

Impact of Strategic Management Practices on Public Organisational Performance: A Mediatory Analysis of Organisational Commitment and Teamwork in UAE

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Abstract

This study investigated impacts of strategic management practices on organizational performance in Abu Dhabi, UAE public organisations, considering the mediating effects of the teamwork and organisational commitment on these inter-relationships. The study adopted quantitative design using deductive reasoning. Data was collected using structured questionnaire from 358 respondents in the public organisations and analysed using both descriptive statistics and inferential statistical tool of Partial Least Squares – Structural Equation Modelling (PLS-SEM). The study found that strategic management practices of strategy formulation and strategy evaluation have significant impact on organisational performance. However, the strategy implementation practice was found not to have significant impact on organisational performance in UAE public organisations. The study also found that organisational commitment and teamwork have significant influence on organisational performance in UAE public organisations. The study also found that organisational commitment and teamwork significantly mediates the impact of strategic management practices on organisational performance in UAE public organization except the impact strategy implementation on organisational performance which was not significantly mediated by organisational commitment. This study contributed to knowledge by establishing that the strategic management practices of strategy formulation and evaluation significantly influence organisation performance in public organisations, and that the influences are significantly mediated by organisational commitment and teamwork.

Keywords: Organisational Performance, Strategic Management Practices, Organisational Commitment, Teamwork

Introduction

Strategic management is a continuous process that assesses and controls the company's business and industries, evaluates its competitors, and sets goals and strategies to meet *all* current and potential competitors, and then reassesses each strategy annually or quarterly (regularly) to determine how well it has been implemented and whether it needs to be replaced by a new strategy to meet charged objectives of a new social, financial, or political environment, new technology, new rivals, a new economic environment, or a new social, financial, or political environment (Warshawsky et al., 2020).

Strategic management involves a number of practices for the overall function of organisations. These practices include the strategy formulation, strategy implementation and strategy evaluation (Fuertes *et al.*, 2020; Ahmad and Ahmad, 2019). Strategic management involves the formulation of strategies for the achievement of organisational short- and long-term objectives (Khalid and Nusari, 2020). Formulated strategies must be implemented to be meaningful. Strategy implementation involves gathering the resources of an organization and motivating the staff for achieving the goals (Mohamed et al., 2019). Once strategies are formulated by organisations and implemented, they need to be evaluated in order to identify the area of strength and weaknesses and where corrective actions are required to achieve the overall aim of the organisations (Gure and Karugu, 2018).

The hypercompetitive business climate, according to Alukonya (2021), has pushed businesses to their limits, necessitating the adoption of strategic management techniques that support plans, choices, and decisions that lead to competitive advantage, profitability, success, and wealth creation.

Cherian *et al* (2021) revealed that in the last few years, it has been noticed that many middle eastern countries, particularly the United Arab Emirate, public organizations' long-standing management strategies in this area have become more complicated and are suffering from many difficulties and shortfalls. In fact, they are facing a variety of difficulties and challenges in their public administrative issues, such as poor productivity, exploitation, and lack of changes Mahmoud and Othman (2021), which necessitate the adoption of SM practices. Fuertes *et al* (2020) revealed that processes required to achieve organizational goals in other to confront the challenges of strategic management includes environmental analysis, strategy formulation, modern strategy implementation, and effective human resources management. Similar practices are applied through strategic planning.

Despite the importance of SM to organisational performance, however, very few studies Abu-Rahma and Jaleel (2019); Ahmad and Saber (2015); Al-Khoury (2012); Al-Shaikh, (2001); Al Rae (2014); Elbanna (2010; 2013); Khalid and Sarker (2019); AlQutob et al (2020); Tipu and Sarker (2020) have been conducted on strategic management practices in developing country settings such as the United Arab Emirates (UAE). There is no documented evidence available to reveal the underlying relationship between strategic management and performance among the UAE public organizations. The bulk of previous studies were concentrated in developed nations such as Canada, the USA, Australia, Japan and the United Kingdom, with very few from the developing nation such as Saudi Arabia, Bahrain, Jordan and the UAE (Aldehayyat *et al.*, 2011; Elbanna and Alhawarai, 2012; AlGhamdi, 2013; Rajasekar, 2014). Form the theoretical perspective a growing amount has been written on strategic management practices worldwide and their impact on organizational effectiveness as well as financial performance, with a few empirical studies focusing on UAE organization. Furthermore, research has observed that customer satisfaction, which is an important non-financial measure, was found lacking, even though it is one of the major determinants of

