource distribution. The research indicated that strategic planners must recognize dangers and opportunities and capitalize on them. O'Regan and Ghobadian (2022) indicate that strategic planning (SP) serves not just as a mechanism for forecasting change but as a means to attain competitive advantage.

A research conducted by Mufudza, Jengeta, and Hove (2013) on Organizations in Zimbabwe in a tumultuous economic climate indicated that strategic planning is essential for the survival of an organization. Kraus, Reiche, and Reschke (2018) similarly affirm that strategic planning is a crucial management instrument under conditions of significant environmental dynamism and unpredictability. The sustainability of a company relies on awareness of objectives and the implementation of actions to achieve them.

2.4.5 Financial Accessibility

According to Hormozi et al. (2022), starting and operating a firm requires financial resources. Financing options are contingent upon the current condition of the firm and the willingness of the managers-owners to seek external support. Small firms start and manage a company with personal capital (Bhide, 1992). The primary factor affecting the development and success of Organizations is the scarcity of financial resources. Small and medium-sized enterprises are constrained by the accessibility and availability of financial resources necessary for their operational and fiscal requirements. Research on South African Organizations indicated that owners and managers lack access to financing. A survey by the World Bank indicated that 90% of small firms assert that finance accessibility is a primary limitation to their expansion (Abor & Quartey, 2020). According to UGP (2019), Organizations are not financed due to the absence of requisite financial documentation. Furthermore, the OECD (since 2010) asserts that Organizations neither engage in planning nor maintain records of information necessary to substantiate financing requests. Consequently, financial institutions will impose higher interest rates on Organizations relative to big corporations due to the much greater expenses incurred in obtaining the necessary information. Hormozi et al. (2022) assert that a plan might serve as a supplementary document in securing money from investors or financial institutions. An effective strategy will address two inquiries pertaining to investing. What are the associated risks of the investment? Secondly, what are the rewards linked to the investment? While the future remains unpredictable, a plan offers financial insights derived from financial research (Sahlman, 1997). Moreover, Hormozi et al. (2022) assert that investors exhibit significant interest in the return on investment, as they need knowledge on the potential benefits of the investment.

2.5.0 Barriers to strategic planning

The literature study indicates that the majority of Organizations do not engage in strategic planning (SP). It is astonishing, given that the literature assessment indicates that a company cannot endure without some type of planning. Robinson and Pearce (1984) assert that SME managers refrain from engaging in strategic planning because to time constraints. They also lack specialized skills and understanding about strategic planning, awareness of strategic planning, faith in strategic planning, personal overestimation, rejection of external aid, conventional thinking, fear of change, and the high costs connected with planning.

This is corroborated by Stonehouse and Pemberton (2022) in their research on empirical results about strategic planning in Organizations. The research indicates that the majority of surveyed Organizations recognized strategic planning, although they were mostly alluding to short-term goals. Furthermore, Stonehouse and Pemberton (2022) discovered that two-thirds of the examined Organizations had developed a vision and purpose statement. Nevertheless, little evidence of long-term goals or strategic planning instruments was identified.

Stonehouse and Pemberton (2022) assert that specific Organizations engage in planning just when necessitated by circumstances. Gibson, Cassar, and Wingham (2025) assert that strategic planning is implemented in Organizations only subsequent to expansion and elevated performance. The underperformance of Organizations may account for their deficiency in strategic planning. Wang, Walker, and Redmond (2007) conducted a noteworthy research on the deficiency of strategic planning in small and medium-sized enterprises.

The research contends that comprehending the motives of managers and owners in company is essential for elucidating why certain Organizations refrain from engaging in social responsibility practices. It was shown that managers and owners of Organizations driven by expansion participate in strategy planning. Nevertheless, managers and owners content with remaining small, seeing company operation only as a means of securing employment, rejected the concept of strategic planning. Kutllovci and Shala (2023) assert that the extent of managers-owners' commitment to strategic planning is a vital factor for the strategic focus of the organization. White (1984) posits that managers-owners neglect planning due to their focus on present issues, which provide prompt feedback. Effective strategy planning is challenging and requires considerable time investment.

A plan may serve as a regulation on the assessment of outcomes. Most managers and owners favor action over contemplation and administrative tasks.Small and medium-sized enterprises (Organizations) tend to rely on intuition and human judgment instead of strategic planning (White, 1984; Kutllovci & Shala, 2023; Kraus, Harms & Schwarz, 2006; Majama & Magang, 2017). Furthermore, Donkor et al. (2018) contend that Organizations refrain from engaging in social responsibility due to the perception that it is only pertinent to larger corporations. The research conducted by Stonehouse and Pemberton (2022) and Majama and Magang (2017) indicates that the significance or degree of strategic planning is highly contingent upon the industry, firm size, country of operation, and technological progress. This research seeks to investigate the impact of strategic planning on the performance of Organizations.

2.6.0 Negative View of Strategic planning by Organizations

Research indicates that Strategic Planning enhances awareness of both present and prospective market changes, enabling organizations to capitalize on opportunities for growth and performance enhancement.Numerous studies, however, have shown that conventional strategic planning may be unsuitable for small and medium-sized enterprises. These studies see strategic planning as a formalized process at an elevated level for small and medium-sized enterprises (Organizations). Strategic planning is said to diminish innovation and stifle creativity. They contend that strategies may originate outside to the formal planning process (Balasundaram, 2019). Kraus, Harms, and Schwarz (2016) assert that several studies have shown a favorable correlation between SP and company performance. They do, however, note that there are some studies that dispute the premise of a positive correlation between SP and company success. Nonetheless, they contend that the results may vary due to the varied definitions of strategic planning used in Organizations among research.

Robinson and Pearce (1983) and Schwenk and Shrader (2018) contend that the variance in results may be contingent upon the nature and scale of the industry.Strategic planning does not ensure superior performance. Nonetheless, elements that lead to the failure of a company may be identified during the first phases of SME growth when strategic planning occurs. This may result in a reduction in failure rates (Kutllovci & Shala, 2023; Mintzberg, 2012). Bresser and Bishop (1983) contend that strategic planning may lead to the demise of small and medium-sized enterprises by fostering rigidity and promoting excessive bureaucracy.

2.7 Additional Studies on Strategic Planning

Numerous studies have proven the beneficial impact of strategic planning inside an organization. Some study, however, indicates little correlation between strategic planning and corporate development, success, and performance. The table below presents further research that either corroborates or contradicts the assertion of a favorable correlation between strategic planning and corporate success.

Table 2.2: Additional Studies on Strategic Planning

Author(s)	Articles/Journals or Books	Agree/Disagree
(Schwenk & Shrader, 2018)	Effects of Formal Strategic Planning on Financial Performance in Small Firms	Agree
(Orpen, 2023)	Strategic Planning, Scanning Activities and the Financial Performance of Small Firms	Agree
(Baird, .Lyles & Orris, 1994)	Formal Planning in Small Business: Increased Strategic Choices	Agree
(Trow, 2018)	Executive Succession in Small Companies	Agree
(Bracker, Keats & Pearson, 1988)	Planning and Financial Performance among Small Firms in a Growth Industry	Agree
(Carland, Carland & Abhy, 1989)	An Assessment of the Psychological Determinants of Planning in Small Businesses.	Agree
(Leitner, 2021)	Strategisches Verhalten von kleinen und mittleren Unternehmungen.	Agree

(Robinson & Pearce, 1983)	The Impact of Planning on Financial Performance in Small Organizations	Disagree
(French, Kelly & Harrison, 2024)	The Role of Strategic Planning in the Performance of Small, Professional Service Firms	Disagree
(Gibson, Cassar & Wingham, 2025)	Longitudinal Analysis of Relationships between Planning and Performance in Small Firms	Disagree
(Gable and Topol, 2017)	Planning Practices of Small-Scale Retailers	Disagree

2.7.0 Strategic Management Practices

The method that integrates strategy formulation and execution, often via strategic planning, to assist organizations in attaining objectives and generating public value is termed Strategic Management (Esen et al., 2021; Ekundayo, 2019). Mjomba et al. (2019) define this word as the process of aligning an organization's strengths and weaknesses with market opportunities and threats, while developing and assessing alternative strategies to achieve goals and objectives. Authors emphasized that strategic management actions are objective, reasonable, and systematic, including a series of judgments based on experience, evaluation, and intuition (Esen et al., 2021). Elements of strategic management include strategic analysis, visioning, goal formulation, and evaluation of the competitive environment.

According to Gacheke (2019), strategic management refers to a compilation of leadership choices and activities that forecast a company's future triumphs.The author states that strategic management comprises four essential activities: environmental assessment, plan design, execution, and control and evaluation (Ekundayo, 2015; Daniel, 2018).

Borgaon and Farwa (2023) contend that strategic management comprises three interrelated actions: strategy analysis, strategy creation, and strategy deployment. Aldasem & Omar (2022) ascertain that the implementation of strategic management is a focus of the International Journal of Economics, Commerce and Management, United Kingdom. Licensed under Creative Commons Page 217, this involves the ongoing assessment and regulation of the organization's operations; an analysis of competitors and the formulation of objectives and strategies to address both current and prospective rivals; followed by an evaluation of each annual or quarterly strategy to determine its implementation success or the necessity for an alternative approach that aligns with desired conditions (Mjomba et al., 2015). To enhance corporate performance in the external environment, management prioritizes both planned and adaptive activities for stakeholders, including the use of resources in strategic management (Akeke et al., 2021; Biçer, 2021).

The strategic management process primarily involves the formulation and implementation of decisions made by leadership on behalf of all stakeholders, taking into account available resources and evaluating their impact on the firm's internal and external environments (Akeke et al., 2021; Biçer, 2021; Aboramadan & Borgonovi, 2016; Abubakar et al., 2022). Phillip & Musa (2023) claim that the strengths, weaknesses, opportunities, and threats, together referred to as SWOT analysis, constitute a fundamental method for environmental scanning. The authors assert that the firm's strengths and shortcomings create an internal environment that may influence the organization's competitive advantage. Oyedijo and Akinlabi (2008) assert that business enterprises are incapable of managing the opportunities and hazards in the external environment that are vital to a firm's survival. They emphasize that political, economic, social, and technological dimensions are also included in this narrative. Monday et al. (2015) contends that formulating a strategic plan for the active management of opportunities and threats, while recognizing the firm's strengths and limitations, is a component of the strategy development process.

Moreover, it encompasses the formulation of objectives, achievable targets, development methodologies, and benchmarks for public policy (Macharia, 2014; Makanga, 2017). Consequently, the primary aim of most commercial organizations pertains to the foundational purpose of fulfilling the organization's mission. They denote the advantages that a society will get from the company, as well as the aims that may be derived. Muogbo (2013) asserts that the achievement of these goals and objectives is accomplished via effective management methods, including strategy design, execution, assessment, and control.

Strategy development establishes a definitive collection of recommendations, accompanied by justifications, that periodically reassess the company's purpose and goals while providing solutions for their attainment (Pearce & Robinson, 2013).

Binuyo et al. (2019) contend that strategy implementation varies significantly across different types and sizes of businesses. Wheelen (2017) asserts that the implementation of strategies necessitates actions such as modifying sales territories, expanding departments, downsizing structures, recruiting new personnel, adjusting an organization's pricing strategy, formulating financial budgets, establishing new employee incentives, developing cost control processes, and enhancing management information systems. Wheelen et al. (2014) contend that for an organization to function effectively, all members, not solely management executives, must participate in strategy management, environmental monitoring for pertinent information, the implementation of improved methodologies, the identification of opportunities arising from environmental dynamics, and collaboration with others to enhance processes, techniques, and evaluation methods.

