

The mediating role of organizational leadership and sustainability between strategic planning and the performance of UAE governmental organizations

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Abstract

Strategic planning is an effective approach and means for the work of organizations in general and governmental organizations in particular. Where government organizations suffer, as a result of the technological revolution and modern developments, from a turbulent external environment from poor planning; This makes strategic planning obsolete before it begins to change rapidly in the elements of the environment. This paper aims to identify the mediating role of organizational leadership and sustainability between strategic planning and the performance of UAE governmental organizations; Where it was relied on the descriptive analytical method. While the study population consisted of 84,282 employees of UAE governmental organizations in the country, a stratified random sample of 307 individuals was taken, which includes departments of all kinds (top management, middle management, and lower management). 308 questionnaires were distributed to the respondents, 279 questionnaires were received, and the 12 outliers were completed. The data was also analyzed through SPSS software, as well as Smart PLS. The study reached a set of results, the most important of which is the existence of a statistically significant relationship between strategic planning and sustainability, and that strategic planning has a statistically significant impact on sustainability in UAE governmental organizations. It was also found that an increase in strategic planning leads to an increase in entrepreneurship, and that an increase in strategic planning has a positive impact on performance. Also, the increase in strategic planning leads to an increase in sustainability in UAE governmental organizations.

Keywords: *strategic planning, performance, governmental economic organizations, Jordan, sustainability, and entrepreneurship, UAE governmental organizations, Smart PLS.*

1. Introduction

Strategic planning is one of the most important administrative approaches that help all institutions succeed and continuity, and overcome the risks that the organization faces in its work environment, in light of the increase in global and local competition, and the possibility of exploiting the opportunities that obliged organizations to become pioneering organizations in their performance in the long run (Al-Sakarna,2010). It is a means and approach to the work of organizations in general, whereby all institutions can take decisions in a timely manner, in order to manage the limited resources of the organization in a more rational way, to increase and improve services and achieve greater satisfaction from citizens and customers, whether they are individuals or institutions (Al-Zeban , 2016).

Entrepreneurship is a vital element in the process of economic development, and despite its emergence and practice in private sector institutions, it is not a phenomenon specific to it, as it can be applied to government agencies and public organizations in the country. The capabilities of the internal organization in light of competition based on the level of the national economy, and motivating individuals with their individual characteristics to develop the spirit of leadership and creativity in the various aspects of the organization (Al-Hawajra, 2018).

Most large and successful organizations recognize the importance of strategic planning for their long-term survival and growth, as it helps them determine how they will reach and achieve their goals. This is done through understanding the variables of its external environment and the forces of competition in its field of activity, and by identifying the strengths and weaknesses in its internal environment, and thus it can build effective strategies that contribute to achieving its goals. In order to achieve the institution's adaptation to the variables of its surroundings, it is necessary for it to rely on strategic planning in its departments, given its importance as an effective method to achieve this adaptation (Zuaibi, 2014).

Governmental organizations suffer, as a result of the technological revolution and modern developments, from a turbulent external environment. This makes strategic planning obsolete before it begins to change rapidly in the elements of the environment, and one of the factors of weak strategic planning in these economic organizations is the weakness of the available resources, such as the lack of resources, the difficulty of access to them, the difficulty of managing them and the lack of capabilities necessary for that, and government economic organizations believe that planning. The strategy may require significant time and cost, which limits the realization of opportunities and potential risks and the reality, and this matter would affect the performance of these organizations, and limit the encouragement of entrepreneurship. In addition, the failure to provide a

legislative, legal or regulatory mechanism in governmental economic organizations is one of the most important obstacles facing the activation of the entrepreneurship system, as organizations lose confidence in their capabilities, and do not give full confidence to initiators and investors in engaging in the economic experience. As a result of the changes brought about by technology and modern technologies, varying pressures appeared on all organizations, especially in governmental organizations. However, this paper aims to identify the impact of strategic planning on the performance of government organizations, as well as to identify the mediating role of sustainability and entrepreneurship, as well as to identify the impact of strategic planning on sustainability and entrepreneurship and to identify the impact of sustainability and entrepreneurship as a mediating variable on the performance of UAE government organizations.

2. Theoretical Framework

In this study, a set of theories was relied on, which would support the nature of the study as well as the relationship between the variables. In order to achieve the objectives of the study and build it theoretically, the following theories were adopted.

2.1 Resource Dependent Theory (RBV)

The philosophy of this theory emphasizes that the organization should have superior organizational systems and structures, and have the ability to achieve profits and benefits, by identifying strengths and weaknesses and distinguishing them from one another. Raising prices in return for reducing costs and long-term expenses, and thus the organization has worked to provide services and products with high performance levels, which distinguishes it from competitors based on those resources it possesses (Al-Maadidi, 2006).

The researcher believes that the resource-based theory (RBV) provides an important framework for explaining and predicting the basis of the organization's competitive advantage and its performance, as the identification of resources can generate a sustainable strategic advantage. This theory is related to the study through its focus on strategies that focus on the organization's resources and achieve a competitive advantage, and this means raising the performance of these organizations and increasing their achievement of profits.

2.2 Entrepreneurship Theory

Entrepreneurship theory is defined as a set of structures (concepts), definitions and suggestions that provide a systematic view of phenomena by defining the relationships between variables, with the purpose of explaining and predicting phenomena. The structure is defined in terms of other structures by conceptual definitions, and entrepreneurship theory has Economics has deep roots in classical

and classical economic theories, and these theories explore economic factors that promote entrepreneurial behavior that improves performance (Simpheh, 2011). Economic entrepreneurship theories go back to the first half of the eighteenth century with the work of Richard Cantillon, who introduced the idea of entrepreneurs as addressees of risk. The Classical and Austrian Classical Schools of Philosophy of Thought all constitute explanations of entrepreneurship that focus mostly on economic conditions and the opportunities they create. Economic theories of entrepreneurship tend to receive significant criticism for failing to recognize the dynamic and open nature of market systems, ignoring the unique nature of entrepreneurial activity and underestimating the diverse context in which entrepreneurship occurs (Badi, 2010 & Badi).

