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## STRATEGIC PLANNING- AN IMPORTANT ASPECT OF ORGANIZATIONAL EFFECTIVENESS AND PUBLIC ADMINISTRATION

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**Background-**The results of measuring the performance of various activities of the organisation are used as criteria to evaluate the management and leadership success in the organisation in terms of achieving the goals that have been set, so performance and measurement problems have become a concern for business organisations. As suggested by Agyapong et al (2018) Performance was traditionally measured using financial measures, which is a performance measurement system that does not provide sufficient evidence about how the organisation achieved performance and does not contribute to how to improve it. **Goal-** The goal of this study is to know about the important role played by strategic planning in order to bring about a sound improvement in the organizational effectiveness in context with the public sector organizations. **Methodology-**To achieve the best potential outcomes, a mixed technique approach was adopted. Both primary and secondary sources were employed in this study. Data was collected using both primary and secondary methods. The primary sources were gathered through the distribution of questionnaires. This survey comprised about 60 responders from a variety of Indian companies. Secondary sources were drawn from published papers, journals, websites, and other reliable sources. **Result-** The result found that more developmental work has to be done in enforcement of the laws towards effective strategic implementation in the public sectors. **Conclusion-**According to the findings, substantial progress has been made in developing the working scenario through the use of new technologies. One of the most important aspects that businesses must implement is strategic planning in order to focus on staff collaboration, employee confidence, and total production. At the same time, efforts must be made to guarantee that administrative laws are implemented in a sound and effective manner for organisational expertise. The study is important for all businesses entities (particularly the public sectors) that want to improve their overall organisational effectiveness through a sound strategic planning system.

**Key words-**Strategic planning, laws, acts, public admin law, organizational effectiveness

**I. INTRODUCTION-**The purpose of development of credentials for the navigation of a small business direction is termed as Strategic planning. The framework aimed to achieve the sustainable objectives in lieu of the purpose, vision and values is referred as the strategic plan. It



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is an advisory for the employer and the employees to strategize the prospects and complications; as a diligent strategic plan has a crucial part in the progress and accomplishment of the corresponding firm. Strategic planning is necessary since it aids in the quick recovery of challenges that arise in the workplace. The private sector uses this approach in order to solve the problems. Government sectors must also start using this method as this will help them in getting the solutions to the issues in a fast and easier manner. Budget exercises conducted in the United States in the 1950s spawned the present concept of corporate strategic planning. The methodology devised by several state-owned organizations that amalgamates its design and execution is a prospect of strategic management; which is purely an initiative to incorporate approaches, enactment of systems for active strategic erudition. Therefore, Strategic management provides an assistance to government owned organisations and other entities in attaining ideas and initiatives aimed at the incorporation of people-centred values. In most large firms, strategic planning was taking place. The US government introduced programme budgeting at this time as a technique of capturing precise information on expenditures related with certain budgeted activities. When the concept of marketing for public and non-profit organisations became popular, public and non-profit organisations realised the value of strategy design.

The Harvard policy model, developed at Harvard University's Harvard Business School, is the foundation for several well-known state-owned and non-profit strategic arrangement frameworks. The Harvard model's systematic study of strengths, weaknesses, opportunities, and threats (SWOT) is a key strength and a phase in the strategic-planning process.

### **Benefits of strategic planning**

Strategic planning develops genuine targets and purposes aligned with the organization's assignment within the stipulated time span of the association's operational dimensions. It informs the organization's stakeholders on its goals and objectives. Strategic planning fosters a sense of responsibility for the plan and ensures that the organization's resources are used most effectively by focusing them on critical priorities. It establishes a foundation for measuring progress and a process for making informed changes when necessary.

The indicators to be used in evaluating organisational success must be selected from a variety of categories, and data must be collected from a variety of sample frames. The pattern of strategy of

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an organisation is determined not just by its leaders' goals and actions, but also by factors in the organization's external environment. No single strategy is generally viable because both organisations and environments can change over time, and different agencies function under different situations.