The adoption phase of the strategic management process involves assessing the use of the chosen approaches (Binuyo et al., 2019; Birinci & Eren, 2013). Environmental planning and research are often included into the creative process due to their significance. Pour & Asarian (2019) indicate that the major variables of theoretical strategic management include environmental scanning, strategy formulation, implementation, evaluation, and oversight. Consequently, strategic management entails the implementation of chosen methodologies by formulating effective strategies, restructuring to enhance organizational performance, allocating resources, and evaluating modifications in strategies (Phina, 2020; Pour & Asarian, 2019).

2.8.0 Theoretical Foundations

This section will include hypotheses that support the claim for a link between strategic planning techniques and organizational performance which include the Industrial Organization Theory Resource-Based View, and Stakeholder Theory. Strategy formulation is relevant to both public and commercial sectors and may be successfully grounded on Industrial Organizational Economic Theory, Transformational Leadership Theory, and Environmental Dependency Theory.

2.8.1 Resource Based View

The Resource Based View asserts that a firm's competitive advantage derives from the distinctiveness of its resources (Carpela & Gordon, 2021). Consequently, the evaluation of the resources accessible to the organization becomes a significant focal point. Resources include both actual and intangible assets that a business choose to formulate and execute its plans. Tangible resources include financial, physical, technical, and organizational assets, whereas intangible resources comprise human, reputational, and innovative assets (Carpela & Gordon, 2021). This theory emphasizes Value (V), Rarity (R), and Imitability (I). and the organizational components of resources and capabilities lead to the VRIO framework.

The VRIO concept posits that a firm's competitive advantage may be derived from value-adding operations. Processes that do not provide value adversely affect the firm's competitiveness by diverting attention from the organization's core goals (Carpela & Gordon, 2021). Rarity is the circumstance in which a corporation attains a competitive advantage by leveraging a scarce resource to create a distinctive product or service that other companies cannot provide in the market. Imitability refers to the incapacity of competitors to duplicate the distinctive services or products offered by the organization. Porter (1990) asserts that an organization's exceptional capacity to prioritize and arrange distinctive, inimitable, and uncommon resources bestows a competitive advantage upon it.

The Resource Based View focuses on the resources an organization has and how it employs them to attain a competitive advantage.Barney's (1991) examination of competitive advantage considers two assumptions. Firms within a certain industry has distinct resources under their control. Secondly, the resources that provide a competitive advantage have limited mobility both across and inside the sector and, thus, cannot be exchanged. Sustainability is crucial because an organization’s resources, which may have been valuable before, might lose their worth in the future due to variables such as changes in client preferences, technology advancements, industry structures, or regulations.

2.8.2 Industrial Organization Theory

The Industrial Organization Theory is based on the theory of the firm, which encompasses various economic theories aimed at predicting, describing, and elucidating the nature of an organization concerning its existence, composition, behavior, and structural evolution in relation to the market. This delineates organizational structures, situational designs, operational frameworks, and the interaction with the external environment in which the organization operates. This approach recognizes the external market orientation of firms as a vital element for attaining competitive advantage.

From the standpoint of classical industrial organization, strategic management provides a methodical framework for assessing and comprehending external rivalry inside a certain industry. Nelson (2022) asserts that the form and operation of any market are the foundational principle of industrial organization theory. Bennet (1996) posits that the structural, behavioral, and performance patterns used as a framework for examining the link among market structure, conduct, and performance are contingent upon industry organization.

The market structure in which a business functions dictates its behavior and thus influences the market's performance. The Industrial Organization Theory emphasizes the market in which a firm functions rather than the company itself (Ryals, 2007). The theory therefore focuses on the whole industry and market circumstances of a corporation rather than the core analytical element that identifies the strategic options available to organizations within their specific sectors (Porter, 2008).

2.8.3 Stakeholder Theory

The Stakeholder Theory emerged as a significant management strategy in the 1970s and was further refined and accepted by Freeman in 1984, emphasizing corporate responsibility to a varied array of stakeholders. Wheeler, Colbert, and Freeman (2023) assert that stakeholder theory originates from a combination of social and organizational sciences. The theory adopts a less formal unified approach rather than embracing an expanded study tradition that includes philosophy, psychology, ethics, economics, political theory, law, and organizational management science.

Donaldson and Preston (2025) noted that this approach emphasizes decision-making at the management level, whereby the interests of all stakeholders are deemed valued, and no one interest is prioritized above others. According to the principle, an organization's management must establish a relational network to support workers, dealers, suppliers, shareholders, and all other business partners. It contends that these stakeholders are significant (Wheeler, et al., 2023). The hypothesis is crucial as it posits that addressing all stakeholders' interests enhances the performance of the security companies in Zimbabwe.

2.9.0 Industrial Organizational Economic Theory

This idea posits that industry structure shapes business behavior, which in turn affects organizational effectiveness. It is predicated on five forces: customers' negotiating power, the danger of new entrants, intra-industry rivalry, the availability of replacements, and the strength of suppliers within the industry (Porter, 1980). Consequently, companies may get a competitive advantage by adeptly analyzing their surroundings, capitalizing on opportunities, and mitigating dangers (Adelakun, 2020). The idea posits that profitability is substantially affected by industry dynamics, arising from the strategic positions adopted by businesses (Bonatti & Hörner, 2017; Shahzad et al., 2020). Internal organizational endowments significantly influence a firm's competitiveness (Sandada, Pooe & Dhurup, 2024), making them crucial for deciding the management plan to implement (Bain & Mason, 2021).

2.9.1 Transformational Leadership Theory

The idea, originally credited to Dutton (1973), originated from James MacGregor Burns in the late 1970s (Bass & Riggio, 2006), particularly in 1978 concerning leadership practices and policies (Ghasabeh, Soosay & Reaiche, 2025). It posits that strong leaders has the capacity to transform, alter, inspire, motivate, and empower individuals to improve organizational performance (Lenka & Kar, 2021). Leaders employ persuasive incentives, rational motivation, independent contemplation, and cultivate a purposeful and motivational rapport with their subordinates to enhance organizational performance (Berkovich, 2021); they foster an organizational culture congruent with the strategy and influence individuals to align their objectives and aspirations with the strategy to improve organizational performance (Lenka & Kar, 2021).

Leaders institutionalize supportive values and beliefs to influence their followers (Berkovich, 2021); and the capacity to identify and fulfill the needs of 38 subordinates to realize a desired transformation (Berkovich, 2021). The notion pertains to democratic practices (Andersen, Boesen, & Pedersen, 2016), facilitating contact between subordinates and leaders to efficiently address difficulties (Ghasabeh, Soosay & Reaiche, 2025). This theory is applicable in this case as it fosters subordinates' self-actualization to achieve corporate objectives (Lenka & Kar, 2021). It emphasizes the necessity for leaders to transcend individual desires (Ghasabeh, Soosay & Reaiche, 2025), thereby augmenting employee satisfaction and performance, which culminates in elevated organizational performance (Berkovich, 2021).

2.9.2 **Environmental Dependence (Dynamism) Theory**

This theory posits that as organizations evolve, they become more reliant on their external environment for resources (Pfeffer & Salancik, 2018), rendering them both environment-serving and environment-dependent for their inputs and outputs (Dauda & Ismaila, 2023). Consequently, it is essential to achieve congruence by adapting to alterations in the operational environment, to avoid a strategic or capability gap (Ansoff and Sullivan, 2023), which involves a systematic connection of procedures, impacts, arrangements, and reporting (Emery & Trist, 1965). An organization thus interacts with the environment as both a receptor and a transmitter of signals (Wu, Zhang & Luo, 2020). Therefore, it is essential to do environmental scanning that includes

SWOT analysis and PESTEL examination (Wilson, 1994). Addressing internal opposition to change that might obstruct successful alignment is essential (Sharma, 2019).

The idea is significant as it enables organizations to reassess their strategy in response to evolving environmental conditions (Thune & House, 1970), given that all organizations exist in a symbiotic connection with their environment (Shahzad et al., 2020). Kim and Lee (2022) examined the moderating effect of environmental dynamism on the performance of restaurants in the UK; Pashutan et al. (2022) explored the moderating influence of environmental dynamism on the performance of IT firms in Iran; Onwe et al. (2020) evaluated the moderating role of environmental dynamism on the performance of small firms in Nigeria; and Kariuki and Nguyo (2020) investigated the moderating effect of environmental dynamism on organizational performance in Kenya. Mirabeau et al. (2017) contended that ephemeral expressions of strategy, such as Strategy Process (SP) and Strategy-as-Practice (SAP), get insufficient attention in academic literature.

Bryson and George (2024) contend that strategic planning is a deliberate and concentrated process that establishes essential commitments and actions, defining an organization's identity, purpose, and rationale. Strategic planning involves establishing the organization's long-term objectives and analyzing various market conditions (Oluoch, 2016); offers a strategic, technical, and operational framework (Andrews, 1971); and is characterized by the identification of the firm's objectives and goals in relation to its environment (Williams et al., 2020). Strategy originates from the Greek term "strategos," meaning "general of the army." In 490 BC, the Strategoi provided the political leader with strategic rather than tactical counsel. In 500 BC, the teachings of Sun Tzu were linked to strategic planning, asserting that "if you know the enemy and know yourself, you need not fear the outcome of a hundred battles" (Woyzbun, R. P. (n.d.)). Subsequent advances categorized strategic plans into three distinct periods: Product-orientation (1820), Market-orientation (1900), and Post-industrial orientation (1950) (Kohli and Jaworski, 1990).

In the 1920s, the Harvard Business School developed the notion of strategy known as the Harvard Policy Model (Candy & Gordon, 2011). Although its principal phases have been discerned during the last 40 years (Hammer, 1996), the three overarching epochs include the early pioneers (Taylor, 1911), the culture and process (Mintzberg, 1973), and strategy development (Hopkins and Hopkins, 1997; Powell, 1992; Shrivastava and Grant, 1985). The initial pioneers comprised Taylor (1911), the progenitor of the scientific school of management; Henri Fayol (1916), the architect of modern management; Peter Drucker's concept of the "knowledge worker" from the 1960s (Hindle, 2008); the theory of strategic behavior (Ansoff, 1960); the structure and strategy framework (Chandler, 1962); and systems theories (Schendel et al., 1980).

The research on culture and processes conducted by Mintzberg (1973) transitioned strategic planning from forecasting and positioning to the evaluation of strengths, weaknesses, opportunities, and threats (Hammer, 1984); an institutional-based perspective (North, 1990); and Porter's five competitive forces (Porter, 1990). Ultimately, strategy creation included the identification of issues, objectives, and goals, assessment of alternatives, and determination of strategic direction (Hopkins & Hopkins, 1997; Powell, 1992; Shrivastava & Grant, 1985). The subsequent researchers underscored the practice of planning upon which this article is founded. The majority of definitions of strategic planning have converged on processes or activities (Wolf & Floyd, 2017). Nonetheless, Lampel, Mintzberg, and Ahlstrand (2009) condemned them for their rigidity, excessive formalization, and too analytical nature.