performance and hence its success. For instance, Hawkins and Hoon (2019) claims that survival of organisations depends on its ability to satisfy its customers and find strategies to increase customer satisfaction.

Besides the direct influence of strategic management practices on organisational performance, strategic management practices may have indirect effect on organisational performance through teamwork and organisational commitment. Drawing from the social exchange theory, strategic management practices involves motivating employees who reciprocate the gesture through positive attitude and commitment towards the organisation which improve the performance of the organisation (Alansaari et al., 2019; Fakhari et al., 2021; Taha, 2018). The possible mediation effect of organisational commitment on the relationship between strategic management practices and organisational performance is not clearly address in literature. This research will attempt to close this important gap in literature.

Similarly, the resource-based theory alludes to the role of strategic management practices in attaining teamwork. Such teamwork an organisation edge over other organisations thereby allowing it to improve its performance (Agwu, 2018; Omalaja and Eruola, 2011). Despite this supposed relationship, the possible mediation effect of teamwork in the relationship between strategic management practices and organisational performance has not been empirically tested, at least in UAE public organisations. Therefore, it is against this background that this study intends to investigate the impact of strategic management practices on the performance of modern UAE public Organizations. The paper divided into six sections. Section one provides the introduction, section two presented the review of previous literature while section three presented the methodology. The result is contained in section four while section five and six presented discussion and conclusion respectively.

Literature Review

Strategic Management in Public Organisations

Strategic management is important in any public organisation. Studies have emphasised the relevance of formulating and implementing effective strategies in public organisations (Aldhafer et al., 2020). The focus on the specific strategies and their results dominates the applicability and comprehensiveness of formulation and implementation strategy. Because formulation and implementation strategy demand an intellectual effort as well as discipline, a public employee's will and skill in choosing future courses of action are crucial for successful implementation. If the organisation does not display a clear goal, vision or mission, public/employee support and a comprehensive understanding, the implementation and the formulation strategies would be ineffective (Aldhafer *et al.*, 2020; Ameen, Almari, Isaac, and Mohammed, 2019; Ameen *et al.*, 2020). The published literature showed that the organisations which were more committed to the implementation and formulation strategies showed a higher organisational performance (Aldhafer *et al.*, 2020). The formulation and implementation strategy display a better framework which can guide the managerial functions. The primary parameter includes the effective application of the implementation and formulation strategies which improve the performance of the government sectors (Kang, 2006). The second factor includes the probability that the public employees would consider all the practical guidelines as an additional tool for improving their productivity. Hence, for the successful application of the implementation and formulation strategy, public officials must perceive these strategies as a tool for improving their performance (Kang, 2006).

Public sector in most countries is often associated with systemic challenges on the effectiveness of service delivery to the public. One of the challenges is the bureaucratic process and unstable performance in the security sector (Almazrouei and Yassin, 2020). Thus, strategic management is highly required in public organisations as it is in private organisations. Accordingly, various studies were carried out on strategic management from public organisations point of view. For instance, Daudi and Mbagua (2018) investigated strategic management in Kenya's public transport sector which was characterised by lack of observation of traffic regulations and this has led to a large number of road crashes and associated fatalities and injuries.