The establishment of well-defined goals and objectives assist in the development of an industrious organization. This is further accomplished by setting up a clarity of vision and mission as efficiency and acumen cannot be achieved accidentally rather, they are aimed and planned. These entities are based upon diligent strategic planning procedures as its management is the prime technique of rationalising and analysing the directives for the attainment of at the achievement of a conducive atmosphere in a systematic mode. For public organisations that want to develop their own vision and goal, strategic planning is necessary and continues the process. However, committed leadership, a supportive organisational culture, an established structure for coordinating and controlling the implementation process, and the ability of organisational members to engage in the planning process are all required for strategic planning and continuous change. Participation in a public organisation can be a great tool for channelling people's energies.

## II. RESEARCH METHODOLOGY

**2.1 Research Approach:** A descriptive survey methodology was used in this study survey, which was done at the request of the investigator among 60 postoperative employees from India.

**2.2 Population and Sample:** About 60 respondents were included in the sample, which represented employees from various companies across India.

**2.3 Research Tools-** descriptive research Tool has been used for this study

**2.4 Data Collection Method-** The descriptive research is what it sounds like. The study's design was followed by data collection and administration by the researcher. Following the collection of data, a descriptive study was conducted.

### 3 Data collection strategies:

**Primary Data Collection:** This is the most crucial component of the research. Theoretical - developing, testing, or studying hypotheses about how the world works proposed by social scientists. Empirical – based on observations and measurements made in the actual world. Administrative law embraces the whole spectrum of government administration, including laws,

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charters, rules, regulations, procedures, decisions, and other things required for government to function smoothly.

**Secondary Data Collection:** This is a small but important part of the study. In this area, information would be acquired through websites, journals, books, published papers, and an organization's records. This sort of information has been acquired and recorded by another individual or organisation, for a variety of purposes.

2.5 **Statistical Analysis:** The quantitative testing was carried out using SPSS Statistics 28, a widely utilised statistical programming application. The graphics and tables were created using Microsoft Word and Microsoft Excel.

#### 4. RESULTS AND DISCUSSION:

##### 4.1 Availability of strategic planning presence in differentthe Public-Sector organizations

	agree	Strongly agree	disagree	Strongly disagree
Comparison of strategic planning presence in different Public-Sector organizations	5	5	20	30

**Table 4.1-** Availability of strategic planning presence in different Public-Sector organizations



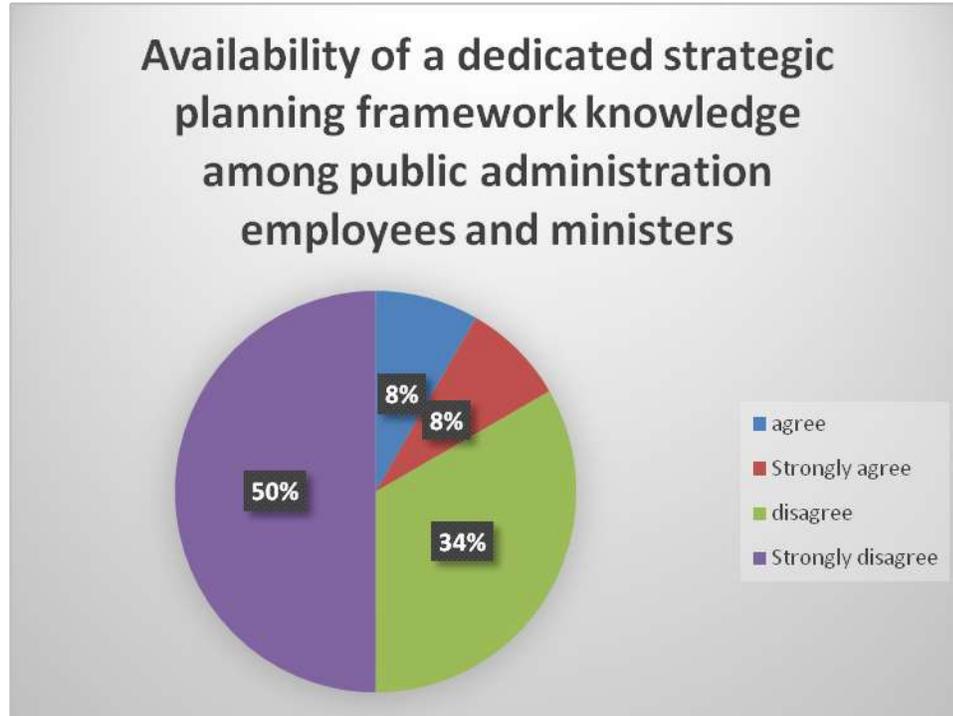
**Figure 3.1.:**Availability of strategic planning presence in different Public-Sector organizations

Different departments must be considered since the correct application of public administration legislation can only be accomplished if data is accessible in a timely manner. As can be observed from the graph, around 30 percent of the total respondents, or 50 percent, believe that the majority of legal and administrative violations occur in various sectors or divisions of public sector companies or government organisations. As a result, appropriate administrative rules and actions must be enacted in order to provide total safety and security for the same.