Consequently, in response to rapidly evolving environments, critics advocated for a flexible strategy, positing that strategy entails the art of sustaining the organization on the brink of chaos (Pina e Cunha and Vieira da Cunha, 2006) and encompasses the capacity to address the demands of a turbulent environment (Daniel, 2006). Furthermore, many decision-makers overlooked the opportunity cost associated with the strategic planning process (Brunet et al., 1986), as they infrequently conducted cost-benefit analyses between strategy and the investment budget for organizational requirements (Linn, 2008).

2.10.0 Theoretical Framework

2.10.1 The Theory of Planned Behavior (TPB)

Kuiken (2025) posits that the theory of planned behavior (TPB) is an augmentation of the theory of reasoned action (TRA) proposed by Fishbein and Ajzen (Hill, Fishbein & Ajzen, 1977). TRA posits that an individual's perspective on a certain behavior affects their desire to engage in that behavior. TRA posits that an individual engaging in a particular behavior should assess all relevant information about that behavior and evaluate its potential positive or negative consequences (Hill, Fishbein & Ajzen, 1977; Ajzen, 2021). Furthermore, Kuiken (2025) asserts that the Theory of Reasoned Action (TRA) just delineates behaviors that individual is inclined to do, neglecting environmental impediments that may obstruct the execution of such behaviors.
TBA was therefore implemented to address the shortcomings of the TRA. The Theory of Planned Behavior posits that an individual's actions are shaped by their attitudes about a particular behavior and their perceived behavioral control (Ajzen, 2021). TBA posits that certain factors affect an individual's inclination to respond in a certain manner. Two primary factors in this analysis are the probability that a certain behavior would yield a desired result and the subjective evaluation of the associated risks and benefits of that result (Ajzen, 1991).

Kuiken (2015) states that the Theory of Planned Behavior (TPB) is used in psychological, scientific, and commercial research. This theory elucidates the intentions and motivations of entrepreneurs in managing their enterprises. The Theory of Planned Behavior suggests that perceived behavioral control, industry experience, age, and educational attainment affect the decisions of company owners. The author further posits that the Theory of Planned Behavior (TPB) might be used for decision-making throughout the duration of an enterprise's existence. The Theory of Planned Behavior (TPB) was used in this research to elucidate and forecast various behaviors and intents by assessing the impact of Strategic Planning (SP) on the performance of Small and Medium Enterprises (Organizations) in the Zimbabwe . The framework was developed by establishing six assumptions, as seen in figure 2.1 below.

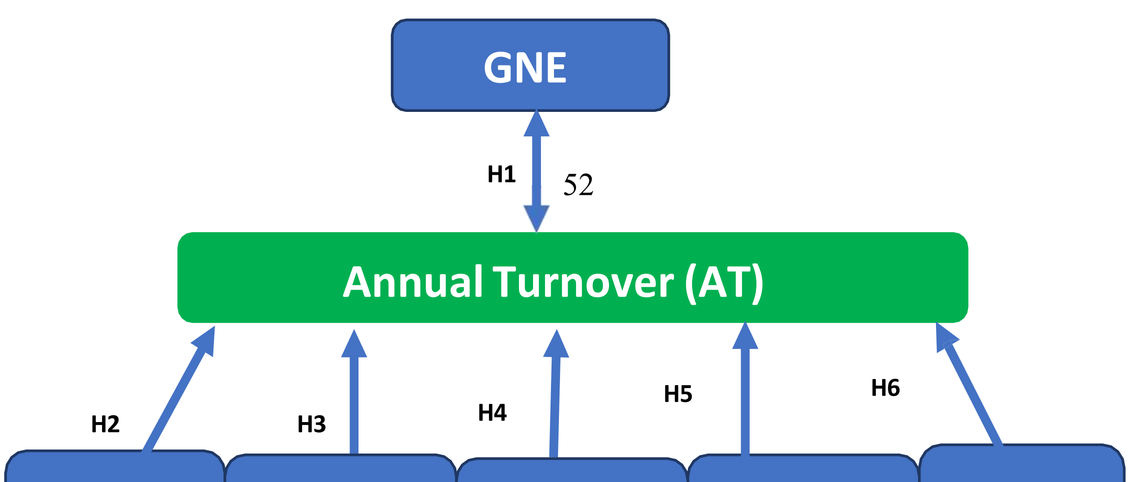


Figure 2.1 Conceptualized six hypotheses

- **H1**: Growth in Number of Employees (GNE) will associate positively with business Annual Turnover of Organizations (AT).
- **H2**: Qualification with Business Strategy Related (QBSR) is a push factor to the annual business turnover of Organizations (AT).
- **H3**: Having a Mission Statement (MS) will associate positively with annual business turnover of Organizations (AT).
- **H4**: Setting a Long-term Objective (LO) will associate positively with the annual business turnover of Organizations (AT).
- **H5**: Having a Formulated Vision (FV) will associate positively with the annual business turnover of Organizations (AT).
- **H6**: Business Experience (EXP) will associate positively with the annual business turnover of organizations (AT)

2.10.2 Strategic Planning and Management Process

The strategic planning (SP), management, and internal process model used by Kettunen (2018) aimed to assess the quality of institutional performance in higher education. Kettunen (2018) asserts that strategic planning delineates an organization's trajectory from its current purpose to its envisioned future state. The author posits that strategic planning intersects with quality assurance, since high-quality performance is evident in organizations that implement strategic planning. The author believes that the model shown below assists managers, workers, and other stakeholders in attaining an elevated perspective on the quality performance of their organization. Consequently, this model was used in this research to comprehend the application of strategic planning inside a business.The management process encompasses a sequence of events, including strategy management, goal formulation, resource allocation, company operations, and outcome evaluation.

Figure 2.2: Strategic Planning and Management Process

2.11.0 Summary and conclusion

This chapter seeks to present and summarize prior research on the use of strategic planning by Organizations to highlight significant gaps filled by this study.

The concept of Strategic Planning ,along with its applications and advantages for Oraganizations, was discovered and examined. The chapter also examined the obstacles to the implementation of strategic planning in small and medium-sized enterprises (Private Organizations) or Organizations, identified previous research that portrayed a negative perspective on strategic planning in organizations, reviewed further studies about the application of strategic planning in private organizations, and concluded with the presentation of the theoretical framework.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter aims to elucidate the study strategy and methodology used to fulfill the research goals outlined below:

- To identify the challenges of strategic planning at J&P Security.
- To assess the effects of strategic planning on market share and profitability.
- To measure the relationship between strategic planning and organizational performance.
- To assess the effects of strategic planning on organizational performance and growth.
- To increase an awareness in organization regarding effective strategic planning and propose useful direction for future research.

To achieve the aforementioned study aims using survey questionnaires was considered suitable. This chapter examines and rationalizes the use of questionnaire research data gathering strategy. This document elucidates the sampling procedures used in this research study, together with the design of the questionnaire. It elucidates the analytical methodology used to extract insights from emerging data.

3.2 Research Paradigm

Cillisa and Kawulich (2022) assert that each researcher perceives knowledge and the nature of truth differently. These diverse perspectives shape each researcher's cognitive framework, convictions, and assumptions about themselves and their environment. The many perspectives of the world are referred to as paradigms by social scientists. A paradigm is characterized as a collective worldview including beliefs and values that determine the approach to problem-solving (Schwandt, 2005; Kivunja & Kuyini, 2017). Cillisa and Kawulich (2022) assert that a research paradigm has four primary components: methodology, ontology, epistemology, and axiology. Kivunja and Kuyini (2017) assert that comprehending these parts is crucial as they include the assumptions, beliefs, and values inherent to each paradigm. This investigation was executed with regard to all components of the research paradigm. Consequently, the research was guided by the assumptions, beliefs, norms, and values of the selected paradigm. Cillisa and Kawulich (2012) prompt us to consider specific questions that embody the components of the used research methodology. To comprehend ontology, we inquire: do we assert the existence of a single reality or several realities? To comprehend epistemology, we inquire: what is the origin of our knowledge and how dependable is that origin? In terms of axiology, we inquire: do our knowledge and beliefs accurately reflect the truth?

The three main paradigmatic branches are positivism, realism, and interpretivism. Positivists assert the presence of a singular reality and the objectivity of knowledge (Matveev, 2022; Cillisa & Kawulich, 2022). Positivism asserts that study is performed inside the empirical realm of science, and its results are generalized (Nyambandi, 2019). Realism posits that the reality of truth is independent of the intellect (Nyambandi, 2019). The interpretivist research paradigm was used to examine the study issue. The interpretivist research paradigm posits that individuals exhibit variability in their engagement with a research topic (Saunders, Lewis & Thornhill, 2019). Trauth (2011) asserts that positivism allows researchers to see that individuals are communicating, although it does not facilitate an understanding or explanation of the underlying reasons for their discourse. Thus, interpretivism bridges this divide.

The interpretivist perspective aims to understand the world as it is viewed by individuals. Interpretivists assert that reality is not generalizable, since it is confined to context, geographical constraints, temporal factors, and individual or special circumstances. The epistemology of the interpretivist paradigm is predicated on the belief that knowledge is subjective, since it relies on the mind (Cillisa & Kawulich, 2022; Kivunja & Kuyini, 2021). Interpretivism seeks to comprehend the individual rather than universal principles. This research aimed to analyze the impact of SP on the performance of Private Organizations within the Cape Metropole.

This research study used the interpretivist paradigm, deemed suitable for business and management research in challenging contexts and for distinctive enterprises (Saunders, Lewis & Thornhill, 2021). The premise of a subjectivist epistemology necessitates that the researcher interprets data gathered via the lens of morals, values, and personal experiences within the setting of the research study (Nyambandi, 2016; Kivunja & Kuyini, 2021). This study used the interpretivist research paradigm to subjectively investigate, analyze, and elucidate the research data in order to address the research questions.

3.3 Research Design

A research design is the overarching plan used to conduct a research inquiry. It allows the researcher to structure the study's methodology to enhance the probability of data collection according to the event's occurrence (Grove, Burns & Gray, 2024). Likewise, Pandey (2019) asserts that research design delineates the selection of study participants and the compilation of materials by them. Mouton (2021) asserts that the aim of a research design is to structure and execute a specific study so that the validity and reliability of the results are ensured.

The phrase "research design" denotes the overarching methodology used to systematically integrate the many elements of a study. This is executed to ensure that the research issue is sufficiently addressed. The research design is the strategy or framework for data collection, measurement, and analysis. Kothari (2024) asserts that the essence of every study lies in the research design, which serves as a methodical framework, strategy, and blueprint for inquiry.

Kothari (2024) identifies a parallel between the study design and the procedure of building a residence. He proposes that a blueprint of the house must be created prior to commencing construction similarly, the research design functions as a blueprint for empirical research by offering guidelines for the methods and techniques employed in data collection and analysis.

Descriptive, exploratory, and explanatory research include distinct kinds of study design (Grove, Burns & Gray, 2024). The exploratory research approach is appropriate for projects dealing with ambiguous research questions that lack prior investigations. Descriptive research provides an accurate depiction of the elements relevant to the research questions. Explanatory research is a systematic investigation that elucidates the links among elements pertinent to the study subject (Van Wyk, 2019). The explanatory research technique was used in the research design to achieve the objectives of this study. This research used questionnaire to meet its explanatory objectives.