Entrepreneurship theory examines internal perceptions of the business value creation process, providing a new unified and comprehensive theory for empirical investigations as well as defining a broader view of the entrepreneurial contextual milieu. There is a view of entrepreneurship that favors a focus on discovery and new groups regardless of the organizational context. Opportunities can be exploited within existing or newly established companies or through trading in the market (Shani and Finkaterman, 2000).

Among the other theories of entrepreneurship is the theory of entrepreneurial discovery, which stresses the role of the entrepreneur in eliminating price interruptions in the market, and pushing the market towards equilibrium. The entrepreneur buys goods at lower prices and sells at higher prices, motivated by profitable opportunities. She also stressed that entrepreneurs are price makers and not price owners; where this theory focuses on the importance of entrepreneurship in improving the performance of organizations and achieving profits.

3. Hypothesis Development

Strategic planning and the performance of organizations has received great attention from thinkers and researchers; Where a set of studies and scientific research was conducted that were published in refereed journals and in some books. This section includes previous studies and literature related to the subject of the current study and commenting on them, as well as deducing the research gap. It also includes both Arab and foreign studies that dealt with strategic planning and performance. It will also include Studies that emphasized the importance of sustainability and the leadership of organizations; Which prompted the researcher to use them as intermediate variables to consolidate the relationship between the independent and dependent variables.

3.1 The impact of strategic planning on sustainability

Previous studies related to the impact of strategic planning on sustainability were searched and reviewed, where Moriki et al. (2017) conducted a study to research the impact of strategic management practices and the sustainability of state institutions, and the study indicates that sustainability (the ability to maintain the organization successfully) emerged in the context of environmental and social changes Healthy and rapidly changing economics as a critical destination in any development strategy

There is an impact of strategic importance and ensuring sustainability indicators on investors' decisions, and this result was reached through conducting two experiments, the first experiment showing the strategic importance of environmental, social and governance indicators reported between "high" and "low" indicators by changing the company's strategy (the existing differentiation strategy on sustainability versus non-sustainability cost leadership strategy). The second experiment dealt with the strategic alignment of the indicators of the set of environmental strategies (strategy stability). It also manipulates the presence (absence) of guarantee in both experiments. Finally, this commercial indicated that ensuring the indicators of the Safe Assurance Group has a positive role in informing investors of the importance of this reported information (Shing et al., 2014).

Sotirio et al. (2010) conducted a study applied to national tourism organizations in Europe responsible for tourism planning to investigate the parameters that constitute the ability to integrate sustainability into the strategic planning process and the factors that contribute to its development, and the results showed that strategic planning and the integration of sustainability in national tourism organizations face problems Limit the potential for strategic planning to make a significant contribution to achieving sustainability. However, the following proposed hypothesis:

H1: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for strategic planning on sustainability in UAE governmental organizations.

3.2 The impact of strategic planning on entrepreneurship

Some studies that aimed to clarify the relationship between the characteristics of the senior management and strategic planning in the banks affiliated with the Gaza Strip, concluded that there is a statistical relationship between the characteristics of leadership and strategic planning, and that strategic planning and the level of leadership characteristics were at a high rate, and this is what necessitates reliance on strategic planning and its application. In practice, as well

as the need to focus attention on the entrepreneurial characteristics of its important role in influencing job performance (Fares, 2016).

With the aim of providing a framework for exploring a strategic approach to the development and development of universities in the field of entrepreneurship, it was found that many universities could explore the possibility of creating strategic synergies between the current activities in the institution, which would not all be described as “entrepreneurial spirit” in the traditional sense. These main activities are briefly in turn and are presented as a basis for action in developing a strategy for the university (GB, 2012). However, the following proposed hypothesis:

H2: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for strategic planning on entrepreneurship in UAE governmental organizations.

3.3 The impact of strategic planning on the organization's performance

The results of the Al-Saleh study (2017), which was applied to the public and university education sectors in Al-Jouf region, indicate that there are shortcomings in discovering talents and personal interests, as well as involving the concerned authorities. The study also showed weak follow-up and oversight of plans in the field and follow-up on their financing. The results of the study also indicated that intensifying the financial and field follow-up of existing plans and increasing the level of coordination between the relevant authorities and following good planning methods all lead to improving the level of services in the short and long term. The study indicated that the weakness of the planning committees in the departments and the lack of clarity of procedures and policies in the departments, as well as the lack of linking them with the necessary capabilities, all negatively affect the quality of services and final outputs. The study also recommended the need to pay attention to the development of implementation and coordination mechanisms and follow-up and control mechanisms, as well as the need to activate the role of planning committees in departments, and the need to conduct studies in various dimensions of strategic planning at work and all levels. In a case study, a study of the Ministry of Higher Education in Syria (Vision, Objectives, and Mission), it aimed to reveal the impact of strategic planning and the vision, objectives, and message of the Ministry of Education on its performance. The study was based on the descriptive approach, and this is consistent with the study curriculum. The results showed that the study found a significant effect of the strategic vision of the Ministry of Higher Education on its performance, as it was found that the strategic vision explains about 4.65% of the changes that can occur in the performance of the Ministry of Higher Education, and there is a significant effect of the strategic message of the Ministry of Higher Education on its performance, as it was found that the strategic message explains about 8.65% of the changes that can occur in the performance of the Ministry of Higher Education, and there is a significant effect of the strategic objectives of the