As found in other countries, UAE is not an exception. The need for effective strategic management in public organisations cannot be overemphasised. With the advancement of technology in UAE, organisations are restructuring their operations which enables them to achieve strategic competitive advantage (Almazrouei and Yassin, 2020; Alshams et al., 2020). According to Al Hammadi and Al Hammadi (2018), the idea that the Dubai Government via its public sector institutions can and needs manage itself strategically, in a similar manner to any well-performing private sector organization, has been translated into practically across government departments and authorities. This study is intended as contribution to knowledge production that will also fill a gap in literature on the salient and fundamental factors that enabled Dubai post-colonial state to become agile, innovative and responsive to the growing size and scope of activities undertaken by Dubai and by extension the UAE public sector institutions. On the basis of documentary analysis and observation, the conclusion has been arrived that a multiplicity of factors and initiatives such as strategic planning, innovation and technological advancement, leveraging of political leadership and hiring the finest minds from the global pool of transnational bureaucrats with the view to transfer skills and efficiently run public institutions.

In UAE, Alsyouf et al (2021) assessed the impact of strategic planning and management practices (SPM practices) on the performance of banks in the United Arab Emirates and the challenges they face in developing and implementing their strategic plans. Although banks in the UAE were able to recover smoothly after the 2008 financial crisis, they still face challenges due to globalization, low oil prices, and political instability in the region. The situation calls for efficient strategic planning and management by the authorities of the banks. This study, therefore, aims to contribute to improving the effectiveness of SPM practices within the banking sector in the UAE. Detailed analyses and findings indicate that specific pattern variations and relationship structures are observable in terms of the five SPM components and their impact on the performance levels of both Islamic and conventional banks. Most importantly, the quantitative findings and qualitative inferences from the study lead to the conclusion that management in the banking industry has the responsibility of putting in place the strategies, frameworks and policies that respond proactively to the prevention, detection and mitigation of shocks on banks, particularly from their external business environment.

Similarly, in another study, Hock *et al* (2019) explained briefly about the importance of SMIS in public sector. They mentioned that SMIS endow management to act, respond construct, support, and compound upper hand. Another example, an integrated revenue management information system will improve tax data available to collection employees in the field; revenue officers will be able to receive cases more quickly and dispose of them sooner. A system using distributed computing architecture to automate and modernize tax collection process will enable the treasury department to collect tax more efficiently, which is, of course, a benefit to all government agencies. It can be said that governance and public

administration cannot be productive, effective and efficient without the support of modern information technology. The use of information technology has been an absolute requirement for public administration and management development.

Organisational Commitment

Organisational commitment is the feeling of dedication an employee have towards his organisation. It includes the employees' intention to work hard and the their willingness to continue working in the organisation (Alansaari *et al.*, 2019). In order to enhance organisational performance, organisation have it among its primary objectives to employ committed employees. Commitment is also inculcated into the employee through motivation and personnel development. By motivating the employee, they have an implied impression that the organisation care about their development. Based on the social exchange theory, such feeling of importance encourage the employee to be committed to his organisation (Taha, 2018).

Positive organisational commitment is also considered to be related to employee behaviour, performance and productivity. Employees with high level of commitment toward their occupation, job and organisation are more likely to put in their best in work when compared to employees with less commitment. Each of the three components of organisation commitment (affective, continuance and normative) has a different effect on employees' behaviours in the workplace and these behaviours are considered by most managers to influence the organisational performance. As employees form the concrete base of any organisation, the organisational performance is technically considered the sum of all employees' performance working in the organisation. However, organisations can only survive in today's competitive world with the assistance of committed employees; those committed to the organisation's objective through working effectively to accomplish superior performance. Organisational commitment can be described as the state in which employees have a psychological link with their organisation and identify with it, making them more willing to participate in achieving the objectives and goals of the organisation (Taha, 2018).

Most organisations have difficulty obtaining competent and committed employees who are willing to maximise their skills and abilities to achieve the organisation's objectives. As a result, organisations strive to involve such employees toward accomplishing their goals and objectives. Indicators of employee commitment include having no interest in obtaining other job offers, accepting the responsibility of their role and having job satisfaction countenance and readiness to contribute usefully (Iqra and Yahya 2013). These features of commitment represent the attitude and behaviour of the employee towards the organisation (Taha, 2018). Thus, employee commitment shows the psychological state that portray the extent of relationship between the employee and the organisation. It is also an emotional response through which beliefs, attitudes and behaviours of employees can be measured. Thus, organisational commitment relates the strategic management practices to organisational performance.