The study used a correlational research design using a quantitative research methodology, which, as stated by Hussey and Collis (2019), is a framework for collecting data from people to delineate, compare, or elucidate their knowledge, attitudes, and behaviors. The survey system include establishing data collecting objectives, organizing the research, developing a valid and reliable survey instrument, conducting the survey, maintaining and analyzing the data, and reporting the findings. This research approach is most often used in business research. Consequently, it facilitated the collection of information from the sample population and was appropriate for obtaining the original data necessary to achieve the study's objectives.

3.4 Questionnaire

3.4.1 Comprehensive Overview of the Questionnaire

The questionnaire had nine pages, with an interview element to stop drug abuse. The nine pages included the consent letter, which functioned as a cover page. This permission letter was used to elucidate the research project and guarantee the confidentiality of the persons involved. The study participants were assured that the data submitted would not be used to their detriment or that of J&P Security , but only for the purposes of this research. The questionnaire started with general inquiries and then transitioned to more detailed questions on the strategic goals of J&P Security services. This configuration of inquiries demonstrated utility due to its inherent emphasis on the respondent's perspectives. The questionnaire started with the respondents' personal profiles, proceeded to their company designation, and then narrowed down to questions about strategic planning by J&P Security services. To motivate decision-makers at J&P Security to participate in the survey, sensitive inquiries on clients were excluded. Refer to Appendix A.

3.4.2 Overview of the Distinct Sections of the Questionnaire

The questionnaire has five sections: A, B, C, D, and E (refer to Appendix A). Section A addresses the profiles of responders and the designations. Section B addresses the prevalence of Strategic Planning use in J&P Security, while Section C examines the obstacles encountered by J&P Security in adopting Strategic Planning. Section D addresses the implementation of strategic planning and its impact on the sustainability of J&P security operations, while Section E examines the influence of strategic planning on J&P Security performance.

3.4.3 Section A: Participants and Business Overview

This part aimed to gather data on the personal profiles of respondents and the corporate profile. This part includes inquiries on gender, age, educational attainment, job title and years in operation (**Refer to Appendix A**).

3.4.4 Section B: The Scope of Strategic Planning Utilization

This part aimed to address the study sub-question: To what degree J&P Security use strategic planning in their operations?

Section B consists of three questions that need completion by selecting the appropriate choice. The respondents were asked to indicate whether their department has a vision, mission, and business goals. They were also obligated to articulate them. The respondents were further inquired if their department has a formal and written strategy for achieving the aforementioned objectives. The last inquiry of this section pertained to those engaged in the planning process (**Refer to Appendix A**).

3.4.5 Section C: The Obstacles Encountered by J&P Security in Implementing Strategic Planning

This section aims to address the study sub-question: What problems does J&P Security encounter in the adoption and implementation of strategic planning?

Section C had two questions requiring respondents to choose the right answer and provide replies on a scale from zero to four [0= not at all, 1= to a little extent, 2= to a moderate extent, 3= to a big extent, 4= to a very large extent].

The participants were asked to identify the factors that hindered their organization from implementing strategic planning. The respondents were then asked to score these characteristics on a scale from zero to four to signify their impact on the adoption of strategic planning (**See Appendix A).**

3.4.6 Section D: The Implementation of Strategic Planning has Facilitated the Continuity of Business Operations at J&P Security

This part aimed to address the research sub-question: In what manner has strategic planning contributed to the sustainability of J&P Security's operations?

The respondents were have the opportunity to express their sentiments and comprehension of the research study. The responders were tasked with elucidating how strategic planning assisted their organization in realizing its vision and objectives. They were moreover requested to elucidate how strategic planning facilitated their organization in achieving its corporate goals. The respondents were ultimately requested to elucidate how strategic planning has facilitated their enterprise's competitiveness inside the business environment (**See Appendix A**).

3.4.7 Section E: The Impact of Strategic Planning on the Performance of J&P Security.

This part aimed to address the study sub-question: What are the impacts of strategic planning on the performance of J&P Security?

Section E of the study questionnaire consisted of four questions that required respondents to choose the most appropriate and/or accurate response. The respondents were inquired whether the establishment of a vision, mission, and business goals had enhanced J&P security performance. They were further asked to identify the most effective method used by their organization to enhance employee performance. The respondents were asked to identify the most effective asset/resource initiatives that have enhanced J&P Security performance. The respondents were asked to elucidate the impact of using a system, process, data, and information strategies on J&P security performance (**See Appendix A**).

3.5 Research Methodology

Kothari (2024) asserts that research methodology encompasses the strategies, methodologies, and procedures used to construct a specific study design. These techniques and procedures stem from basic assumptions about the study design and data assemblage. Moreover, research methodology pertains to the techniques for data collecting, processing, and the presentation of the resultant findings. Three primary research techniques are often used in research studies: qualitative, quantitative, and mixed methodologies.

Bloomberg and Volpe (2018) assert that a quantitative research approach is used to elucidate circumstances, analyze linkages, and establish causality within a study. Kothari (2024) asserts that a quantitative research technique is used to quantify an amount or quantity, making it appropriate for phenomena that can be expressed numerically. The quantitative research methodology is mostly used by researchers due to its simplicity, expediency, and capacity for comparative analysis of data across individuals, groups, or organizations (Yauch & Steudel, 2023). A qualitative research technique focuses on qualitative phenomena and identifies the reasons and aspirations behind a situation via in-depth interviews (Kothari, 2024). Denzin & Lincoln (2018) assert that qualitative research seeks to examine humans within their natural environments via the interpretation of data.The study seeks to investigate the impact of strategic planning on J&P Security services performance, using quantitative methodology.

3.6 Research Population and Sampling Techniques

3.6.1 Research Population

The population in research denotes the whole of things or persons that conform to particular criteria or specifications relevant to the study. Furthermore, as stated by Pandey and Pandey (2021), a target population refers to the cohort of individuals or entities to whom the study findings would be extrapolated.

The population if this study consist of J&P Security employees from general hand to senior management in all departments including Human Resources ,Accounts ,Operations ,Alarms and Electronics. A total population of 110 employees was used in Taro Yemen formula to come up with a sample size of 87 employees. This group included managers, owners, and professionals considered to be key decision-makers at J&P Security. The responses were selected according to their perceived expertise on the subject or their experience in strategic planning within J&P Security Services.

3.6.2 Sampling Technique

Sampling is the methodical process of selecting a representative subset from the study population or universe. Sampling is conducted to minimize expenses, time, and the effort required to examine the complete research population. The objective should be to collect precise data (Kothari, 2024; Pandey & Pandey, 2017; Walliman, 2020). Kothari (2024) asserts that research investigations may use either probability or non-probability sampling techniques. The probability sampling approach enables the researcher to delineate the likelihood of a participant's inclusion in the study sample. Probability sampling enables researchers to generalize the results of a study; yet, it is more challenging and costly compared to non-probability sampling methods. The researcher is unable to ascertain the likelihood of a participant's inclusion in the sample using non-probability sampling approach, since each element of the study population has an opportunity for selection (Lammers & Badia, 2025).

For the purpose of this research study, non-probability (nonrandom) purposive sampling was adopted because it allow deliberate selection of participants based on specific criteria like expertise in J&P Security strategic management .

3.7 Techniques for Data Collection in Research

The data collection method commenced with the identification of employees eligible for the study. This was succeeded by obtaining access to these personnel and initiating interaction with the study participants, as recommended by Creswell and Poth (2021). A copy of the questionnaire was disseminated via email and distributed as physical handouts to participants. Basardien, Parker, Bayat, Friedrich, and Appoles (2025) assert that a questionnaire is a compilation of inquiries made by a researcher to examine a specific topic. The inquiries may be posed verbally or in written format. Kothari (2024) asserts that the utilization of survey questionnaires enhances respondent capacity by facilitating the acquisition of a substantial number of participants.

The resulting data is quantifiable, and respondents have the option to remain anonymous. Maduekwe (2025) asserts that data obtained from survey questionnaires can be efficiently collected and analyzed by the researcher using statistical software tools. The majority of employees at J&P Security are familiar with survey questionnaires, hence they may find it straightforward to participate in the study. Furthermore, a survey questionnaire offers respondents a restricted set of choices to respond to the posed questions. Secondary data, including websites, textbooks, and journal articles, were utilized for data collecting to augment and complement the original data. The collection of secondary data sources is thorough, offering diverse perspectives and enhancing the research (Nyambandi, 2021).

3.8 Data Analysis

Shamoo and Resnik (2019) define data analysis as the utilization of statistical and/or logical methods to examine, illustrate, and characterize data. Nyambandi (2021) asserts that the researcher utilizes analytical techniques to examine research data. The methodological approach utilized is quantitative research methodology.

Walliman (2021) asserts that the quantitative research methodology interprets data obtained from surveys into numerical values and analyzes them through mathematical procedures. Kothari (2024) recommended utilizing a computer for the analysis of quantitative data to benefit from rapid data processing through descriptive and inferential statistics. The gathered research data were analyzed utilizing the Statistical Package for the Social Sciences (SPSS) software. This tool was selected for its capacity to facilitate rapid and straightforward data processing for the researcher. It also aids in detecting inaccuracies during data input. This program was employed to demonstrate and display data using graphs and charts.

3.9 Strategies to Guarantee Reliability and Validity

Bless, Higson-Smith, and Kagee (2020) assert that social science researchers have demonstrated that no measurement techniques are flawless, necessitating the evaluation of data-collection instruments for reliability and validity.

3.9.1 Dependability of the Research Instrument

Bless, Higson-Smith, and Kagee (2020) assert that reliability testing refers to the consistency of data-collection instruments utilized by all participants in a research study. Reliability refers to the capacity of a research data-collection instrument to produce consistent results when utilized for the same issue at various intervals (Maduekwe, 2023). The reliability of the data gathering instrument was assessed by evaluating five distinct academics proficient in data collection design. The scholars deemed the research data-collection instruments straightforward, lucid, and comprehensible. Consequently, if the same academics were to undertake this test at various intervals, the outcomes would likely be comparable.

Taherdoost (2018) states that the Cronbach Alpha coefficient is frequently employed by academics to assess the dependability of data-collection instruments. It is regarded as the most appropriate instrument for a dependability assessment. No formal guidelines exist for internal dependability; yet, a minimum internal consistency coefficient of 0.70 is regarded as the standard by numerous experts (Whitley & Kite, 2023). Straub, Boudreau, and Gefen (2024) recommend a minimum internal consistency coefficient of 0.60 for exploratory or pilot studies.

3.9.2 Validity of the research Instrument

The validity test assesses the efficacy of the collected data in representing the real area of study. A validity test assesses whether it accurately measures its target construct (Field, 2019; Ghauri & Gronhaug, 2021). Grove, Burns, and Gray (2005) similarly characterize a validity test as an assessment of truthfulness. Maduekwe (2023) delineates two categories of validity assessments: internal validity and external validity. The subsequent sections address these validity tests.

3.9.3 Internal Validity

Nyambandi (2023) asserts that internal validity aims to evaluate the credibility of the findings from the researcher's perspective. Taherdoost (2021) delineates several validity assessments, including face validity, content validity, construct validity, and criterion validity. Only concept and content validity were considered significant for this research study and are therefore discussed further below.