**3.2- Availability of dedicatedstrategic planning framework knowledge among public administration employees and ministers**

	agree	Strongly agree	disagree	Strongly disagree
Availability of a dedicated strategic planning framework knowledge among public administration employees and ministers	5	5	20	30

**Table 3.2-** Availability of a dedicated strategic planning framework knowledge among public administration employees and ministers



**Figure3.2-** Availability of dedicated strategic planning framework knowledge among public administration employees and ministers

It is evident from the chart 3.2 that about 30(50%) of respondents have disagreed saying that there is the absence of a dedicated and well-formed knowledge of strategic framework or the benefits of the same among the employees of the public sectors. This is an alarming fact because Government employees have to work on many different multi faced activities. It is for this reason that they must try to understand and embrace the strategic planning system and use it for upgradation of their administrative systems.

### Discussion

As per the investigation conducted by Hettich & Kreutzer (2018) the process implied by state-owned organizations and their allies which amalgamates the planned execution and incorporation of its knowledge-based erudition is referred to as strategic management. These dynamic methodologies are aimed with the establishment, assistance and benefit of crucial objectives with people-oriented values.

Potentialities and aspirations are catalysed bystratagem approaches. In the discipline of public administration, there are four sorts of strategists: the reactor (low ambitions, low capabilities),



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the dreamer (high ambitions, low capabilities), the underachiever (low ambitions, high capabilities), and the wise strategist (low ambitions, high capabilities) (high aspirations, high capabilities).

As suggested by Block (2018) Government agencies have a severe issue of their functionality, which forces them to establish an equilibrium in anticipation to the people's needs with retrospection to the aspects of societal management. This has escalated with the effects of globalization and liberalization and the requirement to gain admittance to marketplaces are providing an unparalleled efficiency and quality challenge to emerging nations. The state imperative to levy taxes is often escalated in response to the lethargic provision of services, though the former being its edifiedirective, is unavoidably criticised as a result of energies to enhance business management, which is an inclusive of real picture include with the simultaneous identification of bottlenecks. Because of the elephantine bureaucratic pyramid, the gap between business and government management capacity has widened over time, while organisations under private law and private organisations under public law are interacting and attempting to overcome the functional and operational constraintsdichotomising the personnel from the clientele. Most of the government's tasks are increasingly being delegated to the private sector. Undeniably, a developing tertiarysegment (private but nonprofit) is capable of adding greater suppleness to address societal requirements., either in collaboration with state ownedinstitutions or on its own. Furthermore, it is the age-old relation between the societal malpractices and growth of the community that paves an avenue for regulation of the government officials who deviate from set administrative processes; thus, reducing their operational frequency. There are additional factors at play in the public sector's slow reactivity. As stated by Thorson et al., (2018) partisan politics, for example, generates a discrepancy between the benefits of the public and the interests of the state: whenever the policymaking changes, decision-making is paralysed, and initiatives of national awareness are put on hold. Therefore, it is an imperative to distinguish between the apathy to the expense of the operational dimension of the state-based institutions to demarcate the image of incompetence that is completely unacceptable. Many government employees are now unsure of how to work in such a difficult environment. The main goal is to identify the duties that the government must do in order to focus actions and maximise available resources. To this purpose, an impartial assessment of the

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situation is required, as well as a detailed map of the value-added chain that might support the institution's existence or preservation. In general, the most widely accepted solutions have placed a premium on addressing strategy and management procedures, as well as attempting to improve communication between individuals and projects. The balanced scorecard (BSC) of Robert Kaplan and David Norton, which is explained in this paper, is the most frequently acknowledged technique.

