

**The Impact of Strategic Planning on Employee Performance in
Pharmaceutical Manufacturing Companies in Palestine**

**تأثير التخطيط الاستراتيجي على أداء الموظفين في شركات التصنيع الدوائي في
فلسطين**

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Abstract:

This study aimed to determine the impact of strategic planning on employee performance in Palestinian pharmaceutical manufacturing companies. A quantitative research approach was used, involving a survey distributed to a stratified random sample of 292 employees from four companies.

The results indicated that strategic planning had a significant impact on employee performance. The study recommended improving monitoring and evaluation methods and increasing employee involvement. It also emphasized the need for top management to provide clear guidance and resources, focus on strategic analysis, develop staff skills.

Keywords: Strategic Planning, Palestine, Strategic Management, Employee Performance, Palestinian Pharmaceutical Companies.

الملخص:

هدفت هذه الدراسة إلى تحديد تأثير التخطيط الاستراتيجي على أداء الموظفين في شركات تصنيع الأدوية الفلسطينية، تم استخدام منهجية البحث الكمي من خلال توزيع استبيان على عينة عشوائية طبقية شملت 292 موظفًا من أربع شركات.

أظهرت النتائج أن التخطيط الاستراتيجي له تأثير كبير على أداء الموظفين، وأوصت الدراسة بتحسين آليات المتابعة والتقييم وزيادة مشاركة الموظفين، كما أكدت على ضرورة تقديم الإدارة العليا للتوجيه والموارد الواضحة، والتركيز على التحليل الاستراتيجي، وتطوير مهارات الموظفين.

الكلمات المفتاحية: تخطيط استراتيجي، فلسطين، إدارة إستراتيجية، أداء الموظفين، شركات الأدوية الفلسطينية.

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1- Introduction

In the highly competitive modern business environment, firms in all kinds of different sectors are working hard to attain sustainable development and success (Abujraiban & Assaf, 2022). It is impossible to stress the importance of strategic planning in such a fast-paced and competitive industry as pharmaceutical production. With the growing complexities and ever changing requirements of the market today, it is crucial for businesses to develop effective strategies to overcome challenges, stimulate performance, and maintain the competitive advantage. The key element that affects organizational success significantly that emerges is employees, is thus one of the most critical constituents in strategic planning necessary for the effectiveness of strategic planning (Al-Mesbaden & Al-Saed, 2019). The main objective of this proposed research in the context of Palestinian pharmaceutical manufacturing firms is to investigate the impact of strategic planning on 'an letter employees' performance, this research aspire to introduce the channels through which strategic planning activities enhance employees' productivity, engagement, and the overall organizational performance by assessing the strategic planning-employee performance linkage.

Because it provides necessary healthcare products and also contribute to the overall well-being in the country, the manufacture of pharmaceutical products is an important sector of the Palestinian economy. When it comes to their strategy setting process, pharmaceutical companies in Palestine face particular challenges mainly because of the country's scarcity of resources and the complicated geopolitical situation. In order to be successful when competing with numerous challenges, by managing better its operations and making the best use of its human resources, these companies have to undertake effective strategic planning that fits the specific environment of Palestine (Alwedyan, Alhamouri, & Hayajneh, 2020).

The link between strategic planning and employee performance has been a subject of significant study in numerous business fields worldwide (Abujraiban & Assaf, 2022; Alwedyan et al., 2020; Awwad, 2019, Hassan & Elzohry, 2019; Jaber, 2020). Conversely, the limited amount of research focused directly on this relationship within the Palestine pharmaceutical manufacturing. As a result, this study aims to fill this gap in the literature, and contribute to a better understanding of how strategic planning techniques affect employee's performance in the context Palestinian pharmaceutical manufacturing.

2- Problem Statement

A recognized gap in the literature is evident with regard to the impact of strategic planning on employee performance in pharmaceutical manufacturing industry in Palestine. This is despite a growing recognition of the importance of strategic planning in determining the success of an organization (Alwedyan et al., 2020). Beyond a cursory acknowledgement, there is a lack of literature that goes into specifics about the ramifications that each technique holds for employee performance. It is upon this backdrop that this study is necessitated. A research gap lies here that needs to be filled.

Pharmaceutical manufacturing companies in Palestine face several challenges, including limited resources, geopolitical constraints, and evolving consumer demands. Consequently, it is essential to put in place effective planning practices that suit the idiosyncrasies of the local context. At the same time, the effect of strategic planning practices on employee performance, such as productivity, commitment, and overall firm performance, is largely unexplored (Abujraiban & Assaf, 2022).

Therefore, the principal issue of this investigation is defined as subsequent: What is the effect of strategic planning on the performance of employees working in pharmaceutical manufacturing firms in Palestine? To respond to this research question, the study aims to provide empirical evidence of the correlation between strategic planning and employee performance in the context of the Palestinian pharmaceutical manufacturing sector by addressing a research vacuum.

Given the importance of this relationship to businesses within this sector, it is crucial that they have a firm understanding of this relationship, as it may provide guidance to decision making process and suggests the appearance creation of strategic planning that enhance the performance of employees successfully. In this examination, steps will be taken to contribute to the literature in order to offer practical insights that allow pharmaceutical manufacturing companies operating in Palestine to leverage their strategic planning processes and, hence, to achieve sustainable growth. This necessitates a discussion concerning the mechanisms through which strategic planning can affect employees' performance.

• Study Questions

These research questions examine the relationship between strategic planning and employee performance in Palestinian pharmaceutical manufacturing companies, employee perceptions, effective strategic planning practices, and contextual factors and challenges. The findings will

help firms optimize strategic planning to promote employee performance and long-term success.

- What is the degree of strategic planning (Top management support, strategic analysis, strategic decision making, monitoring and evaluation of the strategic plan) in Palestinian pharmaceutical manufacturing companies?
- What is the degree of employee performance in terms of productivity, engagement, and work satisfaction in Palestinian pharmaceutical manufacturing companies?
- What's the effect of strategic planning on employee performance in Palestinian pharmaceutical manufacturing companies?

3- Significance of the Study

The outcomes of this study might give pharmaceutical manufacturing enterprises in Palestine with practical insights and recommendations. Understanding the influence of strategic planning on employee performance may assist businesses in optimizing strategic planning efforts, increasing employee productivity and engagement, and eventually improving overall organizational performance (Andreas, 2022). This research can help firms allocate resources more efficiently and adopt strategies customized to the particular problems and possibilities in the Palestinian pharmaceutical sector.

4- Study Objectives

The objectives accomplished in this study include:

1. Assessing the level of strategic planning in Palestinian pharmaceutical manufacturing companies and its four dimensions: (Top management support, strategic analysis, strategic decision making, monitoring and evaluation of the strategic plan).
2. Assessing the level of employee performance in both productivity and engagement in Palestinian pharmaceutical manufacturing companies.
3. Investigating the impact of strategic planning on employee performance in Palestinian pharmaceutical manufacturing companies.