Ministry of Higher Education on its performance, as it was found that the strategic objectives explain about 0.86% of the changes that can occur. to occur in the performance of the ministry, and finally the results of the study proved the existence of a significant effect of the strategic planning system of the Ministry of Higher Education on its performance, as it was found that the strategic planning system A strategy that explains about 4.5% of the changes that can occur in the performance of the Ministry of Higher Education. In general, strategic planning plays an essential and influential role in performance. And that the most influential role in performance is due to the strategic goals compared to the vision and mission. While the study recommended the need to work on enhancing the role of the strategic planning system in influencing performance, it was found that the strategic planning system has the least impact on performance. Finally, the study recommended the necessity of conducting future studies on strategic planning and its impact on performance, by taking other axes of strategic planning (Hilal, 2016).

Formal strategic planning processes and strategic planning flexibility are positively correlated with corporate performance, and both have a positive relationship with innovation and competitive advantage. In addition, innovation perfectly mediates the relationship between corporate performance and the formal strategic planning process and planning flexibility. Statement of the link between the formal strategic planning process and the flexibility of strategic planning and the ability to innovate (Clay et al., 2016), the study agreed in its approach with the current study where the descriptive analytical method was used. However, the following proposed hypothesis:

H3: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for strategic planning on the performance of UAE governmental organizations.

3.4 The impact of sustainability on the organization's performance

In a study that examined the impact of corporate sustainability on organizational processes and performance, using a matching sample of 180 US companies. It was found that companies that had voluntarily adopted sustainability policies by 1993 - which were described as highly sustainable companies - were displaying distinct regulatory processes by 2009 compared to a matching sample of companies that had adopted almost none of these policies as low sustainable companies. Boards of highly sustainable companies are more likely to be formally responsible for sustainability, and compensation incentives for senior executives are more likely to be a function of sustainability metrics. Highly sustainable companies are more likely to have established processes for stakeholder engagement, to be more long-term oriented, and to demonstrate higher measurement and disclosure of non-financial information. Finally, high sustainability firms significantly outperform their peers in the long run, both in terms of stock market and accounting performance (Assels et al., 214).

Studies on the evaluation of sustainability performance were collected from various journals available in various databases of the available literature on the relationship of sustainable performance and company performance on the Internet. The evaluation unit was a complete study published in a relevant journal. After studying and evaluating a total of 101 sources of research in terms of the nature of research and the level of analysis and application. Most of the research in the field of sustainable performance and the consistent performance association has been shown to analyze this relationship in developed countries. The outcome varies in different cultural and economic contexts and there is no universally accepted trend for this relationship. Financial performance is used in most research as a proxy for company performance. It is evident from these results that the various research gaps can be exploited to conduct more research, and that there is a need to conduct more empirical research in developing countries with regard to the performance of corporate sustainability and corporate performance (Goyal et al., 2013). However, the following proposed hypothesis:

H4: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for sustainability on the performance of UAE governmental organizations.

3.5 The Mediation role of Entrepreneurship

Innovations that will revive the economy of each country can be accessed through entrepreneurship. Entrepreneurship also has a major and vital role for economic growth and development in countries, and therefore entrepreneurship ensures the sustainability of projects on the condition of innovation and the creation of new products and services, while economic development is based on innovation, creativity, application of knowledge and entrepreneurship. This requires small and medium-sized companies to focus on economic and social growth and development, as they represent a large share of national and total production and can reduce unemployment. Therefore, it is necessary for planners and policy makers to pay special attention to leadership because of its role in developing and improving the performance of companies in order to take action Essential to growth to improve those companies (Abu al-Qasim et al., 2016). This study agreed in its approach with the current study, which is the descriptive analytical method.

Recent studies indicate that market trends, entrepreneurship, and learning improve the performance of companies individually. Each of the trends can enhance the company's success, but the potential of each direction should not be viewed in isolation. Instead, rely on the company's resource-based viewpoint, and view these three trends as the capabilities of SMEs. And after a study was applied to a sample of 164 small and medium-sized companies. It was found that market orientations, entrepreneurship, and learning together lead to an advantage in the situation, which in turn is positively correlated with the performance of the company (Lonial, 2015).

Orientation towards entrepreneurship and entrepreneurship is often mentioned as a precedent for growth, competitive advantage and superior performance, and previous empirical research has often shown a positive relationship between this phenomenon and performance. However, an important unanswered question is what is the impact of the EO on consistent performance during periods of economic crisis, and the severe environmental disruption that accompanies these crises. In using a multidimensional EO model, we examine a series of hypotheses regarding the effects of his performance using survey data collected from 164 Dutch small and medium-sized companies. Established proactive behavior has been shown to positively contribute to the performance of SMEs during the economic crisis. It has also been shown that innovative SMEs perform better in turbulent environments, but that innovative SMEs should minimize risk and take action to avoid risky projects (Cross et al., 2012).

Al-Dayrawi (2017) conducted a study that agreed in its objective with the current study in identifying the role of entrepreneurship as an intermediary variable between strategic planning and the performance of organizations. organizations. This study also agreed in its approach with the current study, where the descriptive analytical approach was used, through the application of the random sample method from social organizations operating in the Gaza Strip, and the study indicated that there is a positive correlation between all dimensions of strategic planning (preparation, application, objectives, formulation Monitoring and evaluating strategic planning), and the performance of NGOs operating in the Gaza Strip, while emphasizing the role of leadership as a mediator and enhancer of the impact between strategic planning and the performance of organizations. Formulation of strategic planning and the performance of organizations, the study also confirmed the existence of an effect between the preparation of strategic planning and the performance of organizations, and the presence of an impact between the application of strategic planning and the performance of organizations, and the presence of an impact between control and evaluation of strategic planning and the performance of organizations. However, the following proposed hypothesis:

H5: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for entrepreneurship as a mediating variable on the performance of UAE governmental organizations.