As per the earlier literature undertaken Basco (2008) the Balanced Scorecard, which was formerly applied to two public firms affiliated to the MAPA, the Brazilian Agricultural Research Enterprise (EMBRAPA) and the National Supply Company, has become a widely utilised strategy management approach in all three sectors (CONAB). Kaplan and Norton, who pioneered the BSC technique, made a significant contribution by internalising the concept of a strategy-focused company. The phrases strategy, concentration, and organisation are regarded critical to the method's effectiveness. The relevance of the BSC technique, according to Norton, is not in measurement, but in producing value in businesses via strategy implementation. It is more crucial to be able to implement plans than to just have them. Few firms have a strategy, according to the research that led to the development of the BSC technique. Furthermore, it was shown that an organization's chances of effectively implementing a plan varied from 10% to 30%. Thereafter, there were several instruments for overseeing pecuniary elements but none for overseeing calculated elements. As a result, it was determined to look for methods to map and define the strategy, to make it accessible to everyone, to make it appealing, and to enable everyone to contribute in operational terms.

Though strategic planning advanced in eight various methods; however, according to the Harvard Policy Model, logical incrementalism, and stakeholder management are the forerunners of complexities, whereas, strategic negotiations, strategic problems management, and strategic planning are a benchmark of innovation exemplifying the partial process methods. Finally, there are two content approaches: portfolio and competitive forces analyses. Furthermore, there are seven different methods to strategic management systems that might be identified, namely, integrated units of management (or layered or stacked units of management), strategic issues management, contracting, collaboration (including lead organisation, shared governance, and network administrative organisation approaches), portfolio management, goal or benchmark

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approaches, and hybrid approaches. Methods to identify and eliminate complexities comprise strategic planning and management. Thereby, it is not only an individual entity but an array of ideas, progressions, techniques, apparatuses, practices, means and the edifice has to be implied in a planned and systematic precise framework to accomplish the set targets. In the ambit of this, a number of basic methods to both, the distinctions between them aren't always evident, and strategic planning and management in practise is usually hybrid. There is a growing body of knowledge regarding which methods to strategic planning and management perform best in particular situations, how, and why, but there is still a lot of work to be done.

As per the Bryson & George (2018) the vision to exchange the rising complexity and problems confronting state personnel, globally, with precision and acumen-based implementation, as prerequisites. Administrations must optimise the limited resources whilst the decrement of radical and financial and apprehensions. Despite these imperatives, public-sector organisations often undervalue strategy and struggle to design and execute strategic initiatives. As a consequence, government officials are finding it difficult to modify their organisations' behaviour and make progress toward the most essential policy goals.

As suggested by Samad & Ahmed (2018) the first thing to be noted regarding the present operational milieu is more complicated beforehand in the ambit of the dynamism, especially, in the context of technological advancements. As suggested by Feldstein (2018) the democratisation and dissemination of modern technology, for example, is upending how governments handle security and economic threats. Second, solving most government sector problems now entails the engagement of supplementary shareholders —both within and outside state. As suggested by the earlier studies undertaken by Stehling et al (2017) responding successfully to the threats presented by infectious illnesses like the Zika and Ebola viruses, for example, necessitated worldwide coordination in the state-owned firms, uniformly along with the profit-based sector. Also, several administrations are seeing a steady decline in public trust. As per the earlier published literature Boland, Thomas & Werfel (2018) According to Pew Research Center poll, just 18% of Americans believe in the righteousness of the federal administration. Meanwhile, according to a 2015 poll by the Organization for Economic Cooperation and Development, just 43% of residents in its member nations have faith in their government. Fourth, growing deficits,



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ageing populations, and the growing cost of government services are putting a strain on discretionary expenditures in many countries.

As per the opinion of Andriamihaja et al (2018) there are many obstacles that crop up both in the Government and the private sectors. However, the window period or the time period available to solve those obstacles is much less for the employees in the public sectors. It is for this reason that they will have to work more on the aspect of strategic planning. Therefore, in the light of the above-mentioned constraints the process of strategic planning is an imperative in lieu of the dynamism surrounding both government and individual owned organizations. In many circumstances, the approach is overly bureaucratic, requiring numerous changes and spending an excessive amount of time. It could also be overly engrossed on the intrinsic aspects due to the incompetency of its extrinsic counterparts; thus, these bottlenecks are an acid test for the performance of the firms. Moreover, the concepts of strategic planning often superintend key shareholders, who necessitate both the diagnosis of the complexities and their corresponding solutions. The incompetence to incorporate interim administrators is particularly troubling because it may communicate the essential fears which are not brought to the attention of senior leaders when drafting strategy, as well as insufficient buy-in among the ranks and file, resulting in poor accomplishment. Finally, in their research, Harris et al. (2018) discovered a discrepancy amid the strategy and the enticement apparatus premeditated to inspire calculated strategy employment.