5- Study Hypotheses

H1: Employee performance is significantly impacted by strategic planning in the Palestinian pharmaceutical manufacturing companies.

The following sub-hypotheses were derived as follows:

H1.1: Employee performance is significantly impacted by top management support in Palestinian pharmaceutical manufacturing companies.

H1.2: Employee performance is significantly impacted by Strategic analysis in Palestinian pharmaceutical manufacturing companies.

H1.3: Employee performance is significantly impacted by Strategic decision making in Palestinian pharmaceutical manufacturing companies.

H1.4: Employee performance is significantly impacted by monitoring and evaluation of the strategic plan in Palestinian pharmaceutical manufacturing companies.

6- Study Variables and Conceptual Framework

Table (1): Study Variables

Variable	Previous literature
Strategic Planning	(Abujraiban & Assaf, 2022; Al-Mesbaden & Al-Saed, 2019; Ali, 2018; Alwedyan et al., 2020; Hassan & Elzohry, 2019)
Top management support	
Strategic analysis	
Strategic decision making	
Monitoring and Evaluation of the strategic plan	
Employee Performance	(Demirkol, 2021; Hajiali, Kessi, Budiandriani, Prihatin, & Sufri, 2022; Sutrisno, 2022)

Based on the variables and the previous literature the following conceptual framework shown in figure (1) was designed.

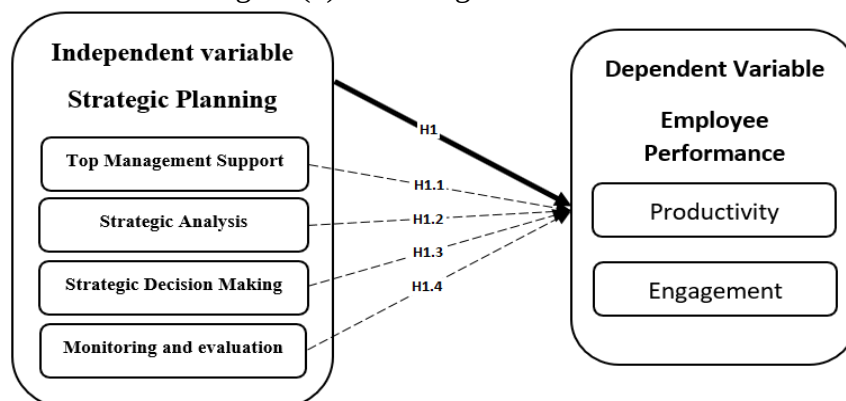


Figure (1): Conceptual Framework

7-Theoretical Background and Previous literature

• Strategic Planning

Strategic planning is an orderly and dynamic process that companies use to make objectives, recognize the actions that are necessary to achieve those targets, and accurately apportion resources. This process consists of

investigating the internal and external environments, determining the strengths and weaknesses, evaluating options and obstacles, and forming strategies to direct judgment and resource allocation (Awwad, 2019).

Strategic planning serves as the basic foundation for the processes within an organization. It aids the firm to precisely identify on where it would like to go and hence serves as a guide towards its business undertakings. It also creates a baseline and gives out a plan on how to move from existing into the possible place of achievement with the main purpose of the enterprise (Al-Mesbaden & Al-Saed, 2019).

One of the main elements of strategic planning is creating a strategic plan. The strategic plan lays out the objectives, action plans, and strategies of the organization. It functions as a guide that administers the organization's responsibilities, setting the conditions for evaluating development, performance assessment, and necessary modifications. This plan normally consists of mission and vision statements, objectives and goals, a thorough examination of inside and out of door surroundings, strategic program validation and timetable of activities (Ali, 2018).

Strategic planning is a forward-looking process that considers both internal and external influences on the organization. It helps organizations predict changes in the business environment, identify new developments and possibilities, and proactively address issues. Strategic planning helps companies increase their competitive edge, deal with market changes, and create long-term success (Alwedyan et al., 2020).

Collaboration and participation from all levels of the company are essential components of successful strategic planning implementation. It encourages communication, engagement, and coordination among stakeholders. More importantly, it guarantees comprehension and positioning of the strategy and the significance of the individuals engaged with the accomplishment of firm objectives. The impact of strategic planning on strengthening your organization's ability to learn and improve lies in the process of consistently exploring and assessing the strategy, discovering the lessons from the past and modifying the plans (Awad, 2019).

Continual oversight, evaluation, and amendment is essential for strategic planning. Alterations to an organization's strategic plans provide enterprises with competitive and topical strategies as the business environment morphs (Hassan & Elzohry, 2019). This repeatable procedure enables organizations to be nimble and responsive when facing change in

the context; grasping enterprises for new opportunities and minimizing potential threats (Abujraiban & Assaf, 2022).

Lastly, strategic planning is a crucial management procedure that allows corporations to identify their aspiration, establish target, and plan how to achieve their objective. It allows corporations to utilize data to decide, use tools as per their potential and deal with rapidly changing circumstances. Strategic planning assists entities improve their profit, attain their targets, and confront the complexities in the corporate domain.

• **The importance of strategic planning**

Palestinian pharmaceutical companies must plan strategically due to regional challenges and opportunities. Strategic planning is crucial for these firms for the following reasons (Abujraiban & Assaf, 2022; Ali, 2018; Awwad, 2019; Hassan & Elzohry, 2019):

Palestinian pharmaceutical companies face complex political and geopolitical issues. Strategic planning helps these organizations anticipate and adapt to political and regulatory changes, ensuring compliance and strategy adjustments. Strategic planning helps Palestinian pharmaceutical companies use their limited resources. Financial, infrastructure, and talent constraints plague these firms. Palestinian pharmaceutical companies can identify market potential, conduct market research, and develop plans to reach new or strengthen current markets.

It also, identifies emerging trends, technologies, and treatment areas. Aligning R&D investment with strategic goals helps companies innovate, develop new products, and improve existing ones. Strategic planning promotes Palestinian pharmaceutical industry collaboration. Businesses can identify joint ventures, research alliances, and technology transfers.

The researcher finds that strategic planning helps Palestinian pharmaceutical companies navigate political and geopolitical constraints, optimize resources, expand market access, focus on R&D, foster collaboration, ensure quality assurance and compliance, manage risks, and drive sustainability. Strategic planning may help these companies expand, overcome challenges, and strengthen the Palestinian pharmaceutical and healthcare sectors.

8- Employee Performance

Employee performance is a significant component that has a direct influence on pharmaceutical manufacturing firms' success and competitiveness. In today's fast-paced business world, firms must acknowledge the need of developing a high-performing staff in order to accomplish their strategic goals (Andreas, 2022).