Team Work

A team work is formed when individuals with a common goal come together on a common platform, according to Chukwudi (2014); Samwel (2019), further states that teamwork was previously studied as employees combine their efforts to achieve a common objective by keeping in mind the interest of the overall group instead of individual interests. According to Virtaneva *et al* (2021), a lot of academics and practitioners have conducted significant

research on the impact of teamwork on performance of public organisations in the past years. As a result, it is crucial to comprehend how teamwork affects performance because some researchers believe that it is one of the main factors that contribute to an improvement in a firm's performance. Organizational teams work can be set up in a variety of ways and are given various tasks to complete (Alkheyi *et al.*, 2020). Therefore, team work has become the basic unit for many organizations around the world Buljac-Samardzic *et al.* (2020) and delegate responsibilities such as projects, budgets, or essential research to work for teams in order to face competition and meet demands. Organizations have been employing work team more frequently over the past few years to replace them with the completion of challenging job and deal duties (Hassan and Jiang, 2021). The use of team work has become the representation of an ideal model of work and working behavior for organizations (Daniel 2010; Alkheyi *et al.*, 2020). However, teams work are not quickly built and require specific concerns in order to become successful and efficient. Improving teamwork has therefore received top priority.

Organisational Performance

The aim of every organisation is the attainment of superior performance. Organisations therefore strive to carryout activities that will improve their performance. One of such is the application strategic management practices. A number of studies linked strategic management practices and organisational performance (Chungyas and Trinidad, 2022; Dahir and Paul, 2019; Ekon and Bemnet, 2022; Langat and Wainaima, 2019). Strategic management practices deal with strategic planning concerned with linking plans to objectives and organizational resources, governance that is open to employees' suggestions and input in decision making and policy affairs, strategic staffing that is concerned with getting the right people for the right roles, and stability of financial resources and facilities which transform inputs into outputs (Bryson, 2018).

Organisational performance refers to the actual output or results of an organization as measured against its intended goals and objectives. For years, many organizations have measured organizational performance using the balanced scorecard; by tracking and measuring performance in multiple dimensions such as: social responsibility (community outreach); employee stewardship, return on investment (ROI) among others. The variables tested by Maina (2019) to measure organizational performance in relation to strategic planning were: effectiveness of strategic plans in meeting organizational objectives, effectiveness of governance, staff retention and management of financial resources.

Organizational performance is measured by the difference between the input and the output based on how they connect with the goals, mission and vision. Therefore, for a sustainable competitive advantage, organizations must embrace strategic management practices. Performance are the outputs that an organization generates as the results of an input and is measured either in financial and non-financial terms (Maina, 2019). The performance of the organization is a benchmark or an indicator for efficiency, effectiveness, and environmental obligation like productivity, time of cycle, reduction of waste, and compliance of rules (Mohamed *et al.*, 2019).

Performance of the organization consists factors like finance, internal functioning, clients, learning and growth. The efficient performance and success of the organisation is usually ascribed to exceptional strategy and excellent resources (Mohamed *et al.*, 2019). The organisational performance factor was regarded as an important parameter which is investigated in the research studies related to organisational management. The

organisational performance was seen to be an indicator or benchmark for the effectiveness, efficiency and environmental obligation such as time of the cycle, productivity, waste reduction and compliance of all rules (Aldhafer *et al.*, 2020; Alshamsi *et al.*, 2019). Organisational performance is also measured based on its learning and growth. The success and performance of the organisation were based on the excellent resources and unique strategies (Aldhafer *et al.*, 2020).

Besides the financial performance of organisations, operational performance is also an important factor in management research. The operational performance acts as the indicator or benchmark for the effectiveness, efficiency and environmental obligation such as waste reduction, time of the cycle, productivity, and compliance of rules. Thus, the operational performance was a vital factor that helped in evaluating the organisations, organisational activities and environments where they worked (Khalid and Nusari, 2020).