3.9.3.1 Construct Validity

The construct validity test evaluates the research instrument's capacity to measure the intended phenomenon (Whitley & Kite, 2023). Taherdoost (2020) asserts that construct validity assesses the research's capacity to translate an idea or notion, defined as a construct, into a tangible reality. In other terms, construct validity investigates the following: Does the study instrument accurately assess its intended variable? Are the research questions relevant to the study? A pilot test is essential to guarantee construct validity (Maree & Westhuizen, 2019).
A pilot research was conducted by distributing a copy of the questionnaire to five distinct academics knowledgeable with data-collection instruments. The surveys were finalized and evaluated. The purpose was to ascertain respondents' reactions, evaluate the clarity of each

question, determine the necessity for more questions, gauge the possibility of respondents responding all inquiries, and examine the suggested data processing methodology. The pilot test results were utilized to clarify certain questions and to revise them based on the respondents' comments.

Moreover, construct validity can be augmented by correlating the questionnaire items with the original research questions and objectives (Rowley, 2022). Consequently, the questionnaires employed in the research study are derived directly from the research questions and all research objectives. This should improve construct validity as recommended by Rowley (2022).

3.9.3.2 Content Validity

Leedy, Omrud, and Johnson (2021) define content validity as the extent to which all components of a specific notion are represented by the study's data instrument. Content validity pertains to the assessment of a new questionnaire to ensure the inclusion of all essential components and the exclusion of any undesired elements (Lewis, Snyder & Rainer, 1995). Taherdoost (2021) asserts that content validity is established via a literature assessment and subsequent consultations with various specialists in the research field. The specialists will evaluate the data instruments using a judgmental method.

To augment the content validity of this study, a comprehensive literature review was conducted to extract all pertinent components. Additionally, to improve content validity, five experts from the research study were chosen to assess the questionnaire. The researcher was there to oversee the content validity assessment. Two of the selected experts were located outside the city; hence, a copy of the questionnaire was dispatched by email, and a video chat was conducted with each to elucidate any ambiguities. To enhance the content validity of the research, the questionnaire was revised to include elements deemed essential to the study while removing those perceived as non-contributory to the enhancement of the study's validity.

3.9.3.3 External Validity

External validity indicates that the findings of a research study can be generalized to the population from which the sample was derived or to other comparable groups regarding context, individuals, dates, and locations (Leedy, Omrud & Johnson 2021; De Vaus & De Vaus 2020).

Maduekwe (2023) asserts that to boost external validity, it is essential to utilize a random and representative sample. Although the random-sample technique was not utilized in this research due to the absence of a comprehensive and clear list of all J&P Security personnel, the selection of 87 people somewhat alleviated the shortcomings associated with the lack of random sampling. The J&P Security departments varied in size and purpose, encompassing accounting, human resources, sales and marketing, alarms and electronics, procurement, administration, operations, and quality assurance. The diversification of chosen departments significantly improved the sample's representativeness. Considering the aforementioned factors, the external validity of the data-collection instrument was evaluated to be somewhat enhanced.

3.10 Ethical Considerations

Ethics is described as a collection of moral and instructional concepts practiced by individuals or professional organizations. Ethics comprises standards that distinguish acceptable conduct from inappropriate behavior. It might be employed to examine, refute, or assess intricate issues (Shamoo & Resnik, 2019). While ethics may be mandated by law, research indicates that ethical principles are ultimately governed by individual autonomy. Bhattacherjee (2022) delineates the distinction between ethical and unlawful conduct, asserting that unethical actions are not inherently illegal but are instead morally reprehensible. Consequently, the interpretation of information was conducted with ethical considerations, and the assertions provided will be given unaltered.

Prior to initiating data collection for this project, an application for ethical clearance was submitted for the research project at J&P Security Services. The Quality Assurance committee implores the researcher to safeguard the respondents from any adverse consequences arising from the study endeavor. Consequently, the objective of the research study was explicitly delineated in the cover letter (See Appendix A).

3.11 Informed Consent

The research study participants were treated with ethical regard. The researcher must not coerce or disclose material without the participant's agreement (Walliman, 2021). The study participants were managed in accordance with the guidelines established by Walliman (2021) and the stipulations of the Research Ethics Committee. A meeting was arranged between the researcher and the research participant for this study. The researcher explicitly articulated the aim, objectives, and purpose of the study, allowing participants to pose questions. The participants were notified of their right to withdraw from the research project at any time and that they might refuse to provide any information they wished.

3.12 Confidentiality and Anonymity

The study participants were assured and convinced that the information disclosed would remain unassociated with their personal identities due to the research's anonymous character. They were assured that their personal information would neither be sold nor disclosed to a third party, but would solely be utilized for the research study. Furthermore, they were assured that their replies would remain confidential and would be utilized ethically to further the corpus of knowledge. The study subjects were anonymized and willingly engaged in the investigation. Bhattacherjee (2022) asserts that study data must not be altered for individual gain. Consequently, for the aims of this research project, data obtained from participants were not altered for personal benefit. The data interpretation was conducted with ethical considerations, and the statements were presented unedited. The respondents were guaranteed anonymity in the reporting of results to safeguard their identities.

3.13 Constraints of Data-Collection Instruments

Research indicates that survey questionnaires often suffer from non-response, which transpires when respondents fail to complete the questionnaire or selectively answer only certain areas. This limitation was mitigated for this study by omitting self-administered questionnaires. The researcher was present during the completion of the questionnaire. This was beneficial as it enabled the researcher to elucidate ambiguous responses and permitted the responder to clarify unclear inquiries.

A further limitation of the questionnaire administered to the decision-makers of J&P Security is associated with their congested schedules. To address this, the researcher conducted multiple visits to certain respondents to confirm their understanding of the study's goal and the research's anonymous character. Furthermore, the researcher afforded respondents the option to reschedule the meeting to a more convenient time in accordance with the research strategy.

3.14 Summary and conclusion

This chapter aims to delineate the research methods and design employed to gather data necessary for fulfilling the study's objectives. This study employed the interpretivist paradigm to achieve its objective. The exploratory research strategy was employed due to its appropriateness for a project tackling an ambiguous research inquiry with few or no preceding studies undertaken. In light of the research objective, a quantitative research methodology was employed. The subsequent section of the chapter addressed the research population and the sampling methodologies. A non-probability purposive sampling technique was employed due of its ease and cost-effectiveness.

Structured questionnaires were employed to gather quantitative data. A conversation ensued over the tools and procedures for data analysis. The chapter examined the methods employed to guarantee the reliability and validity of the data collection instrument. The subsequent section addressed the ethical implications of the study, culminating in a discussion of the study's limits and the data-collection method in the final segment.

Chapter Four

Data Presentation and Analysis

4.1 Introduction

This chapter emphasizes the presentation and analysis of findings derived from the data-collection instrument utilized to investigate the impact of strategic planning on the performance of J&P Security. The data analysis led the researcher to credible conclusions and then produced advantageous recommendations in the subsequent chapter. The research results are displayed as tables, graphs, and figures.

4.2 Response Rate

From a population of 110 employees only 87 employees across all departments were selected as the sample.87 survey monkeys were distributed to the respondents to complete and return. Questionnaires were circulated using internal emails with a backup of hard copies to ensure they reach everyone selected in the survey. Response rate is summarized in **Table 4.1** below

Table 4.1: Response Rate

	Number of respondents	**Percentage (%)**
Target Respondents total	87	100
Responses received	79	90.8
Unusable Responses	9	11.39
Usable responses	70	88.61

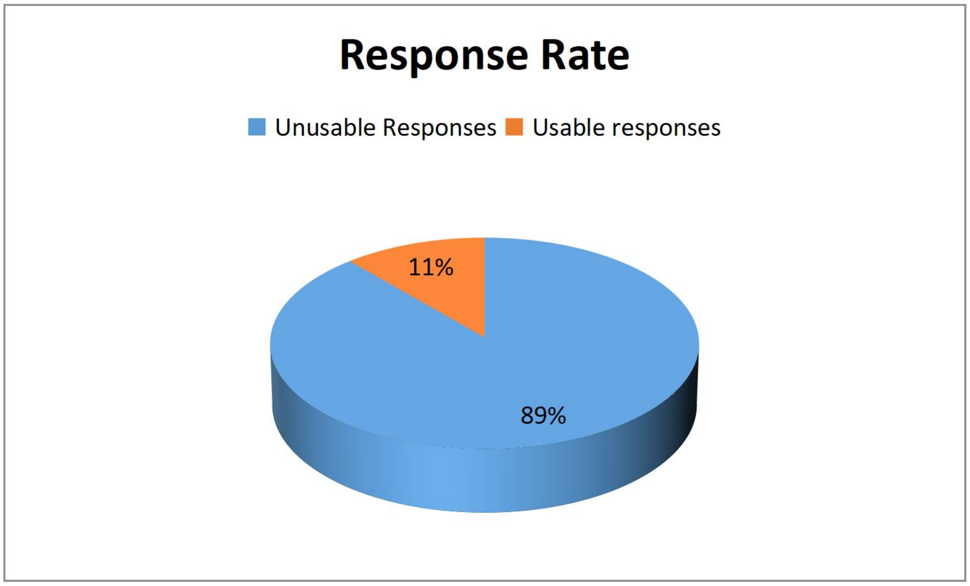


Fig 4.1 :Response rate

The response rate was 90.8%which shows great participation and cooperation by J&P Security selected participants .Of the 79 (90.8%) who responded ,9 response were spoiled and cannot be used thus 11.39% unusable responses while 70 (88.61%) of the responded were usable .

4.3 Gender of Responders

From a total sample of 87 employees ,50 were male and 27 were female giving a 57.47% male portion and 31% female compliment as shown by the chart below on **Table 4.2.**

Table 4.2: Gender of Responders

Total Sample	87	100
Male	50	57.47
Female	27	31.03

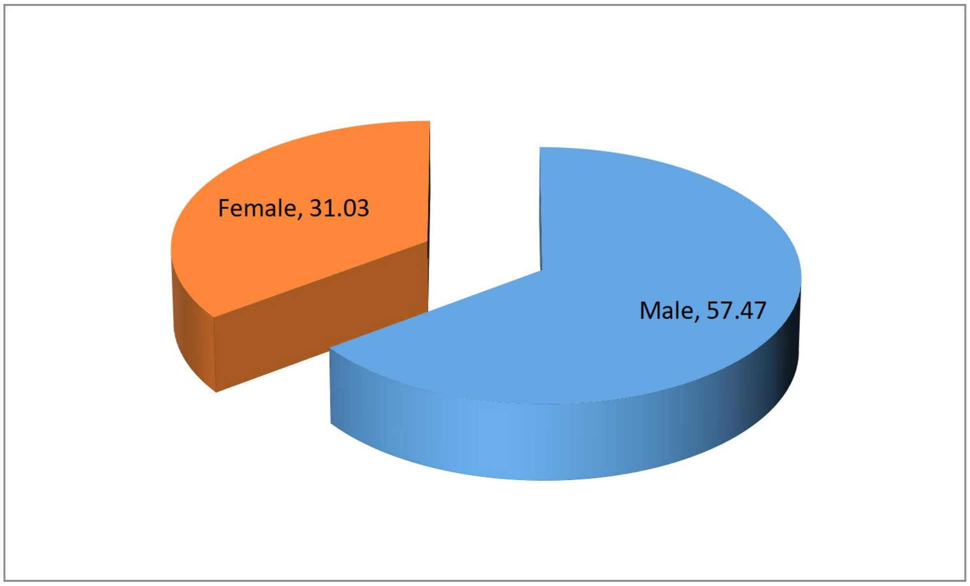


Fig4.2: Responders Gender

4.4 Responders Position in J&P Security Services

In terms of responders position in J&P security about 17.24% are managers from all levels and departments ,49.43% being supervisors in operations ,18.39% control room operators and 14.94% being technical staff.