H7: There is a statistically significant effect at the significance level ($\alpha \geq 0.05$) for entrepreneurship as a mediator between strategic planning and the performance of UAE governmental organizations.

3.6 The mediation role of sustainability

In 2009, Greenpeace launched an aggressive campaign against Nestlé, accusing the organization of driving rainforest clearing through palm oil suppliers. The goal was to damage Nestlé's commercial image and, in turn, force the organization to

make its supply chain more sustainable. Notable cases like this have led to the prevailing view that sustainable supply chain management is primarily reactive and driven by external pressures. By contrast, it is assumed that the SSCM can contribute positively to the organization's reputation as a "good citizen", thus counteracting the impression that external stakeholder pressure is the sole driver of the SSCM. Based on the theory of resource dependence in analyzing the three competing models of potential stakeholders, SSCM and the institutional sustainability performance relationship. After obtaining a data set of 1621 organization statistical comparison between these three models. It was found that stakeholder pressure and strategic support contribute to the organization's performance in the area of sustainability. Thus, supply chain managers are aware of the benefits of SSCM other than simply reducing the risk of reputational damage through stakeholder activity (Wolf, 2014). However, the following proposed hypothesis:

H6: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for sustainability as a mediator between strategic planning and the performance of UAE governmental organizations.

4. Methodology

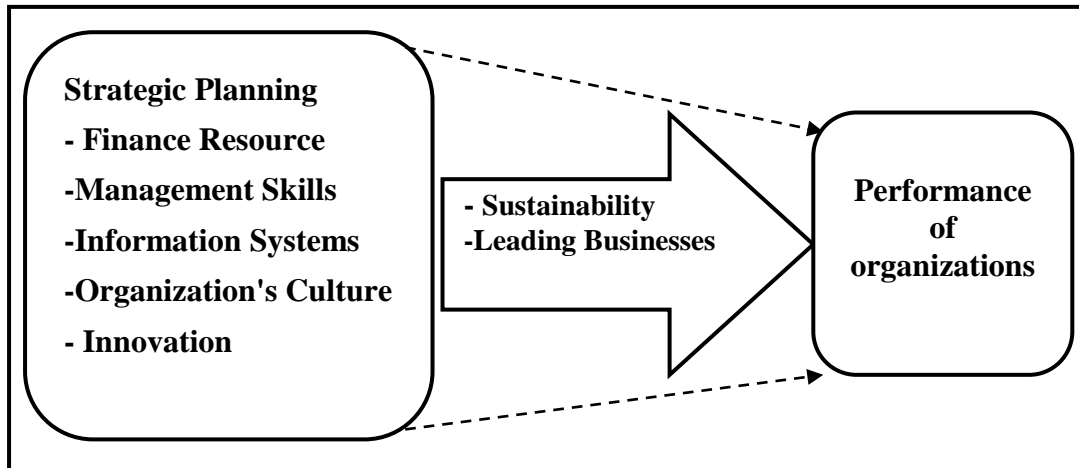
The descriptive analytical method was relied on in this study, which defined as: a method of analysis based on sufficient and accurate information about a specific phenomenon or topic over a known period or periods of time, in order to obtain practical results that were interpreted in an objective manner consistent with the actual data of the phenomenon (Al-Sakni, 2016). It is an approach based mainly on scientific analysis of scientific sources such as research and applied studies, reports and statistics related to the impact of strategic planning on the performance of organizations, and presentation of the findings of studies with a focus on entrepreneurship and sustainability as intermediate variables. It is very important to analyze some of the previous studies that dealt with the variables of the study, with a presentation of a coherent theoretical and conceptual framework for these variables.

The descriptive analytical approach is considered the most appropriate approach to the nature of the current study. It allows testing a number of questions and hypotheses that describe the nature of the relationships between the study variables. Where data will be collected from secondary sources represented in literature and previous studies, which are concentrated in Arab and foreign references, publications and reports issued by local and international institutions that dealt with the impact of strategic planning on the performance of organizations, and the role of sustainability and entrepreneurship as intermediate variables. With the aim of reaching generalizations related to the relationship between the study variables and highlighting the causal or functional correlations and relationships between them, in order to reach answers to the study's questions

and achieve its objectives, as well as support conclusions from the theoretical framework with practical results.

5. Research Model

Figure No. 1: Study Model



5.1 Population

The study population consists of workers in UAE governmental organizations. Where a stratified random sample was taken in order to determine the appropriate sample. This study will also be applied to workers in UAE governmental organizations, which include departments of all kinds (top management, middle management, and lower management).

5.2 Research Tool

The questionnaire was adopted as the main tool for data collection in this study. For the sake of quantitative analysis, the questions were arranged to suit the objectives and questions of the study. The questionnaire was divided into two parts. The first part contains demographic data related to gender, educational qualification, experience, and job title. As for the second part of the questionnaire, it consists of the study's axes (4 main axes), which are explained as follows: The first axis: strategic planning, the second axis: the performance of the organization, the third axis: sustainability, and the fourth axis: entrepreneurship, in order to measure the variables of the study.

5.3 Validity

Structural validity is one of the tool's validities measures that measures the extent to which the goals that the tool wants to reach have been achieved, and shows the extent to which each field of study is related to the total score of the questionnaire items.