Organisational performance can be measured objectively and subjectively. The objective measurement includes profit margin, sales volume, return on investments, and inventory turnover whose data can be analysed from the financial statements such as the balance sheet and income statement. While the subjective measure rely on the perception of the managers or owners with regards to business performance achieved like customer satisfaction and increase in members or clients (Chungyas and Trinidad, 2022).

Conceptual Framework and Hypotheses Development

Figure 1 shows the Conceptual Framework of the research deduced from the reviewed literatures and relevant theories. The framework postulated that strategic management practices (strategy formulation, strategy implementation and strategy evaluation) influence organisational performance directly and indirectly through organisational commitment and team work. It implies that organisational commitment and competitive advantage mediate the relationship between strategic management practices and organisational performance. The framework also shows that strategic management practices have direct effect on organisational commitment and teamwork. Organisational commitment and teamwork are also conceptualised to have direct effect on organisational performance. The interrelationship among the variables is discussed in the following subsections from which the hypotheses of the research are deduced.

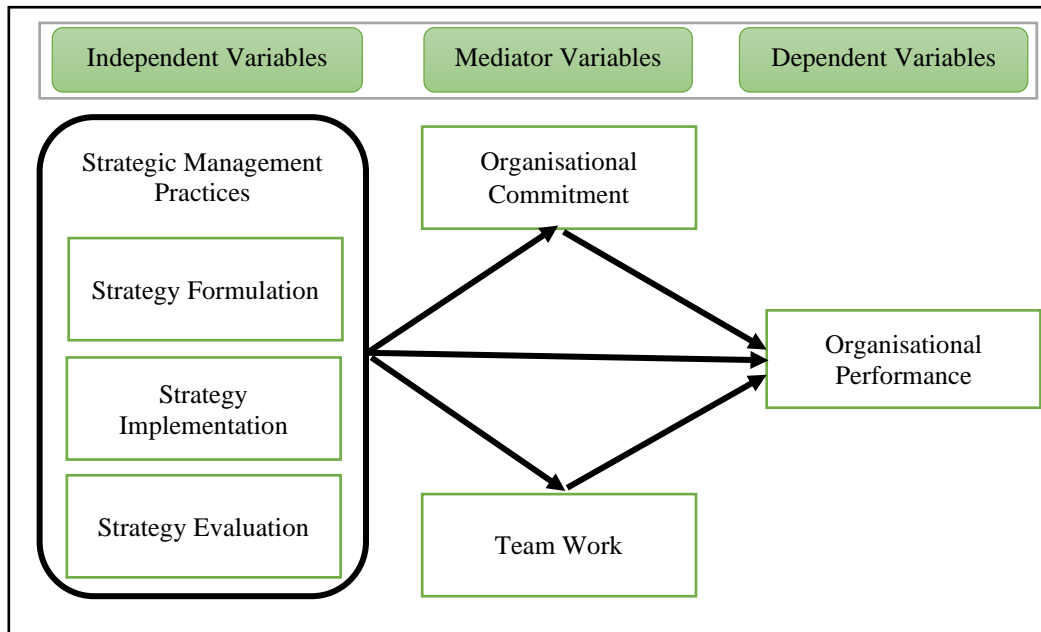


Figure 1: Conceptual Framework

Strategic Management Practices and Organisational Performance

The relationship between strategic management and organisational performance has been studied and established by many literatures in various climes including UAE. For instance, Mohamed *et al* (2019) investigated the impact of strategic management implementation on organisational performance of Abu Dhabi police UAE. Using quantitative survey design strategy with questionnaire instrument to elicit 423 usable responses, they found significant relationship between strategic management implementations (strategy, structure, and human resources) and Abu Dhabi police performance. Strategic management practices is very critical to the performance of every organisation. Failure to formulate, implement and evaluate effective strategies is linked to poor performance of organisations (Mohamed *et al.*, 2019).

The influence of strategic management practices on organisational performance is also studied by (Langat and Wainaima, 2019). Using quantitative means, they found that strategic management practices have positive effect on organisational performance. The findings added that organisational structure and employee competence have significant effect on organisational performance. Similarly, Chungyas and Trinidad (2022) also investigated the effect of strategic management practices on business performance. They specifically assess the influence of strategic management practices on operational and financial performance of organisations. They found a positive effect of the strategic management practices on financial performance and operational performance.