Table 4.3 **Responders Designation in J&P Security**

Position	Total	Percentage (%)
Managers	**15**	**17.24**
Supervisors	**43**	**49.43**
Controllers	**16**	**18.39**
Technicians	**13**	**14.94**

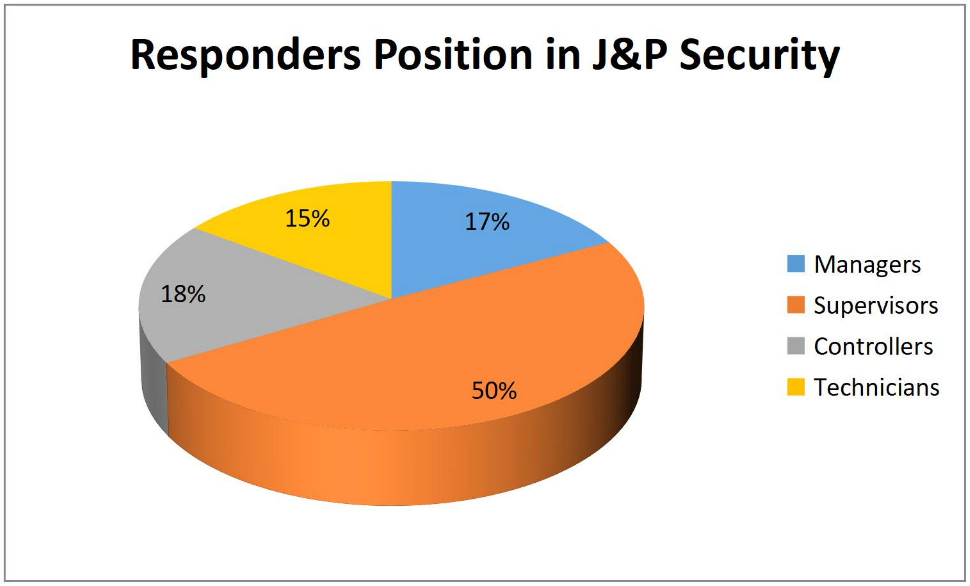


Fig 4.3 : Responders Designation in J&P Security

This shows that indeed the survey did reach the required and appropriate staff as was targeting decision makers at all levels of management and supervision.

4.5 Working Experience

Responders working experience was as shown by Table 4.4 below;

Table 4.4: **Responders Working Experience**

Working Experience	Total	%
<1year	5	5.75
1-5 years	7	8.05
5-10years	29	33.33
>10years	46	52.87

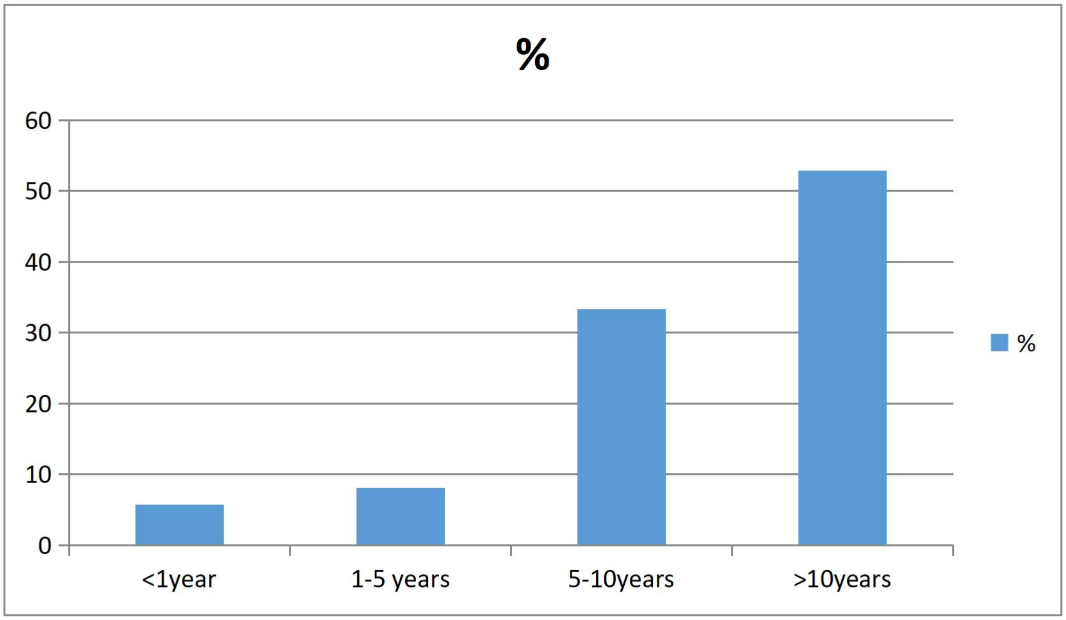


Fig 4.4 Working Experience

Of the total 87 employees sampled 5.5% are less than 1year in J&P Security with 8.05% with 1 t 5years experience then 33.33% fall between 5 to 10years and the bigger number have over 10years experience on the organization thus giving a fairly good representation in terms of the organization experience and strategic planning history being investigated.

4.6 Organizational Objectives

Of the respondents 95% confirmed have departmental specific measurable objectives with 5%have no specific objectives which shows that strategic planning awareness is being done and objectives are being communicated effectively as shown by Fig 4.5.

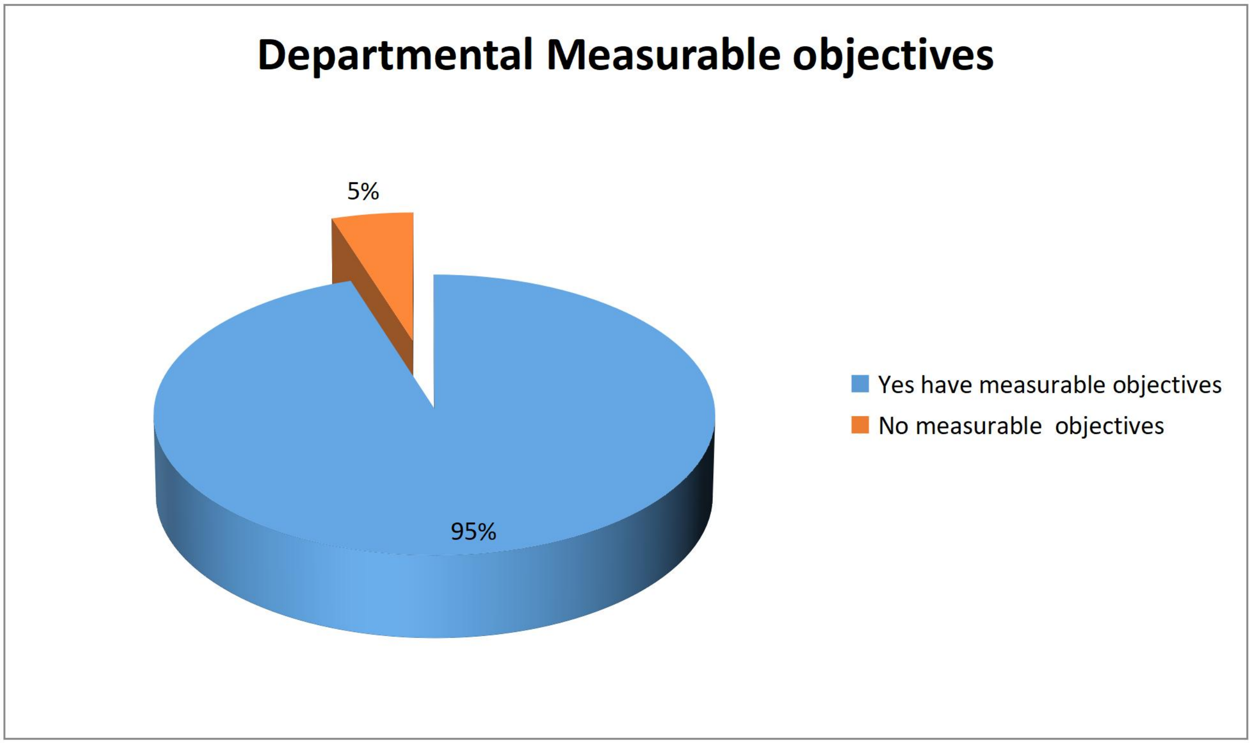


Fig4.5: Departmental Objectives

4.7 Organizational Vision and mission statement

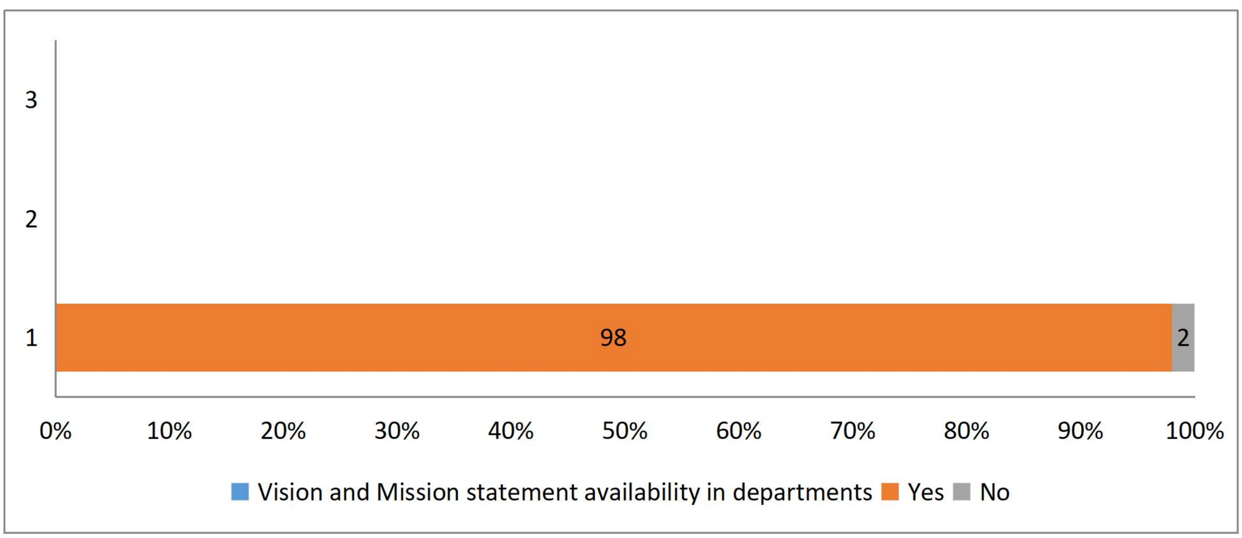


Fig 4.6 Vision and mission statement

98% of the responders confirmed that they have the vision and mission statement of the organization which shows a high level of strategic planning campaign and awareness practice with the organization while the 2% with no vision and mission statement may be attributed to non-conformity of the departments or ignorance or resistance to change.