Table (1): Correlation coefficient between the score of each field and the total score of the study tool

| The Field | Pearson correlation coefficient | Statistical significance |
|--------------------------|---------------------------------|--------------------------|
| Strategic Planning | **, ٩٧٠ | *, ** |
| Organization Performance | **, ٩٨٠ | *, ** |
| Sustainability | **, ٩٨٥ | *, ** |
| Leading Businesses | **, ٩٨٠ | *, ** |

Table (1) shows that the correlation coefficients in all the fields of the resolution are statistically significant at the level of significance ($\alpha \leq 0.05$), and thus all fields of the resolution are considered true for what they were designed to measure.

5.4 Stability

The stability of the study tool or the questionnaire is intended for the questionnaire to give the same results if it is re-applied several times in a row, and to what degree does the scale give close readings every time it is used, or what is the degree of its consistency, consistency and continuity when repeated use at different times.

In order to ensure the stability of the study tool, it was applied twice with a time difference of two weeks on a pilot sample consisting of (30) employees of UAE governmental organizations who were selected from outside the original sample.

The tool stability equation (Cronbach's alpha) was also applied to the study areas and the tool as a whole, and table (2) illustrates this.

Table (2): Cronbach's alpha coefficients for the study areas and the tool as a whole

| the field | number of paragraphs | Cronbach's alpha coefficient | Cronbach's alpha coefficient |
|--------------------------|----------------------|------------------------------|------------------------------|
| Strategic Planning | ١٦ | ٠,٧٦ | ٠,٧٧ |
| organization performance | ١١ | ٠,٧٥ | ٠,٧٤ |
| Sustainability | ٨ | ٠,٧٦ | ٠,٧٥ |
| leading businesses | ١١ | ٠,٧٨ | ٠,٧٩ |
| The tool as a whole | ٤٦ | ٠,٩٤ | ٠,٩٣ |

It appears from the above table that Cronbach's alpha coefficients for the fields of study ranged between (0.75-0.78), the highest for the field "entrepreneurship", and the lowest for the field "organization performance"; All stability coefficients are high and acceptable for the purposes of the study, where the reliability coefficient (Cronbach's alpha) is considered acceptable if it exceeds (0.70).

The repetition coefficients for the study fields ranged between (0.74-0.79), the highest for the field "entrepreneurship", and the lowest for the field "the

performance of the organization"; All repetition stability coefficients are high and acceptable for the purposes of the study, where the repetition stability coefficient is considered acceptable if it exceeds (0.70).

6. Findings

The descriptive analytical method was relied in this study, which allows comparison, interpretation and evaluation in order to reach meaningful generalizations that increase the balance of knowledge about the subject, and it studies a phenomenon or an existing issue from which information can be obtained that answers the study questions without the intervention of the researcher in it. While theoretical primary data (secondary data) published in books and scientific references, and previous research and studies conducted in the areas of strategic planning, organizational performance as well as sustainability. However, 308 questionnaires were distributed to the respondents and the researcher received 279 questionnaires, making the response rate 90%

Respondents' personal data

In this entry, the data related to the respondents are reviewed and the entry discusses gender, educational qualification, experience, and job title. Table 3 presents the personal information of respondents.

Table 3: Personal data of respondents

| Variable | singular | percentage % | Frequency |
|---------------|------------------------|--------------|-----------|
| Gender | Male | 71.2 | 190 |
| | feminine | 28.8 | 77 |
| Qualification | diploma | 3.4 | 9 |
| | Bachelor's | 87.6 | 234 |
| | Postgraduate | 9.0 | 24 |
| Experience | 7 years or less | 7.1 | 19 |
| | 8-15 years | 56.9 | 152 |
| | More than 15 years | 36.0 | 96 |
| Job title | Executive Director | 6.4 | 17 |
| | Head of the Department | 22.5 | 60 |
| | Officer | 71.2 | 190 |

It is clear from Table 3 that most of the respondents are males, and their number is 190, and their percentage is 71.2%. As for females, their number is 77 and their percentage is 28.8%. As the majority of workers in the sectors are males. In addition, as for the academic qualification, the most of the respondents are holders of a bachelor's degree, their number is 234 and their percentage is 87.6% of the study sample, followed by those who hold a postgraduate degree such as master's and doctorate with 24 and 9%, then diploma holders with 9 and a census of 3.4%. The table shows the experience of the respondents. The table shows that those with experience from 8 to 15 years amounted to 152 and their percentage of the study sample was 56.6%. As for those with experience more than 15 years, their

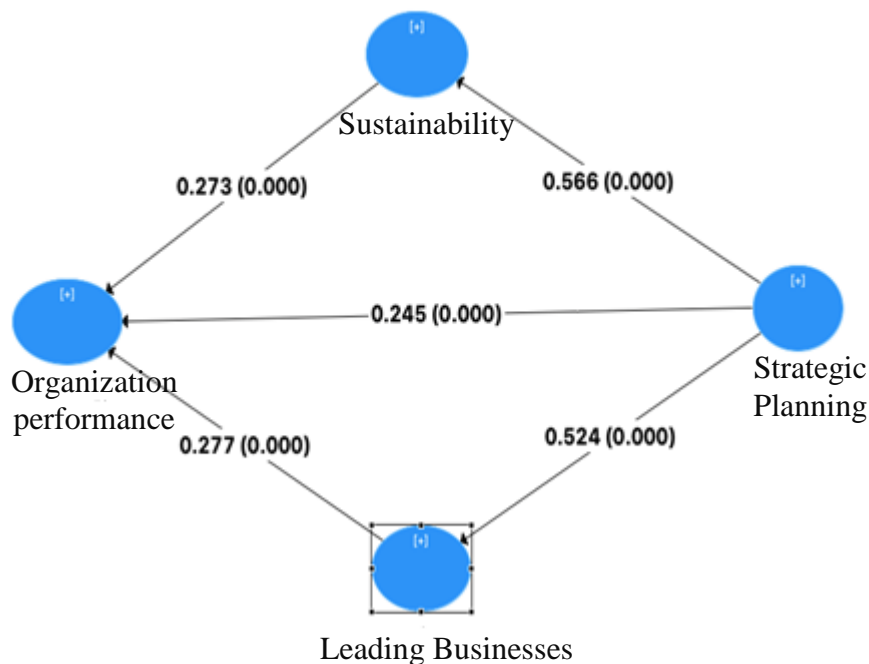
number reached 96 and their percentage to the study sample was 36%. As for those with experience less than 7 years, their number reached 19 and their percentage is 3.4%