• **Employee Performance Importance**

In pharmaceutical manufacturing organizations, exceptional employee performance is a catalyst for improving operational efficiency, product quality, and customer happiness. It has a direct impact on essential organizational outcomes such as productivity, profitability, and competitive advantage. Here are some of the main reasons why employee performance is so important (Andreas, 2022; Hajiali et al., 2022; Sutrisno, 2022): Employees that perform well contribute to greater productivity and efficiency in pharmaceutical manufacturing organizations. They routinely produce high-quality work, fulfill deadlines, and make good use of existing resources. Their commitment to perfection drives operational excellence, waste reduction, and overall process efficiency. Maintaining strict quality standards is critical in the pharmaceutical sector. Employee performance has a direct impact on quality control methods, which ensure the manufacturing of safe and effective pharmaceuticals. Employees that perform well pay attention to detail, follow regulatory rules, and actively engage in quality assurance processes. Employee performance is critical in encouraging innovation and problem-solving capabilities inside pharmaceutical manufacturing organizations. Employees that are engaged and motivated are more inclined to think creatively, make process changes, and handle issues head on. Their creative thinking and problem-solving abilities aid in process optimization, cost reduction, and continual improvement.

The researcher sees that employee performance is critical to organizational success in the highly competitive pharmaceutical manufacturing industry. Companies can improve productivity, creativity, and engagement by understanding the significance of employee performance and implementing successful measures. A complete strategy to improving employee performance includes clear performance goals, training and development, performance feedback, recognition and rewards, work-life balance, teamwork, and performance recognition technologies. By using these techniques, pharmaceutical manufacturing businesses in Palestine will be able to maximize their workforce potential, achieve operational excellence, and prosper in an ever-changing sector.

9- Previous literature

• **The study of (Abujraiban & Assaf, 2022) titled “Effect of Strategic Planning of Human Resources in Management Performance”**

The primary objective of the research that was presented in this article was to evaluate the influence that strategic planning for human resources has on the performance of project management in infrastructure contracting

organizations. The descriptive technique was chosen as the strategy to utilize, and in order to provide answers to the study questions, a scale was established. There were a somewhat disproportionate number of young individuals within the sample's group of 120 workers from infrastructure contracting organizations. The primary findings revealed that strategic planning for human resources had a favorable influence on the performance of project management, particularly with regard to the time and cost aspects of the project. According to the findings of the study, businesses should place a higher priority on strategic planning for human resources in order to enhance their performance in project management.

• The study of (Albaejawe, 2022) titled “The Effect of Applying Modern Electronic Management Systems on Improving Job Performance: A Case Study on the Employees and Professors of the College of Administration and Economics / University of Baghdad”

This research investigates the strategic significance of modern electronic management in enhancing employee efficiency and establishing administrative systems, leading to new ways of monitoring and measuring staff strength and efficiency at different administrative levels. The researcher employed descriptive-analytical methodologies and a field survey of 60 random employees. This study found: Modern electronic management systems improve administrative chores, staff performance, and knowledge and competence across the College of Administration and Economics/University of Baghdad. Modern electronic systems in the College of Administration and Economics/University, and finally, electronic management systems, have successfully evaluated job performance within the electronic framework from several aspects, the most important of which are experience, skill, ability, and efficiency. Where important fundamental recommendations were reached, including the need to continuously follow up the activation of modern electronic management programs and convert all administrative decisions and practices that were accomplished using old, traditional methods to electronic systems and advanced programs to complete administrative work in a consistent and appropriate manner in a successful and studied manner.

• The study of (Jaber, 2020) titled “Impact of Strategic Planning in Quality Management Department on Employees' Performance: A Case Study of Palestinian Listed Companies in Exchange Market”

This study studied how quality management department strategic planning (vision, mission, strategic objectives) influences employee skills in Palestine Stock Exchange-listed Palestinian enterprises. to boost

productivity and morale. Quality management and staff performance were studied. 48 Palestine Stock Exchange-listed enterprises in five industries employing 13,434 people were studied using descriptive-analytical methods. Using stratified random sampling, the questionnaires were delivered to five sector-specific groups with a small company sample. Each company randomly distributed 280 questionnaires to workers. Strategic planning was taught to Palestine Stock Exchange-listed quality management departments. Future-oriented studies helped academics address unstudied factors. Vision, purpose, and strategic objectives greatly affect quality management departments, according to this study. Strategic planning requires vision, purpose, and strategic objectives to help decision-makers understand quality management and why their organizations pursue it. Strategic planning increases organizational performance, according to the study.

• The study of (Alwedyan et al., 2020) titled “The Effect of Strategic Planning on the Performance of Workers in Jordanian Universities”

This study examines the relationship between strategic planning and worker performance at Jordanian universities, taking into account the need for universities to keep pace with the labor market, develop students' skills, and produce labor market-ready outcomes. Jordanian institutions randomly choose 180 people for descriptive analysis. (88%) of 150 surveys were returned. The most important finding in this paper is the positive, strong, and interdependent relationship between strategic planning dimensions (goals, preparation, implementation, control, and evaluation) and employee performance in Jordanian universities, taking into account the need for competitive advantage among Jordanian universities as a mediator and enhancer of performance. This paper's main proposal is to increase the planning department's cooperation with Jordanian institutions' administrative structures. The author also suggests enhancing oversight of strategic plan execution, performance evaluation, and behavior monitoring.

• The study of (Awwad, 2019) titled “The Impact of Strategic Planning In Enhancing the Quality of Employees' Performance in Palestinian Universities”

This study examined how strategic planning improves Palestinian university staff performance. The study used descriptive-analytical methods to achieve this. (261) Palestinian university personnel were surveyed. Data analysis using several statistical methodologies. To characterize the research sample, descriptive statistics calculated means, standard deviations, percentages, and frequencies. To evaluate research hypotheses, multiple regression analysis was used. The study found that strategic planning

(vision, mission, objectives, and strategies) positively and significantly affects employee performance. The study recommended that Palestinian universities must fund strategic planning and use it to make future human resources decisions. Interviews should be used to evaluate performance and create goals that benefit both the university and its personnel.

• **The study of (Al-Mesbaden & Al-Saed, 2019) titled “The Impact of Strategic Planning in Employees Performance in the Civil Status and Passports Department in the Capital Amman”**

This research project analyzes the impact that strategic planning has on the efficiency and effectiveness of the Civil Status and Passports Department's staff in Amman, Jordan. All of the sub-departments that report to the main department are included in the data set. From Tabrbour's total of 208 department heads, 191 were randomly chosen for this study. The research objectives were met by the descriptive analysis. Information was gathered by use of a 56-item questionnaire that mirrored the research questions and hypotheses. Lenier regression analysis was used to test the study's hypotheses: The performance of civil statuary and passport office workers in Amman is influenced by the department's strategic planning (vision, mission, objectives, environmental scanning, and strategic selection). In order to construct a complete, accurate, and connected data base that includes all information and illustrates the correlation between all departments, the study recommended taking into account the department's vision and mission, sustaining and developing data bases, and making a strategy and timeline. Make the agency's purpose very clear to its staff and the general public. To get the whole team invested in the department's objectives, strategies, and environmental assessment, we recommend that planning be done from the ground up rather than from on high.