4.8 Who is involved in Strategic planning Process

From the responses received it is clear with 98% that strategic planning sessions and process in J&P security is done by management from all departments and all levels which give a true and fair representation by all decision makers from all departments and the 2% attributed to spoiled or lack of understand the requirements of the question as shown by Fig 4.8

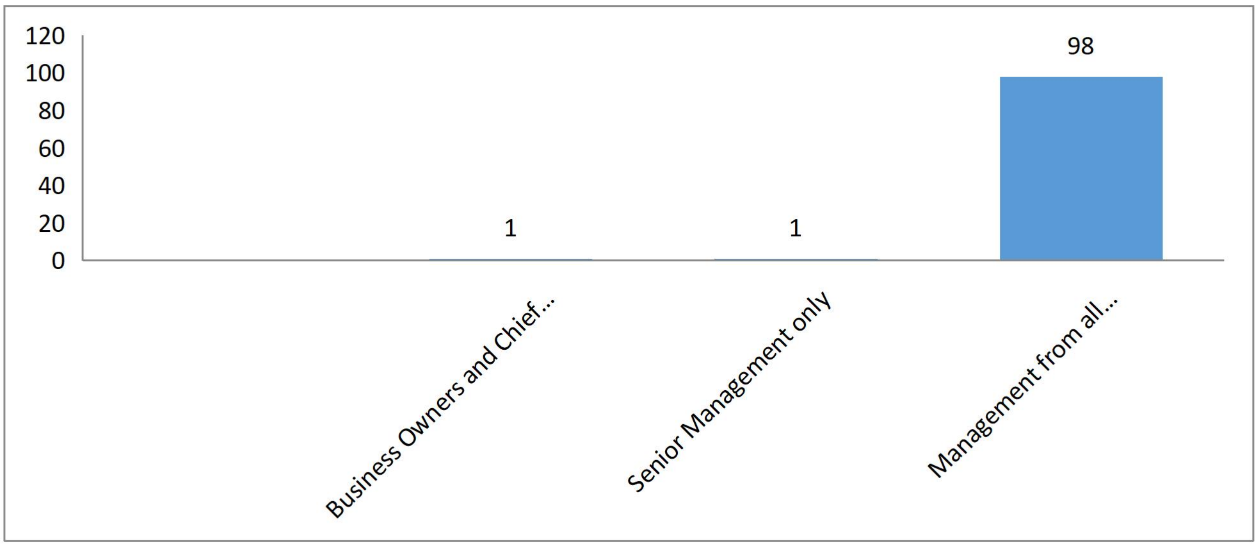


Fig 4.8 : **Involvement in Strategic planning Process**

4.9 Is the J&P Security's strategic plan communicated to you?

Table 4.5 Communication of strategic plan

Is the J&P Security's strategic plan communicated to you?	
Yes	70
No	0
Partially	0

From the 70 usable responses received it shows that all have the strategic plan communicated to them accordingly thus giving a 100% strategic planning awareness within J&P Security.

4.10 Involvement in J&P Security Strategic planning

Table4.6: Involvement in strategic planning

How involved are you in J&P Security Strategic planning?	
Very involved	15
Somewhat involved	16
Not involved	39

The response show that 15 (21.43%) are very involved in strategic planning which is the managers compliment while 16(22.86%) somewhat involved which is attributed to controllers who are sometimes invited as line mangers and 39(55.71%) are not involved in strategic planning which points to supervisors and technicians thus giving a good representation of decision makers in the strategic planning process.

4.11 Benefits of strategic planning

1= Strongly Agree 2= Agree 3=Neutral 4=Disagree 5=Strongly Disagree					
Rating	**1**	**2**	**3**	**4**	**5**
Goal achievement	30	25	10	3	2
Team alignment	25	30	10	3	2
Risk management	20	30	15	3	2
Client satisfaction	35	25	5	3	2
Growth	30	25	10	3	2

Table 4.7: Benefits of Strategic Planning

- **Calculations:**

Mean = (∑(frequency × rating)) / Total responders

For example Goal achievement: $(30\times1 + 25\times2 + 10\times3 + 3\times4 + 2\times5) / 70 = 1.89$

Results:

Statement	Mean	Interpretation
Goal achievement	1.89	Agree
Team alignment	1.96	Agree
Risk management	2.07	Agree
Client satisfaction	1.79	Agree
Growth	1.89	Agree

- Generally respondents agree strategic planning has improved J&P Security performance with improved team alignment thus $p<0.05$.
- Client satisfaction has the strongest agreement with mean 1.79 indicating an effective boost of client satisfaction by strategic planning.
- Risk management with mean 2.07 has the weakest agreement pointing out need for improvement.
- Strategic planning shows moderate to strong positive correlations between goal achievement, client satisfaction and team alignment thus $r=0.6\text{-}0.8$.

4.12 Challenges of Strategic planning (n=70)

Challenge	(1) Major	(2)Moderate	(3)Minor	(4)Not	Mean
Lack of resources	35	20	10	5	1.79
Poor Communication	20	30	15	5	2.07
Limited Staff Involvement	25	25	15	5	1.96
Rapidly Changing Env	15	30	20	5	2.21
Inadequate Training	18	25	20	7	2.21
Lack of management support	12	20	25	13	2.56

Table 4.8: Challenges of strategic planning

- It is notable that lack of resources in J&P Security is the biggest challenge with a mean of 1.79 thus 35 respondents rating it as a major challenge.
- Poor communication is seen as moderate challenge with a mean of 2.07.
- Limited staff involvement is also a notable challenge with a rated mean of 1.96.
- Statistical ranking by mean score shows that Lack of resources > Limited Staff involvement > Poor communication.
- Most responders have picked or pointed to lack of resources as a key hurdle in strategic planning at J&P Security services.
- There is a correlation ship between lack of resources and staff involvement thus r=0.62.
- Then poor communication correlates with inadequate training (r=0.58).
- Training and communication issues are related and moderately challenging strategic planning.

4.13 Overall impact of Strategic planning on J&P Security performance

Response Responder	Responder Count	Percentage (%)
Strongly Agree	30	42.9%
Agree	25	35.7%
Neutral	10	14.3%
Disagree	3	4.3%
Strongly Disagree	2	2.9%

Table 4.9: Overall impact of strategic planning

- Majority of responders 78.6% (55/70) agree and strongly agree that strategic planning has positively impacted J&P Security services performance.
- Statistical mean score of 1.89 on a 1-5 scale indicates a general agreement.
- The positive effects of strategic planning are linked to better goal achievement indicated by a mean of 1.89 and higher client satisfaction with mean of 1.79. This shows that good planning leads to better performance.
- All disagreements that is disagree and strongly disagree may be linked to communication gaps, limited involvement in the planning process or implementation affected by resource constraints.

4.14 Establishment of Vision ,mission and Objectives (n=70)

Response	**Count (n)**	**Percentage (%)**
Not at all =0	2	2.9%
To a little extent=1	5	7.1%
To a moderate extent=2`	15	21.4%
To a bigger extent=3	30	42.9%
To a very large extent=4	18	25.7%

Table 4.10: Establishment of Vision, Mission and Objectives

Mean score is 2.81 on a 0-4scale

- Responses top ranking is to a bigger extent 42.9% and 25.7% to a very large extent.
- Establishment of clear vision, mission and Objectives contribute well to enhance performance at J&P Security services.
- Indication by responders of moderate and less impact 31.4% point out to areas improvement.
- There is a moderate positive correlation ($r \approx 0.55$) between the overall impact of strategic planning and the other factors

4.15 Impact of systematic processes and information strategies

Response	Count (n)	Percentage (%)
Not at all =0	1	1.4%
To a little extent=1	4	5.7%
To a moderate extent=2`	20	28.6%
To a bigger extent=3	30	42.9%
To a very large extent=4	15	21.4%

Table 4.11 Impact of systematic processes and Information strategies

- The top answers are "To a bigger extent" with 42.9% and "To a moderate extent" with 28.6%.
- 64.3% of respondents say that systematic processes and information strategies had a big or very big effect on performance. They also say that using systematic processes probably helps performance.

Chapter Five

Summary, Conclusions and Recommendations

5.1 Introduction

This study sought to examine the impact of strategic planning at J&P Security Services. A questionnaire was employed to gather data for the objective.

This chapter aims to summarize key elements and conclude on the extent to which strategic planning serves as a tool, its role in sustaining business operations, its impact on the performance of J&P Security Services, and the factors that hinder J&P Security from implementing strategic planning. This chapter delineates the contributions of this work, its potential limits, and ultimately proposes avenues for future research.

5.2 Reevaluation of the Research Problem and Objectives

Chapter 1 presented an introduction and backdrop to the research investigation, articulating the research challenge. A declaration of the research study's aim and objectives, accompanied by the research questions, was presented. Keywords were extracted and elucidated, followed by a discussion on the significance of the ethical overview of the research. This chapter also presented an outline of the research strategy and technique employed in the study.

5.2.1 Statement of the Problem and Objectives of the Research

This research study addresses the problem that J&P Security is regarded to be failing due in part to inadequate or poor strategic planning. This research study sought to investigate the impact of Strategic Planning implemented by J&P Security Services. This research was undertaken to address the subsequent research objectives:

1. To identify the challenges of strategic planning at J&P Security.
2. To assess the effects of strategic planning on market share and profitability.
3. To measure the relationship between strategic planning and organizational performance.
4. To assess the effects of strategic planning on organizational performance and growth.

5. To increase an awareness in organization regarding effective strategic planning and propose useful direction for future research.

5.2.2 Research Questions

This research study aimed to address the subsequent inquiries:

1. What are the challenges of strategic planning on J&P Security?
2. What are the effects of strategic planning on profitability?
3. What are the effects of strategic planning on market share?
4. How does strategic planning contribute to growth and performance of security organizations?

5.3 Summary and Conclusion of the Review of Prior Research on Strategic Planning

The second chapter examined previous studies on the implementation of strategic planning by private enterprises. The chapter commenced with an elucidation of strategic planning, its significance for growth, the attributes of private enterprises, and the concept of strategic planning. The chapter subsequently examined research regarding the attributes of strategic planning in private enterprises, the benefits of strategic planning concerning organizational growth, performance, and success, as well as the competitive advantage it provided. The chapter subsequently assessed prior research on financial accessibility via strategic planning, obstacles to strategic planning in private enterprises, and negative perceptions of strategic planning in private organizations.

The analysis concluded that private enterprises are essential for economic growth and sustainability. Nevertheless, it is quite probable that Zimbabwe's emerging private enterprises would not endure past 42 months. This suggested that the majority of new private enterprises were less probable to fulfill their contribution to economic growth. Moreover, research indicated that private enterprises in Zimbabwe and other emerging nations had obstacles hindering their growth and performance, including insufficient financing and inadequate managerial expertise. The analysis indicated that strategic planning assists a firm in implementing its business theory and achieving its desired outcomes despite fluctuations in the business environment. It facilitated opportunities by assisting an enterprise in establishing itself inside a competitive market. Nevertheless, private enterprises did not engage in strategic planning. Private enterprises focused their planning more on short-term operations rather than long-term strategic initiatives. Decision-making in private enterprises was characterized by a reactive rather than a proactive approach.

An analysis of previous studies indicated that private organizations who implemented strategic planning saw greater growth by establishing frameworks to improve their business capacities and promoting innovation, including the introduction of new goods and the identification and utilization of novel processes. The analysis of previous studies identified several factors that hindered private companies from participating in Strategic Planning, including insufficient managerial skills, time constraints, financial limitations, apprehension towards change, reliance on intuition and personal judgment rather than documented plans, as well as the size of the organization and the nature of its business activities.