Finally, the table shows the job titles of the respondents. It is clear from Table 3 that the number of respondents who work as employees amounted to 190, and their percentage is 71.2%. As for those who work as department heads, their number is 60, and their percentage is 22.5%, and the number of executives is 17, and their percentage is 6.4%.

6.1 Hypothesis Testing

Hypotheses were tested using the path coefficient with the Post trapping procedure 5000 times as recommended by Hare et al. (2017). In addition, the hypothesis is acceptable if the significance level value is less than 0.05 or the T value is greater than 1.96, and the figure shows No. 4.2 The structural model of the study, where the figure shows the path coefficient and in parentheses the value of the statistical significance.

Figure 2: The structural model of the study



To discuss the hypotheses and based on Figure 2, Table No. 4 presents the results of the hypotheses. The table shows the hypothesis number, the path, the path coefficient, the standard deviation, the t-value, the level of the statistical function, and the conclusion.

Table 4: Hypotheses results

| Hypothesis | path | Path parameter | standard deviation | T value | Indication level statistic | The result |
|-----------------------|--|----------------|--------------------|---------|----------------------------|------------|
| first hypothesis | Strategic Planning -> Sustainability | 0.566 | 0.049 | 11.439 | 0.000 | acceptable |
| The second hypothesis | Strategic Planning -> Entrepreneurship | 0.524 | 0.000 | 10.404 | 0.000 | acceptable |
| The third hypothesis | Strategic Planning -> Organization Performance | 0.245 | 0.069 | 3.570 | 0.000 | acceptable |
| Fourth Hypothesis | Sustainability -> Organization Performance | 0.273 | 0.076 | 3.579 | 0.000 | acceptable |
| Fifth Hypothesis | Entrepreneurship -> Organization Performance | 0.277 | 0.067 | 4.123 | 0.000 | acceptable |

First Hypothesis:

There is a statistically significant effect at the significance level ($\alpha \geq 0.05$) for strategic planning on sustainability in UAE governmental organizations.

The first hypothesis suggested that there is a statistically significant relationship at the level of significance less than 0.05 between strategic planning and sustainability and it is clear from Table 4.15 that there is an important statistical effect of strategic planning on sustainability with a coefficient of 0.566 and a level of significance equal to 0.000. Thus, the first hypothesis is confirmed and accepted, and it is concluded that strategic planning affects It is statistically significant on sustainability in UAE governmental organizations, and it can be concluded that the increase in strategic planning will lead to an increase in sustainability in UAE governmental organizations.

The second hypothesis:

There is a statistically significant effect at the significance level ($\alpha \geq 0.05$) of strategic planning on entrepreneurship in UAE governmental organizations.

The second hypothesis assumes the existence of a relationship with an important statistical impact between strategic planning and entrepreneurship. Based on Table No. 4, there is an important specialist relationship between strategic planning and entrepreneurship. The path coefficient reached 0.524 at the significance level of 0.000, and this confirms that the hypothesis is acceptable and that strategic planning has an important role in entrepreneurship. It is concluded that the relationship between strategic planning and entrepreneurship in UAE governmental organizations is positive, and from it can be concluded that the increase in strategic planning will lead to an increase in entrepreneurship in UAE governmental organizations.

The third hypothesis:

There is a statistically significant effect at the significance level ($\alpha \geq 0.05$) for strategic planning on the performance of UAE governmental organizations.

The third hypothesis suggested the existence of an important statistical effect of strategic planning on the performance of UAE governmental organizations. In addition, the results shows that there is a positive and statistically important relationship between strategic planning and the performance of UAE governmental organizations. Because the relationship is positive, the increase in strategic planning has a positive impact on the performance of UAE governmental organizations. Therefore, an increase in strategic planning will lead to an increase in the performance of UAE governmental organizations.

Fourth Hypothesis:

There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) for sustainability on the performance of UAE governmental organizations.

The fourth hypothesis states that there is an important statistical effect between sustainability and the performance of the organization. Table No. 4.15 indicates that this text is correct and acceptable. The path coefficient reached 0.273 at a level of significance less than 0.05. This confirms that the hypothesis is acceptable and positive, and that an increase in the level of sustainability will lead to an increase in the performance UAE governmental organizations and thus accept the fourth hypothesis in this study.

Fifth Hypothesis:

There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) for entrepreneurship as a mediating variable on the performance of UAE governmental organizations.

The fifth hypothesis assumes the existence of a statistically significant effect between entrepreneurship and the performance of UAE governmental organizations, and the results in Table 4.15 indicate the existence of a relationship with an important statistical effect with a path factor of 0.277 and a level of significance less than 0.05, and this confirms that the hypothesis is acceptable and that entrepreneurship has an important statistical impact on the performance of UAE governmental organizations, and from this it follows that the increase in entrepreneurship will lead to an increase in the performance of UAE governmental organizations.