▪ **Previous studies discussion**

The prior investigations examine numerous elements of strategic planning and its effects on employee performance in different situations. Although each study examines a different subject area, together they shed light on the connection between strategic planning and employee performance.

In the context of the civil engineering field, Abujraiban and Assaf (2022) examined the effect of strategic human resource planning on management performance. Their study highlights the importance of aligning human resource strategies with organizational objectives. It also illustrates the positive impact it has on management performance. Correspondingly, Al-Mesbaden and Al-Saed (2019) probed into the effect of strategic

planning on employee performance at the Department of Civil Status and Passports. In a particular department, their discoveries shed light on the way successful strategic planning impacts on employees performance level, and thus production.

The study by Albaejawe (2022) is on the outcomes of current electronic management systems on performance at Al-Ma'moon College. This research is interesting because it will determine if technology can be used to maximize performance and efficiency. Alwedyan, Alhamouri, and Hayajneh (2020) is a study on the outcomes of strategic planning on employee performance in the Jordanian universities. I chose this study because let me know the specific of strategic planning in higher education institutions and also its impact if implemented properly on employee performance.

Andreas (2022) focuses on how job satisfaction and motivation affect employee performance. Although this research does not deal directly with strategic planning, it does underscore how important these issues are to a firm's aggregate employee achievements. Awwad (2019) addresses how strategic planning can help to develop employee performance at Palestinian institutions. The value of strategic planning to overall organizational performance as well as employee performance is emphasized.

The authors of this article, Hajiali et al. (2022), focus on factors that affect work motivation, leadership style, employee competence, job satisfaction, and performance. The research emphasizes the effect of several components on employee performance and the contribution of strategic planning to optimize these components. On another note, Hassan and Elzohry (2019) discuss strategic human resource planning in hotels with a special focus on the greater Cairo area. These findings shed light on how important strategic planning is in the hospitality industry in addition to how it affects employee performance.

Jaber (2020) performs research on the effect of strategic planning in total quality management department to employee performance the Palestine listed companies and purpose of this study is to demonstrate how strategic planning affect employee performance within a specific department and organizational context. Conversely, Sutrisno (2022) performs research on factors affecting employee performance such as communication, job stress, and remuneration, that although not connected directly to strategic planning, these are key factors that must be recognized and taken into consideration in strategic planning.

All of these studies show that strategic planning is important in increasing employee performance within any industry. Effective strategic planning that is aligned with corporate strategic goals and supported by factors such as motivation, job satisfaction, and technology advancements will enhance the employee performance, productivity, and overall organization success. Understanding of these interconnected factors can help organizations establish effective strategic plans to maximize employee performance and to achieve their goals successfully.

10- Study Methodology

10-1-Study design and Data Collection Method

For data collection and analysis, the current study employed the quantitative research approach, which is a scientific analysis and interpretation method used to explain a particular social, humanitarian, or other phenomenon (Leavy, 2022), with a questionnaire serving as the primary data collection instrument. The Impact of Strategic Planning on Employee Performance in Palestinian Pharmaceutical Manufacturing Companies was investigated using a questionnaire.

10-2-Questionnaire Validity and Reliability

Validity refers to "the extent to which an instrument measures what it is intended to measure" (Leavy, 2022). To ensure a high level of validity, the questionnaire was distributed to multiple local university specialists. They generously provided their feedback on the questionnaire's content and readability. The ultimate version of the questionnaire was revised based on their suggestions.

Cronbach's Alpha Coefficient was utilized to determine the questionnaire's reliability(Weyant,2022). The reliability was calculated as shown in table 2.

Table (2): Cronbach's Alpha Coefficient

Variable	Cronbach's Alpha Coefficient
Strategic Planning	0.908
Top management support	0.919
Strategic analysis	0.899
Strategic decision making	0.843
Monitoring and Evaluation of the strategic plan	0.929
Employee Performance	0.938

Source: SmartPLS4 outputs

Cronbach's Alpha for Strategic planning is (0.908) and Employee Performance is (0.938), which, according to (Weyant, 2022) indicates that the entire questionnaire has a high degree of reliability.

10-3-Research Population and Sample

The study population consisted of all the employees in the Palestinian pharmaceutical manufacturing companies, table (3) shows the study population in more detail:

Table (3): Study Population

Company	Number of employees
Alquds pharmaceuticals	356
pharmacare PLC	332
Beirzeit phamacutical	316
Beit jala pharmaceutical	203
Total	1207

Source: Data collected from HR departments by researcher.

A stratified random sampling technique was used in this study, the following steps show this process:

- The sample size was determined to be (292) employees using (Bougie & Sekaran, 2019) tables for sample collection.
- The stratified sample percentage was calculated as follows:

$$\frac{\text{sample size}}{\text{population}} = \frac{292}{1207} = 24.2\%$$

- The sample was calculated as shown in table (4):

Table (4) Study Sample

Company	Number of employees	Percentage	Sample size
Alquds Pharmaceuticals	356	24.2%	86
Pharmacare PLC	332		80
Beirzeit Pharmaceutical	316		76
Beit Jala Pharmaceutical	203		49
Total	1207		292

Source: Researcher's calculations

10-4-Participant Profile

The research sample was polled via questionnaire; 292 were sent out and 271 were returned for a response rate of 92.8%; three questionnaires were disqualified from further analysis due to data entry errors, reducing the number of valid surveys to 268; the results of this analysis are summarized in Table 5.

Table (5): Participant Profile

Variable	Variable level	Number	Percentage
Sex	Male	139	51.87%
	Female	129	48.13%
	Total	268	100%
Age	Less than 25 years	29	10.82%
	Between 25-35 years	37	13.81%
	Between 35-45 years	162	60.45%
	More than 45 years	40	14.93%
	Total	268	100%
Education	Bachelors or less	191	71.27%
	Higher education	77	28.73%
	Total	268	100%
Employment	Alquds Pharmaceuticals	81	30.22%
	Pharmacare PLC	73	27.24%
	Beirzeit Pharmaceutical	69	25.75%
	Beit Jala Pharmaceutical	45	16.79%
	Total	268	100%

Source: SmartPLS4 Outputs

10-5-Questionnaire Analysis

In this section, the researcher analyzed the responses to each questionnaire factor, displaying the mean, standard deviation, and weight, and providing a concise discussion for each:

10-5-1- Strategic Planning

Table (6): Means, St-Dev, and weight for Strategic planning

Variable	Mean	Standard Deviation	Relative weight%	Rank
Top management support	3.092	0.795	61.84%	3
Strategic Analysis	3.610	0.913	72.20%	2
Strategic decision making	3.861	1.003	77.22%	1
Monitoring and Evaluation of the strategic plan	2.993	0.711	59.86%	4
Strategic Planning	3.389			

Table (6) shows that strategic planning in Palestinian pharmaceutical companies is moderate with a mean of (3.389), with strategic decision making having the highest mean of (3.861) followed by strategic analysis with a mean of (3.610) followed by top management support with a mean of (3.092) and the lowest was Monitoring and Evaluation of the strategic plan with a mean of (2.993).