According to Taylor, public-sector institutions are not the same as private-sector businesses (2018). Some private-sector issues may be exacerbated in the government sector, whilst others that develop in state have no counterparts in the private sector. For one thing, government officials—particularly government incumbents—consume a smaller space of opportunity for feat than private-sector executives.

This is owing to the fast turnover of government officials in many countries. Rather not only is there a transition in the top brass federal administrators every four to eight years but a Senate-confirmed appointment's usual term is only 18 to 30 months. Similarly, while many government officials have solid policy credentials, they often lack the strategic and management abilities required to head a hefty and multifaceted organisation. Thereby, the demarcation of strategic planning-based errands is an imperative, though being adequately involved in administrative

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functioning. This entails an absence of a sense of commitment at the uppermost and has a trickle-down effect, resulting in slightly affianced personnel who aren't totally dedicated to designing and employing the company's strategy.

Finally, many government entities do not see risk in the same way that private-sector businesses do. The allegiance of small results with the guidelines of planning and monitoring in a government owned sector is couple with sustainable accomplishments. Therefore, the creation of a framework in the context of the dynamic milieu and knowledge-based scenario is stimulating.

It has been seen that the organizational departments often undergo through many conflicts. It is for this reason that they employees of the public sectors have to work hard well so that they are able to focus on the strategic planning and can formulate the solutions of the problems in an effective manner. The discussion suggests that more efforts have to be brought about by the public sector organizations so that they are able to use the strategic planning aspects rather than ignoring the same.

The findings of this study are similar to the earlier literature which says that strategic planning is of utmost importance for the smooth functioning of the organization. As suggested by Brugere, Troell & Eriksson (2018) the strategic planning framework is present in the private sectors but this is still lacking prominence in the public sectors. It is for this reason that efforts have to be taken in order to ensure that the employees in the public sectors, including ministers are able to adopt the strategic planning system and can work on the same for easy and fast solution of their works.

#### **IV. CONCLUSION AND FUTURE SCOPE**

Therefore, it can be concluded that a strong strategic planning is needed both in the private and in the public sector so that all the different organisational functioning's can take place in a proper manner. This study is relevant of the fact that the public servants or the civil servant employees often lack the needed knowledge of conducting a strong strategic planning system. It is for this reason that they are unable to manage the entire workload. They have to be trained so that the concept of strategic planning is made clearer and they are able to use the same.

This research study opens a wide platform of opportunities for the future studies to be conducted by other researchers on the different ways through which public organizations will be able to use the stakeholder planning system for fast solving of the different issues.

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## V. IMPLICATIONS OF THE STUDY

PUBLIC ADMINISTRATION PRACTICE: - PUBLIC ADMIN professionals will be able to identify ways to teach their students about the skills of helping employees in the to understand the laws and the policies that are being shared.

PUBLIC ADMINISTRATION EDUCATION: - As a PUBLIC ADMIN educator, there are several possibilities to teach public admin and law students about importance of the new policies or the administrative norms that are being implemented in the public sector department and the ways in which they can strengthen the organizational performance in the industry by overcoming all the different types of obstacles.

PUBLIC ADMINISTRATION RESEARCH: - The findings of the study add to the scientific body of knowledge in the public admin field, which can be used to conduct further research in terms of administrative laws that will be helping in making the organization work well.

## VI. RECOMMENDATIONS:

- Government leaders should concentrate on initiatives that leverage four essential areas: culture, purpose, operating model, and execution to enhance their strategic planning and implementation track record. Steps done in these areas have an impact on all phases of strategic planning, and may even improve it. Culture is the most important of the four. It influences and is influenced by the other three primary change levers. Changing an organization's culture will open up opportunities in the other three areas and aid in the integration of change.
- It is advised that adequate campaigns and training sessions be designed so that all sectors may have a complete grasp of how to operate in a sound and successful manner.
- Regular inspections must be conducted so that personnel in the organisation may openly express concerns that they are experiencing and facilities that they would want to see altered in the organisation.

## VII. ACKNOWLEDGMENT:

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