The role of entrepreneurship and sustainability as a mediator

In this approach, the role of sustainability and entrepreneurship is tested as a mediator between strategic planning and the performance of the organization. The researchers indicate that to test the mediator, the direct effect must be tested before the mediator and after the mediator is entered into the model and compared with the comparison of the indirect impact. To simplify the procedures, the following steps will follow to test the mediator.

1 - Test the direct effect of the independent factor on the dependent factor (it was tested and it was found that there is a relationship with an important statistical effect)

2 - Entering the mediator and comparing the direct effect of the independent factor on the dependent factor

NS. The direct effect should be reduced

NS. The indirect effect should be statistically significant

In the event that these two conditions are met, there are two cases. If the direct effect remains statistically significant, it can be concluded that there is a partial mediator, but if the direct effect is absent, then the presence of a total mediator can be concluded (Awang, 2014, Hare et al., 2017) (Awang, 2014; Hair et al., 2017).

In Figure 4.2, the role of the mediator for sustainability and entrepreneurship has been tested. The figure shows that the direct statistical relationship is the addition of the mediator remained statistically significant, and to show the relationships digitally, Table No. 4.16 presents the results of the mediator test for both entrepreneurship and sustainability, and the table displays the direct and indirect effects.

Table (5): Sustainability Test Results and Entrepreneurship as a Mediator

| path | Path parameter | standard deviation | T value | Indication level statistic |
|--|----------------|--------------------|---------|----------------------------|
| Sustainability -> Organization Performance | 0,273 | 0,070 | 3,708 | 0,000 |
| Strategic Planning -> Organization Performance | 0,240 | 0,069 | 3,039 | 0,000 |
| Strategic Planning -> Sustainability | 0,066 | 0,048 | 11,862 | 0,000 |
| Strategic Planning -> Organization Performance | 0,024 | 0,001 | 10,320 | 0,000 |
| Entrepreneurship -> Entrepreneurship | 0,277 | 0,066 | 4,193 | 0,000 |
| mediator test | | | | |
| Strategic Planning -> Sustainability -> Organization Performance | 0,104 | 0,043 | 3,089 | 0,000 |
| Strategic Planning -> Entrepreneurship -> Organization Performance | 0,140 | 0,038 | 3,801 | 0,000 |

In order to know the role of the mean for each variable, Table No. 5 was created to compare the direct effect before the mediator and after the mediator, and to know also the indirect effect. The table shows the necessary comparison to conclude the role of the mediator.

Table 6: Median test

| Hypothesis | independent variable | Mediator | First direct relationship (without mediator) | Second direct relationship (with mediator) | indirect relationship | Evaluation |
|--------------------|----------------------|--------------------|--|--|-----------------------|----------------|
| Sixth Hypothesis | Strategic Planning | Sustainability | *** ,0 4 0 | *** ,2 4 0 | *** ,1 0 4 | partial broker |
| Seventh Hypothesis | Strategic Planning | leading businesses | *** ,0 4 0 | *** ,2 0 4 | *** ,1 4 0 | partial broker |

*** The relationship is statistically significant at the 0.001 level, ** The relationship is a statistical function The 0.05 level, * the relationship is statistically significant at the 0.1. level

Sixth Hypothesis

There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for sustainability as a mediator between strategic planning and the performance of UAE governmental organizations.

The study assumed the existence of an intermediary role for sustainability between strategic planning and the performance of the organization. To test the mediator, from tables (5,6), impact of strategic planning on the performance of the organization decreased from 0.545 to 0.245, and that the indirect effect was statistically significant with a path factor of 0.154 and a level of Significance less than 0.05, and this confirms the existence of a mediating role for sustainability between strategic planning and the performance of UAE governmental organizations. Strategic planning and the performance of UAE governmental organizations, and from it can be concluded that sustainability explains part of the relationship between strategic planning and the performance of UAE governmental organizations.

Seventh Hypothesis:

There is a statistically significant effect at the significance level ($\alpha \geq 0.05$) for entrepreneurship as a mediator between strategic planning and the performance of UAE governmental organizations.

The seventh hypothesis says that there is an intermediary role for entrepreneurship between strategic planning and the performance of UAE governmental organizations, and the results in Tables 5 and 6 indicate that this hypothesis is acceptable. Statistically, with a path factor of 0.145 and a significance of less than 0.05, and thus it was concluded that there is a mediating role for entrepreneurship in the relationship between strategic planning and the performance of UAE governmental organizations. Business plays the role of a partial mediator between strategic planning and the performance of UAE governmental organizations, and part of the relationship between strategic planning and the performance of UAE governmental organizations can be explained through entrepreneurship.

7. Discussion

This paper confirms that there is an important statistical impact of strategic planning on sustainability, and thus the first hypothesis is confirmed and accepted. It is concluded that strategic planning has a statistically significant impact on sustainability in UAE governmental organizations. Sustainability in UAE governmental organizations. Thus, the study is consistent with the study of Muriki et al. (2017), whose found that there are some strategic challenges faced by government companies, which require reform of companies in order to reap economic growth, and the management of state-owned companies should focus on monitoring the strategy implementation process in order to enhance sustainability. And it is also consistent with the study of Shing et al. (2014), which showed that there is an impact of strategic importance and ensuring sustainability indicators on investors' decisions. Thus, the study does not agree with the study of Sotirio et al. (2010), whose results showed that strategic planning and the integration of sustainability in national tourism organizations face problems that limit the possibility of strategic planning making a significant contribution to achieving sustainability.