• **Top Management Support**

Table (7): Means, St-Dev, and weight for top management support

Item	Mean	Standard Deviation	Relative weight%	Rank
The senior management plans strategically for all its activities	2.79	1.299	55.80%	4
The company's senior management provides the required training courses for planning staff	3.72	0.796	74.40%	1
The senior management of the company in charge of planning has the means and tools that enable them to plan properly	3.63	0.497	72.60%	2
Senior management is committed to the goals and initiatives contained in the strategic plan only and does not operate outside the plan	3.21	0.488	64.20%	3
The senior management directs the various departments, divisions and units of the company to deal exclusively with those in charge of strategic planning	2.11	0.712	42.20%	5
Top management support	3.092			

Source: Researcher Analysis

Table (7) demonstrates that top management support is moderate with an average mean of (3.092), and according to the research sample, the paragraph “The company's senior management provides the required training courses for planning staff” had the highest mean of (3.72) and a relative weight of (74.4%), and “The senior management directs the various departments, divisions and units of the company to deal exclusively with those in charge of strategic planning” had the lowest degree of (2.11) with (42.2%) as a relative weight which is low.

• **Strategic Analysis**

Table (8): Means, St-Dev, and weight for the Strategic Analysis

Item	Mean	Standard Deviation	Relative weight%	Rank
The company's management works to enhance its strengths	4.26	0.563	85.20%	2
The company's management works to turn its weaknesses into strengths	2.73	1.02	54.60%	5
The company's management is interested in investing in the opportunities available to it	3.82	0.984	76.40%	3
The company's management monitors potential threats and risks	3.16	0.743	63.20%	4
The company's management works to find alternatives to the threats it faces in the future	4.71	0.728	94.20%	1
Strategic Analysis	3.61			

Source: Researcher Analysis

Strategic Analysis is moderate with an average mean of (3.61), and the paragraph “The company's management works to find alternatives to the threats it faces in the future «had a relative Wight of (94.2%) and a mean of (4.71) and “The company's management works to turn its weaknesses into strengths” was the lowest paragraph that had a relative weight of (54.6%) and a mean of (2.73).

• Strategic decision making

Table (9): Means, St-Dev, and weight for Strategic decision making

Item	Mean	Standard Deviation	Relative weight%	Rank
Senior management understands the importance of strategic decisions	3.65	0.972	73.00%	4
Strategic decisions are based on the existing strategic plan in the company	3.69	0.964	73.80%	3
The company's management believes in the necessity of change	4.4	0.912	88.00%	1
Strategic decisions contribute to improving the quality of operations within the organization	3.44	0.865	68.80%	5
Strategic decisions are taken according to an agreed upon mechanism	4.11	1.03	82.20%	2
Strategic decision making	3.86			

Strategic decision making had a high degree (3.86), the paragraph “The company's management believes in the necessity of change” was the highest paragraph and its mean was (4.4), on the other hand, the paragraph “Strategic decisions contribute to improving the quality of operations within the organization «was the lowest and recorded a mean of (3.44).

• **Monitoring and Evaluation of the strategic plan**

Table (10): Means, St-Dev, and weight for Monitoring and Evaluation

Item	Mean	Standard Deviation	Relative weight%	Rank
The administration exercises an oversight role on the implementation of the strategic plan	2.12	0.709	42.40%	5
The institution has a clear written monitoring and evaluation system	2.73	0.916	54.60%	4
The organization carries out internal monitoring of its performance in implementing the plan	3.12	0.709	62.40%	3
The department uses clear performance indicators to monitor the implementation of its strategic and operational plan.	3.2	0.983	64.00%	2
The organization conducts an external evaluation to assess its performance in implementing the plan	3.77	0.955	75.40%	1
Monitoring and Evaluation of the strategic plan	2.99			

Monitoring and Evaluation of the strategic plan had a moderate degree with (2.99) as a mean average, the paragraph “The organization conducts an external evaluation to assess its performance in implementing the plan «was the highest paragraph with (3.77) as a mean, while “The administration exercises an oversight role on the implementation of the strategic plan «was the lowest scoring paragraph with (2.12) as an average mean.

10-5-2-Employee performance

Table (11): Means, St-Dev, and weight for employee performance

Item	Mean	Standard Deviation	Relative weight%	Rank
It is ensured that the performance outputs are matched with the specifications set by the management.	3.38	1.130	%67.60	5
Actual performance is measured and matched against the blueprint to ensure that it is error-free.	3.10	1.386	%62.00	8
The administration encourages creative methods of performing work.	3.49	1.190	%69.80	2
The institution is keen to ensure that the auditors are satisfied and that their expectations are met.	3.41	1.217	%68.20	3
The employees of the organization are keen to make the appropriate effort as required by the nature of the work.	3.34	1.117	%66.80	7
Workers take on additional burdens when the job requires it.	3.39	1.154	%67.80	4
The senior management delegates its powers to the lower administrative levels to devote themselves to important tasks.	3.60	1.124	%72.00	1
Workers are committed to completing their work according to the schedule specified for the tasks.	3.36	1.170	%67.20	6
Workers avoid grumbling and complaining while doing work.	2.33	0.647	%46.60	10
The employees have the desire to make a great effort to achieve the goals of the organization	2.78	0.884	%55.60	9
Employee performance	3.218			

Employee performance is moderate with an average mean of (3.218), the paragraph “The senior management delegates its powers to the lower administrative levels to devote themselves to important tasks «was the highest with (3.60) as a mean, and the paragraph “Workers avoid grumbling

and complaining while doing work «was considered the lowest with only (2.33) mean response.