5.4 Summary and Conclusion of Research Design and Methodology

Chapter 3 aimed to elucidate the research methodology and design employed to gather data necessary for fulfilling the study's objectives. This chapter commenced with an examination of the used research paradigm, succeeded by a discourse on the procedures utilized for data gathering. The chapter subsequently addressed the research population and sample procedures, concluding with data analysis. Measures were implemented to ensure the reliability and validity of the study instrument. The chapter examined ethical considerations regarding respondents' consent, confidentiality, and anonymity, along with the constraints of the study's data collection procedures.

Chapter 3 concluded by asserting that the research methodology and design employed in the present study were deemed appropriate for addressing the research questions.

5.5 Overview of Analysis and Interpretation of Findings

The questionnaire results, which pertained to the research objectives of this study, were evaluated and discussed in Chapter 4. The chapter commenced by reiterating the objectives of the research. A dispute ensued on the response rate. The discussion then focused on the corporate and personal profiles of the responders. Additionally, Chapter 4 examined and evaluated the degree to which strategic planning was employed by J&P Security Services. This was succeeded by the obstacles encountered by J&P Security Services in the implementation of strategic planning. Chapter 4 examined and evaluated the application of strategic planning to maintain business operations and its impact on the performance of J&P Security. Chapter 4 concluded with an examination and evaluation of the overall impact of strategic planning on the performance of J&P Security.

5.6 The Scope of Strategic Planning Utilization

The findings indicated that J&P Security utilized strategic planning, albeit to a minimal degree. J&P Security had developed a vision and mission statement, along with corporate objectives, only as a formality or to conform to a trend. Results suggested that J&P Security failed to integrate these elements of strategic planning into their regular business operations. The findings revealed that J&P Security's strategic planning was disorganized and not conducted regularly.

5.7 Utilization of Strategic Planning to Maintain Business Operations of J&P Security Services

Concerning the application of Strategic Planning to maintain the business operations of J&P Security, the three elements of strategic planning were utilized to ascertain how their implementation contributed to sustaining business operations. The application of strategic planning to realize the business's vision, mission, and objectives at J&P Security was predominantly positive.

5.8 The Impact of Strategic Planning on the Performance of J&P Security

Regarding the impact of Strategic Planning on J&P Security's performance, the majority of respondents asserted that strategic planning enhanced business performance. The findings aligned with the research conducted by Gibson, Cassar, and Wingham (2024), Wang, Walker, and Redmond (2021), and Donkor et al. (2022), which posited that superior performance was typically observed in private enterprises that engaged in strategic planning. Private enterprises who engaged in strategic planning exhibited accelerated revenue growth, enhanced returns, increased margins, and larger employee expansion.

The fundamental concept about the impact of Strategic Planning on performance is that only a limited number of employees who endorsed the implementation of strategic planning to enhance performance actually utilized specific strategies and plans. Some employees agreed but were unaware that the tactics and plans discussed were intended to enhance their departmental performance. Simultaneously, numerous respondents refrained from answering the questions, suggesting that certain employees lacked awareness of strategic planning, despite possessing a general understanding of the concept.

5.9 Factors Hindering J&P Security's Adoption of Strategic Planning

Variables were identified as significant inhibitors to J&P Security's adoption of strategic planning. The elements included: decision-making reliant on assumptions, intuitions, or experiences; planning that was costly or time-intensive; resistance to change; inflexible strategic plans; the scale of the enterprise; and inappropriate strategic planning for the nature of business operations. The findings indicated that the majority of employees at J&P Security refrained from participating in strategic planning, since their decision-making relied on assumptions, intuitions, and/or experiences.

5.10 Contribution and Importance of the Study

5.10.1 Study Contribution

This study contributes to the existing information on strategic planning in multiple ways. This is the inaugural study examining the advantages of strategic planning in private enterprises. This study explores a knowledge domain by examining a vital aspect of company management. Secondly, this study offers a distinctive insight into the impact of Strategic Planning within the context of private firms in Zimbabwe. This study elucidates the objectives of strategic planning, its perceived efficacy, and the obstacles to its implementation. Related research undertaken outside Zimbabwe predominantly highlighted the deficiency of strategic planning among public firms. This study offers distinct and distinctive evidence regarding private firms in Zimbabwe.

Thirdly, there are no prior studies regarding the efficacy of strategic planning in private enterprises in Zimbabwe. This study can enhance knowledge of the significance of strategic planning for firms in all industries, particularly within the security industry.

5.10.2 Significance of the Study

The findings of this study are essential for the Small Business Development Department, which is tasked with offering both financial and non-financial support to private enterprises. The study's findings provide valuable insight into the impact of strategic planning on J&P Security Services, both when implemented and when absent. Moreover, the findings elucidate the perceived advantages of implementing strategic planning at J&P Security, alongside the factors that hinder private organizations from employing strategic planning. The study's findings illuminate the elevated failure rate of private enterprises that neglect strategic planning. The Department of Business Development might utilize these findings when strategizing new technologies aimed at enhancing the survival rate of private enterprises.

The study's conclusions are essential for managers, owners, strategists, and other decision-makers in private organizations. Decision-makers must recognize the necessity of long-term planning to operate firms effectively. Moreover, decision-makers must recognize the advantages of employing Strategic Planning to enhance, elevate, and maintain corporate performance, augment commercial success, confer competitive advantage, and improve the likelihood of financial accessibility.

5.10.3 Study Recommendations

According to the study's findings, the following recommendations are proposed;

- The government should promote attendance at managerial training for decision-makers in private enterprises to enhance their managerial competencies. These seminars may concentrate on the impact of strategic planning by small and medium enterprises and could integrate into the government's initiative to support private companies in their development and prosperity, so benefiting the national economy.

- Decision-makers in organizations lacking conventional business management qualifications should do at least a brief course to acquire knowledge about strategic planning and its application within organizations.
- Companies should have a comprehensive vision, mission, and long-term company objective statement. The three aspects of management provide the foundation of strategic planning upon which every formulated strategy, policy, and ethical consideration of a firm is predicated.
- Company management should promote and add strategic planning as part of the budget to enhance organizational performance and improve productivity.

5.11 Limitations of the Study

This study, albeit providing valuable insights, possesses drawbacks, which are described below;

- The study examines the impact of Strategic Planning on the efficacy of J&P Security services. Consequently, the study's conclusions may not be relevant to all private enterprises in Zimbabwe. The study's findings may provide a framework for future research on strategic planning in private enterprises.
- The paucity of research regarding strategic planning among private enterprises in Zimbabwe constrains the study's scope. This study aims to address a gap in the literature regarding private companies and to provide a reference for future research on strategic planning inside Zimbabwean private enterprises.
- The sole decision-makers at J&P Security pertinent to this research study were managers, controllers, supervisors, and technicians. In reality, decision-makers in small and medium enterprises extend beyond managers, controllers, supervisors, and technicians; however, they were considered pertinent to the study due to their familiarity with the utilization and advantages of strategic planning within an enterprise.
- The study employed a questionnaire survey methodology, which is typically constrained by low response rates, non-responses, or respondents omitting questions.

Notwithstanding the identified limitations, the study's findings significantly enhance our comprehension of strategic planning use and its impact on private enterprises. The aforementioned limitations do not surpass the insights acquired from this investigation.

5.12 Recommendations for Additional Investigation

The study's limitations, as previously noted, identify possible directions for future research, summarized below;

- The study only examines the impact of Strategic Planning on the performance of J&P Security in Harare; subsequent research could explore the influence of Strategic Planning on the performance of private security firms throughout Zimbabwe.
- The report suggests that the sole decision-makers at J&P Security are the managers, controllers, supervisors, and technicians, which is inaccurate. Consequently, future research should encompass other J&P decision-makers, such as shareholders and directors.
- Third, subsequent research should utilize a bigger sample size to yield more generalizable insights.
- A comparative research could be undertaken to analyze Strategic Planning in private small to medium firms and its impact on larger public enterprises. Additional comparative studies could be undertaken to analyze strategic planning in Zimbabwe and its impact in another country.

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Appendix A: QUESTIONNAIRE

SECTION A: Respondent Demographics and Business Overview

5. Gender	
Male	
Female	
6. What is your position at J&P Security Services?	
Manager	
Supervisor	
Controller	
Technician	
7. How long have worked at J&P Security Services?	
<1year	
1-5 years	
5-10years	
>10years	
SECTION B: Strategic Planning Awareness and utilization	
1. Does your department have specific objectives?	
Yes	
No	
2. Does your department have organizational vision and mission?	
Yes	
NO	
3. Who is involved in strategic planning process?	
Business Owners and Chief Executives only	
Senior Management only	
Management from all departments and all levels	
4. Is the J&P Security's strategic plan communicated to you?	
Yes	

No	
Partially	
5. How involved are you in J&P Security Strategic planning?	
Very involved	
Somewhat involved	
Not involved	
SECTION C: Benefits of strategic planning	
Ratings: 1= Strongly Agree 2= Agree 3=Neutral 4=Disagree 5=Strongly Disagree	
1. Strategic planning has improved J&P Security's goal achievement?	
2. Strategic planning has enhanced J&P Security's team alignment?	
3. Strategic planning had improved risk management in J&P Security?	
4. Strategic planning has increased client satisfaction in J&P Security?	
5. Strategic planning has contributed to J&P Security growth?	
SECTION D: Challenges of strategic planning	
Ratings: 1=Major 2=Moderate 3=Minor 4=Not a challenge	
1.Lack of resources	
2.Poor Communication	
3.Limited Staff involvement	
4.Rapidly Changing Environment	
5.Poor communication	
6.Inadequate Training	
7.Lack of Management support	
SECTION E: Overall Impact	
Overall Strategic planning has positively impacted or affected J&P Security service's performance?	
Strongly Agree	
Agree	
Neutral	
Disagree	
Strongly Disagree	

Establishment of vision, mission and objectives enhanced operational and management performance?	
0= Not at all	
1=to a little extent	
2=to a moderate extent	
3=to a bigger extent	
4=to a very large extent	
Using systematic processes and information strategies have impacted positively on J&P Security performance.	
0= Not at all	
1=to a little extent	
2=to a moderate extent	
3=to a bigger extent	
4=to a very large extent	

APPENDIX B: CONSENT LETTER

Catholic University of Zimbabwe

Consent letter to participate in an academic study

Research conducted by: Ngirandi Magore

Student ID: PG241014H

Dear Sir/Madam

Invitation to participate in an academic research study

You are cordially invited to partake in a research project entitled "The Effects of Strategic Planning on Organizational Performance: The Case of J&P Security Services." This research is conducted by Ngirandi Magore, a Master's student at the Catholic University of Zimbabwe. This study aims to examine the impact of strategic planning on the performance of commercial organizations, specifically J&P Security in Harare, Zimbabwe.

Your insights are crucial to this study, given your role as a decision-maker at J&P Security. Your involvement in this study is voluntary, and you may withdraw at any time without obligation. Your participation in this study entails no risks. The survey will not gather any identifiable information, as all replies will be documented anonymously. Although you will not receive any remuneration for your participation, the data gathered in this study will significantly enhance the sustainability of private companies in Zimbabwe and J&P Security Services as a whole. Your participation in this study is much valued.

For any information, please contact me at +263773811271 or via email at ngirandim@gmail.com.

If you agree to participate in this study, kindly express your consent:

- You have comprehended the material presented here.
- You willingly consent to participate in this study.

Name …………………………………………………………………

Designation……………………………………………………………

Signature………………………………………………………………

Date:……./…………./20……………….