The study confirmed that there is an important specialist relationship between strategic planning and entrepreneurship, and this confirms that the hypothesis is acceptable and that strategic planning has an important role in entrepreneurship in UAE governmental organizations. Thus, the study agrees with the Faris study (2016), which indicated that there is a statistical relationship between the characteristics of leadership and strategic planning, and that strategic planning and the level of leadership characteristics were at a high rate. Create strategic synergies between the current activities of the institution, which would not all be described as “entrepreneurial spirit” in the traditional sense, and each of these key activities are briefly reviewed in turn and presented as a basis for action in developing a strategy for the university.

The study confirmed that there is a positive and statistically important relationship between strategic planning and the performance of UAE governmental organizations, and this confirms that the hypothesis is acceptable and statistically important, and because the relationship is positive, the increase in strategic planning has a positive impact on the performance of UAE governmental organizations, and therefore the increase in strategic planning will lead to an increase in the performance of UAE governmental organizations. Thus, the study agrees with Al-Saleh's study (2017), whose results indicated that intensifying the financial and field follow-up of the existing plans, increasing the level of coordination between the relevant authorities and following good planning methods, all lead to improving the level of services in the short and long term, and that the weakness of the planning committees in the departments and the lack of clarity of procedures The policies in the departments, as well as not linking them to the necessary capabilities, all negatively affect the quality of services and final

outputs. It is also in agreement with Hilal's study (2016), whose results proved a significant impact of the strategic planning system of the Ministry of Higher Education on its performance, as strategic planning plays a fundamental and influential role in the overall performance. And that the most influential role in performance is due to strategic goals, and the study also agreed with the study of Clay et al. (2016), whose results showed that formal strategic planning processes and strategic planning flexibility are positively associated with corporate performance, and each of them has a positive relationship with innovation and competitive advantage, in addition to that. Innovation perfectly mediates the relationship between corporate performance, the formal strategic planning process, and planning flexibility. In addition, the findings indicate that there is an important statistical effect between sustainability and the performance of the organization, and this confirms that the hypothesis is acceptable and positive, and that the increase in the level of sustainability will lead to an increase in the performance of UAE governmental organizations, thus accepting the fourth hypothesis in this study. In this way, Assels et al. (2010) agrees that the companies that voluntarily adopted sustainability policies by 1993 - which were described as highly sustainable companies - are displaying distinct regulatory processes by 2009 compared to a similar sample of companies that have adopted almost none of these policies as low-sustainability companies, and also agreed with the study of Goyal et al. (2013) which showed that most research in the field of sustainable performance and the consistent performance association, has analyzed this relationship in developed countries. The outcome varies in different cultural and economic contexts and there is no universally accepted trend for this relationship. Financial performance is used in most research as a proxy for company performance.

The results also indicate that there is an important statistical relationship with coefficient and this confirms that the hypothesis is acceptable and entrepreneurship has an important statistical impact on the performance of UAE governmental organizations, and it is concluded that the increase in entrepreneurship will lead to an increase in organizations UAE government. Thus, the study agrees with the study of Abul-Qasim et al. (2016), which indicates that innovations that will revive the economy of each country can be accessed through entrepreneurship. Entrepreneurship also has a major and vital role for economic growth and development in countries, and therefore entrepreneurship ensures the sustainability of projects on the condition of innovation and the creation of new products and services, while economic development is based on innovation, creativity, application of knowledge and entrepreneurship, as agreed with the Lonial study (2015), which indicated That market trends, entrepreneurship, and learning together lead to an advantage in the situation, which in turn is positively correlated with the performance of the company, and the current study also agreed with the study of Cross et al. (2012), which showed that entrenched proactive behavior contributes positively to the performance of small and medium-sized

companies during The economic crisis also showed that innovative small and medium-sized enterprises perform better in turbulent environments, but those innovative small and medium-sized enterprises should minimize the level of risks and take measures to avoid risky projects.

12. Conclusion

This paper examines the mediating role of organizational leadership and sustainability between strategic planning and the performance of UAE governmental organizations. However, the findings indicate that there is a significant relationship between strategic planning and sustainability, strategic planning also has a significant impact on sustainability in governmental organizations. In addition, the increase in strategic planning will lead to an increase in entrepreneurship. Moreover, the increase in strategic planning has a positive impact on performance; therefore, the increase in strategic planning will lead to an increase in the performance of UAE governmental organizations. As the increase in the level of sustainability will lead to an increase in the performance of UAE governmental organizations. The increase in entrepreneurship will lead to increased performance in UAE governmental organizations. An increase in strategic planning will lead to an increase in sustainability in UAE governmental organizations.

This paper recommends the need to pay special attention to strategic planning because it has an impact on the sustainability of organizations and the prosperity of their performance, and the need to work to keep pace with developments in the business environment, with the condition that all departments are provided with advanced technological techniques, and the need to involve workers in developing strategic plans with how to implement them in the present and the future. However, this study is importance of stems from the fact that it examines one of the relatively modern administrative topics, which is strategic planning and its role in sustainability and entrepreneurship and how it affects the performance of the organization. Therefore, subjecting it to the field study gives it more importance, especially in light of the various technological, economic and political conditions and changes, which require the adoption of the concept of strategic planning, sustainability, entrepreneurship from an applied perspective to keep pace with the rapid environmental changes, which in turn are reflected in one way or another on the performance of organizations in general and governmental ones. In particular. Lastly, the importance of the study lies in the extent to which strategic planning is benefited from in sustainable economic development and entrepreneurship, which may be a reason for improving the performance of government organizations in the future. This study will be a new addition in this context, given the scarcity of studies that dealt with a topic such as sustainability and entrepreneurship in government organizations and their role in improving their performance.

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