11-Measurement Model Assessment

In order to address the research's hypothesis and its related questions, the researcher looks at the model's convergent and discriminate validity in this part:

11-1-Convergent Validity

Three indications can be used to assess convergent validity, or the degree of consistency, in accordance with (Hair Jr et al., 2016):

Table (12) below lists the requirements for accepting convergent validity indicators:

Table (12):Indicator standards for Convergent validity

Indicator	Standard
Composite Reliability(CR)	More than70%
Factor loading	More than50%
Average Variance Extracted (AVE)	More than50%

Source: (Hair Jr et al., 2016)

• Factor loading

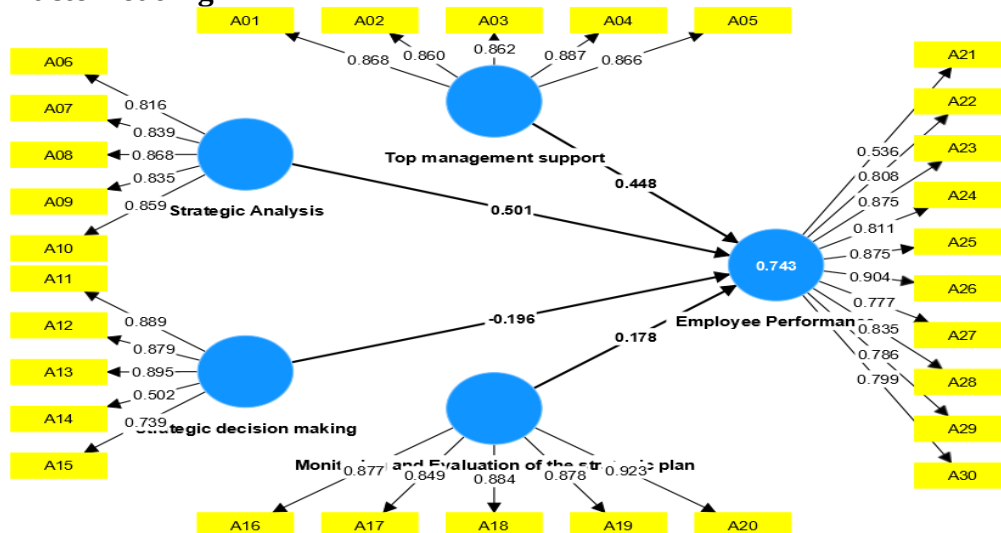


Figure (2) Factor loadings

Source: Smart PLS4 outputs

From figure (2) it is clear that all factor loadings are higher than the cutoff point shown in table (12), therefore no indicators are deleted, and the measurement model has a sufficient convergent validity.

• **Composite Reliability (CR)**

Table (13) Composite Reliability

Variable	CR
Top management support	0.921
Strategic analysis	0.925
Strategic decision making	0.892
Monitoring and Evaluation of the strategic plan	0.946
Employee Performance	0.948

Source: Smart PLS4 outputs

From table (13) the indicators are all above the standard criteria, this means that the CR is fulfilled.

• **Average Variance Extracted (AVE)**

Table (14): Average Variance Extracted (AVE)

Variable	AVE
Top management support	0.755
Strategic analysis	0.712
Strategic decision making	0.633
Monitoring and Evaluation of the strategic plan	0.778
Employee Performance	0.650

Source: Smart PLS4 outputs

We may draw the conclusion that the variables used in this study have strong reliability because all of their values fall within the allowed range, as shown in table 14. We determined that the variables utilized in this research are reliable because they had an Average Variance Extracted (AVE) value of more than (0.5), which is within the acceptable range.

11-2-Discriminant Validity

Table (15) suggests the AVE and cross component loading extracted for all latent variables. All the objects have a better loading on their corresponding construct than the move loadings on the other constructs in the model. The AVE for every component exceeded the respective squared correlation among elements, giving proof of discriminate validity(Fornell, 1981)

Table (15):Validity among variables

	1	2	3	4	5
Top management support	0.727				
Strategic analysis	0.722	0.716			
Strategic decision making	0.716	0.713	0.687		
Monitoring and Evaluation of the strategic plan	0.711	0.703	0.666	0.659	
Employee Performance	0.710	0.693	0.657	0.647	0.617

Source: Smart PLS4 outputs

11-3-Assessment of the Structural Model

After we have determined that the results of the convergent validity of the measurement model are acceptable, we will then proceed to analyze the outcomes of the structural model. As part of this step, you will investigate the model's capacity for prediction as well as the connections between the different research variables. It has been determined which criteria should be employed in order to do an analysis of the structural model. The following are some of the fundamental requirements for validating the structural model: the coefficient of determination (R^2), the effect size (f^2), the predictive relevance quotient (Q^2), the goodness of fit of the model (GoF), and the testing of hypotheses.

Table (16) criteria for structural model assessment

	Range	Value
Coefficient of determination R^2	above 0.67	high
	between 0.33-0.67	moderate
	between 0.19-.033	weak
	below 0.19	not acceptable
Effect size f^2	above 0.35	large effect size
	between 0.15-0.35	Medium effect size.
	Between 0.02-0.15	small effect size
	less than 0.02	NO effect size
Predictive Relevance Q^2	more than zero	has predictive relevance
Goodness of Fit of the Model (GoF)	less than 0.1	No fit
	between 0.1 to 0.25	Small
	between 0.25 to 0.36	Medium
	greater than 0.36	Large

Source: (Bougie & Sekaran, 2019; Cohen, 1988; Hair Jr et al., 2016)

• **R^2 “Coefficient of determination”**

R^2 for strategic planning on employee performance was found to be (0.703), which means that (70.3%) of employee performance was explained by strategic planning, and that is considered to have high explanatory value according to table (16). The coefficient of determination is the most popular indicator for evaluating structural models. This indicator tests the predictive strength of the model. The researcher found that R^2 for strategic planning on employee performance was (0.703).

• **f^2 “Effect size”**

The effect size of each independent variable reveals the degree to which that variable is influenced by the other independent factors. Looking at table 17, we see that all of the independent variables have a significant influence on the dependent variable.

Table (17): f^2 “Effect size”

	Employee Performance
Top management support	0.201
Strategic analysis	0.267
Strategic decision making	0.198
Monitoring and Evaluation of the strategic plan	0.317

Source: Smart PLS4 outputs

• **Predictive Relevance Q^2**

However, the Predictive Relevance Q^2 "Indicates the model's predictive relevance which is called 'Stone-Geisser's Q^2 value'" (Hair Jr et al., 2016). According to Hair, Ringle, and Sarstedt (2013), the fact that the Q^2 values for a particular reflecting endogenous variable are greater than zero demonstrates the predictive importance of the path model for the construct. As shown in Table (18), we obtained Q^2 values that were more than zero. This suggests that the predictive significance of our path model is quite strong.

Table (18): Construct Cross validated Redundancy

Total	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Employee Performance	2136.000	1093.289	0.488

Source: Smart PLS4 outputs

12-Hypothesis Testing

This study tested one main hypothesis and 4 sub-hypotheses, the following figures show the P-values and T-values of all the Hypothesis tested:

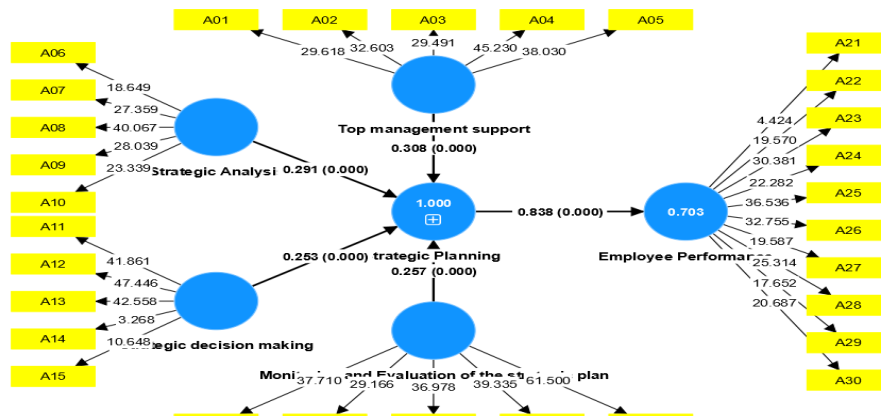


Figure (3) P-Values for the main hypothesis

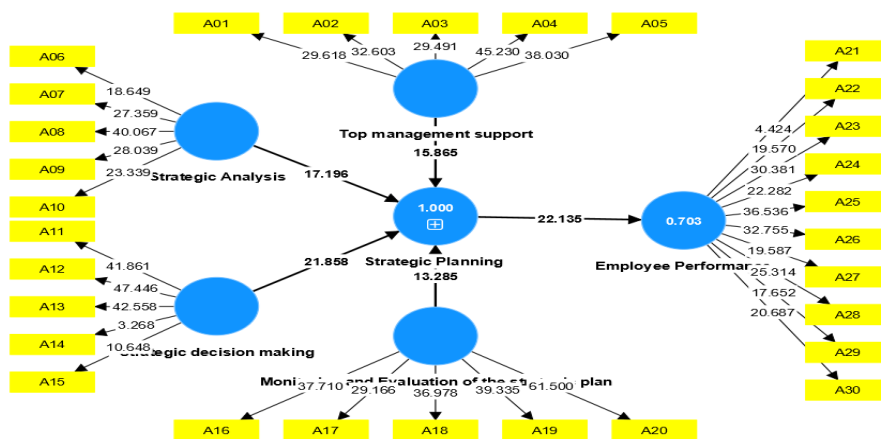


Figure (4) T-Values for the main hypothesis

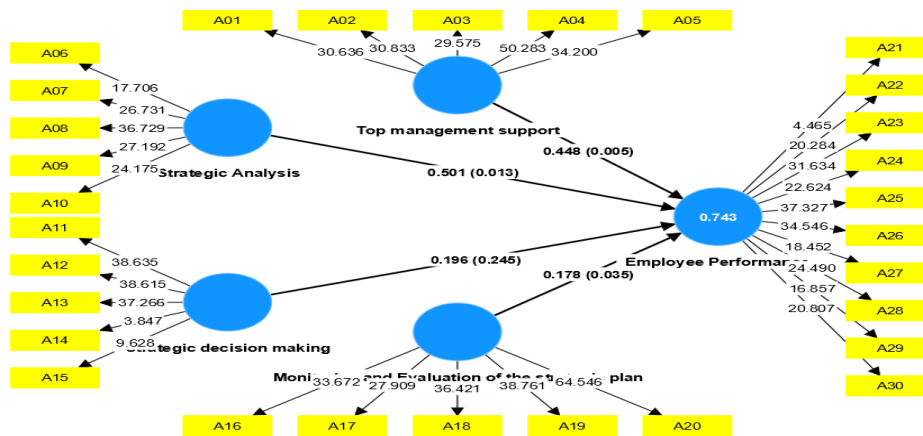


Figure (5) P-Values for the Sub-Hypotheses

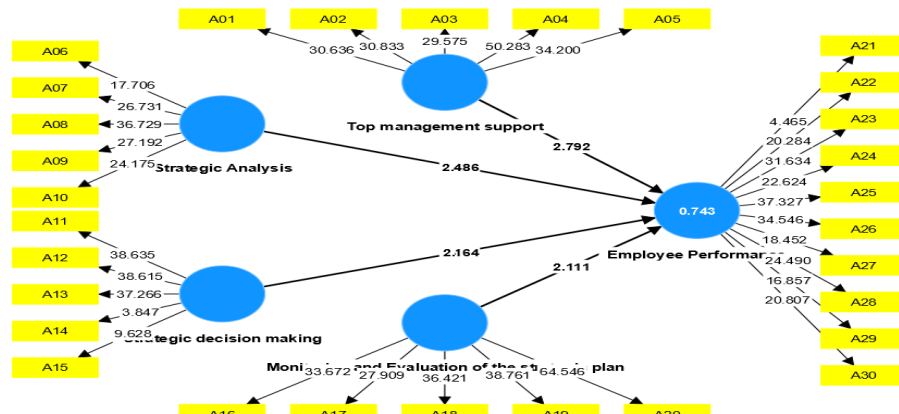


Figure (6) T-Values for the Sub-Hypotheses

From figures (3) and Figure (4) and figure (5) and figure (6) the results of the hypothesis are as follows:

▪ Main Hypotheses

Table (19): Main Hypotheses

	Path coefficient	Standard Deviation	T-Value	P-Value
Strategic Planning ->Employee Performance	0.838	0.038	22.135	0.000
Top management support→ Employee Performance	0.448	0.160	2.792	0.005
Strategic analysis→Employee Performance	0.501	0.201	2.486	0.013
Strategic decision making→ Employee Performance	0.196	0.169	2.164	0.045
Monitoring and Evaluation of the strategic plan→ Employee Performance	0.178	0.084	2.111	0.035

Source: Smart PLS4 outputs

The hypothesis testing results are as follows: the path coefficient is positive, therefore the associations are positive, and the T values are statistically significant at the 0.05 level (a very high degree of significance) as shown in Table (19) and the results can be described as follows:

H1:Strategic planning significantly impacts employee performance in Palestinian pharmaceutical manufacturing companies.

The result shows that the T-value of $22.13 \geq 1.96$ is significant at $P= 0.000 \leq 0.05$, which indicates that strategic planning has a significant and positive impact on employee performance. and the path coefficient between strategic planning and employee performance was of 0.838.

H1.1: Employee performance is significantly impacted by top management support in Palestinian pharmaceutical manufacturing companies

The result shows that the T-value of $2.792 \geq 1.96$ is significant at $P = 0.005 \leq 0.05$, which indicates that top management support has a significant and positive impact on employee performance. and the path coefficient between top management support and employee performance was of 0.448.

H1.2: Employee performance is significantly impacted by Strategic analysis in Palestinian pharmaceutical manufacturing companies.

The result shows that the T-value of $2.486 \geq 1.96$ is significant at $P = 0.013 \leq 0.05$, which indicates that strategic analysis has a significant and positive impact on employee performance. and the path coefficient between strategic analysis and employee performance was of 0.501.

H1.3: Employee performance is significantly impacted by Strategic decision making in Palestinian pharmaceutical manufacturing companies.

The result shows that the T-value of $2.164 \geq 1.96$ is significant at $P = 0.045 \leq 0.05$, which indicates that strategic decision making has a significant and positive impact on employee performance. and the path coefficient between strategic decision making and employee performance was of 0.196.

H1.4: Employee performance is significantly impacted by monitoring and evaluation of the strategic plan in Palestinian pharmaceutical manufacturing companies.

The result shows that the T-value of $2.111 \geq 1.96$ is significant at $P = 0.035 \leq 0.05$, which indicates that monitoring and evaluation of the strategic plan has a significant and positive impact on employee performance. and the path coefficient between monitoring and evaluation of the strategic plan and employee performance was of 0.178.

▪ Results discussion

In Palestinian pharmaceutical companies, strategic planning is average with strategic decision making having the highest mean, followed by strategic analysis, top management support lastly, monitoring and evaluation of strategic plan having the lowest mean: These results indicated that although strategic planning is happening in Palestinian pharmaceutical firms, the effectiveness of different components differs. Strategic decision making and strategic analysis are two noticeably strength components of strategic planning, which means that companies make informed choice and assess their internal and external environment. However, the lower mean of

the monitoring and evaluation implies the possible absence of systematic monitoring and evaluation of executed strategic plans. This finding highlights the importance of organizations improving their monitoring and evaluation methods to ensure the effectiveness of strategic plans. These findings are aligns with the study results in (Abujraiban & Assaf, 2022; Ali, 2018).

The employee performance in the Palestinian pharmaceutical industry is quite modest, which means there is a chance for improvement of employee performance in this industry, while the pretty good level of employee performance but there are big rooms for increase productivity and engagement, so continuous improvement and focus on enhancing employees' performance are the goal for HRM, if an organization wants to get a better outcome. These finding of the study are matched with (Andreas, 2022; Demirkol, 2021; Hajiali et al., 2022).

Success of employees in Palestinian pharmaceutical manufacturing firm is highly affected by strategic planning. This finding supports the hypothesis that strategic planning is crucial to enhance employees' success. Strategic planning gives employees clear understanding of where the organization is aiming and it links their activities directly to the business goals, which in turns increase their motivation and devotion. It is within efficient strategic planning employee, firm set quantifiable goals, gives necessary resources and established a friendly working environment. Consequently, those firms who prioritize strategic planning are expected to observe an enhancement in employee performance and these findings are consistent with the earlier findings (Abujraiban & Assaf, 2022; Ali, 2018; Alwedyan et al., 2020). Additionally,

The support of top management has a great influence on employee performance in Palestinian pharmaceutical manufacturing companies: this finding indicates the importance of effective leadership and supportive top management in influencing employee performance. When employees perceive their leaders as supportive, providing them with support, advice and who appreciate their efforts, employees' motivation and engagement increases. The support and assistance of the top management might include effective communication with the employees, recognition of accomplishment of employee, and providing them with opportunity for growth, and development which is in line with (Abujraiban & Assaf, 2022; Ali, 2018; Alwedyan et al., 2020) findings.

Employee performance in PPMC is substantially influenced by strategic analysis. This conclusion underlines the significance of encouraging the culture of strategic thinking to boost employee performance. Strategic analysis involves assessing the firm's internal strengths and weaknesses and external opportunities and threats so as to identify avenues for improvement and make better-informed decisions. Access to pertinent information and insights from the strategic analysis enables employees to better coordinate their efforts and contribute to organizational objectives. This result is consistent with the findings of (Abujraiban & Assaf, 2022; Ali, 2018; Alwedyan et al., 2020).

Employee performance in Palestinian pharmaceutical companies is highly influenced by strategic decision-making, this conclusion stresses the importance of employees' involvement in strategic decision-making processes, generally, the negotiation process that discussed in this research should consider employees because if they participate in this process, they own and empower to improve the negotiation success. Employees empowered via allowing them to participate in the decision-making process, and the participation creates ownership and empowered. Employee participation offering skills and perspective and it leads to better decision and greater commitment to implement those decisions (Cummings, 2002). So the firm should take it into consideration when they practice strategic decision-making and the related element in the strategy process should be clear, inclusive, and participative to maximize employee's performance, and this conclusion is consistent with the finding of (Abujraiban & Assaf, 2022; Ali, 2018; Alwedyan et al., 2020).

Monitoring and evaluating strategic plans in Palestinian pharmaceutical manufacturing firms play a comprehensive role in employee performance: this research paper shed light on the necessity of monitoring and evaluating strategy plans that have been implemented. Organizations can (measurement) estimate the progress, identify the deviations, and take corrective actions through regular evaluations. Employees running through the monitoring and evaluation methods know that they are accountable and they match their behaviors with the strategic plans. Appropriate monitoring and evaluation systems of the strategic objectives provide feedbacks and numbers which assist both organizations and employees to realize a real need to develop. Therefore, increase the employee performance, these results go with the findings of (Abujraiban & Assaf, 2022; Ali, 2018; Alwedyan et al., 2020).

To sum up, the results of the study suggest that strategic planning, top management support, strategic analysis, strategic decision making and monitoring and evaluation, have significant impact on staff performance in pharmaceuticals manufacturing companies in Palestine. By developing these areas organizations can enhance employee performance, by improving their monitoring and evaluation methods, and also by encouraging supportive leadership behaviors they can improve employee engagement, productivity and overall organizational performance.

▪ **Recommendations**

Based on the previous results the study recommends the following:

1. Palestinian pharmaceutical enterprises should improve their monitoring and assessment methods to ensure strategic plan implementation. Establishing performance metrics, regular review cycles, and feedback channels to track success and identify areas for improvement may help.
2. Employees should have platforms to share their knowledge and viewpoints. Cross-functional teams, ideation sessions, and constant communication channels enable collaboration and employee decision-making.
3. Top management should provide clear guidance, resources, and recognition to staff. They should convey strategic goals, integrate employee goals with organizational goals, and encourage collaboration and innovation.
4. Palestinian pharmaceutical firms should focus on strategic analysis. This may require comprehensive market research, competitive analysis, and internal strengths and weaknesses.
5. Clear performance expectations, regular performance assessments, and constructive feedback and coaching help achieve this. Recognition and incentive programs can also drive top performers.
6. Palestinian pharmaceutical companies should train and develop their staff to increase skills and competences. Provide professional development, continual learning, and help staff master new abilities. Employee development can boost company success.
7. Palestinian pharmaceutical businesses should embrace continuous improvement and adaptation. Regularly assess strategy plans, staff metrics, and organizational procedures. Identify opportunities for improvement and make changes to stay aligned with shifting internal and external dynamics.

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