On specific influence, the effect of individual practices on organisational performance are also investigated. Strategy formulation was found to have significant influence on organisational performance (Kanano and Wanjira, 2021). Other studies also found significant relationship between strategy formulation and organisational performance (Addae-Korankye and Aryee, 2021; Aldhafer *et al.*, 2020; Khalid and Nusari, 2020). Strategy implementation is also found to have significant effect on organisational performance (Kanano and Wanjira, 2021). Odhiambo (2015) measured organisational performance of major tea companies in Kericho, Kenya using employee productivity, customer satisfaction, delivery performance, and quality performance and employee turnover. Strategy implementation, on the other

hand, is measured using evaluation of organisational capabilities, resource allocation, communication of strategy to all employee, adoption of an implementation plan, and checking on environmental factors. He found that strategy implementation is related to all the measures of organisational performance. Similarly, Mathore (2016) also found that right strategy implementation has relationship with organisational performance.

Strategy evaluation is also an important strategic management practice that is reported to influence organisational performance. The study of Kanano and Wanjira (2021) indicated that strategy evaluation has significant effect on organisational performance. Similar studies noted the influence of strategy evaluation on organisational performance. For instance, Nyariki (2016) through interview found that diverse aspects of organisational performance inform of operations, satisfaction, and performance are greatly facilitated by strategy evaluation by the organisation.

Therefore, it is hypothesized as follows

H1: *Strategic management practices (strategy formulation, strategy implementation and strategy evaluation) have significant positive effect on organisational performance*

H1a: *Strategic management practice of strategy formulation has significant positive effect on organisational performance*

H1b: *Strategic management practice of strategy implementation has significant positive effect on organisational performance*

H1c: *Strategic management practice of strategy evaluation has significant positive effect on organisational performance*

Strategic Management Practice, teamwork and Organisational Performance

Based on the theories of teamwork and resource-based theory, organisation can use their internal resources to gain advantage over other organisations. Organisational resources that can be used for the attainment of competitive advantage include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive and implement strategies that improve its efficiency and effectiveness (Omalaja and Eruola, 2011). A firm is said to have a competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors. This implies that the strategic management practices employed by an organisation contributes to its competitive advantage.

Similarly, the teamwork in an organisation have enables it to increase its market share, customer base, reduced cost per unit which improved the overall performance of the organisation. Teamwork is the basis for superior performance (Omalaja and Eruola, 2011). Strategic management practices are said to be related to teamwork of organisations given them edge on number of customers, volume of transactions and market share thereby improving their overall performance (Agwu, 2018). Accordingly, organisations of all sizes adopted the strategic management practices so as to adapt to their business environment. It is argued that for organisations to succeed in their daily strategic operations, they most attain teamwork over other organisations in the same business environment (Kraja and Osmani, 2013). It can be implied therefore that strategic management practices are directly related to teamwork which is equally directly related to organisational performance. Thus, strategic management practices may have indirect effect on organisational performance through teamwork. It is therefore hypothesized as follows:

H2a: *Strategic management practices have significant positive effect on teamwork*

H2b: *Teamwork has significant positive effect on organisational performance*

H2c: *Teamwork significantly mediates the relationship between strategic management practices and organisational performance.*

Strategic Management Practices, Organisational Commitment and Organisational Performance

Strategic management practices involve strategies that are to be executed by the employees of the organisation. Thus, strategies that favours the employees are likely to have positive effect on their attitude and commitment towards the organisation going by social exchange theory (Taha, 2018). The theory is based on reciprocity. Some of the strategic management practices involved motivating the employees. This gives the employee a sense of belonging in the organisation which the cognitively and intuitively reciprocate in the form of more commitment to the organisation. Increased commitment on the other hand improved the performance of the organisation (Alansaari *et al.*, 2019; Hunt, 2021; Osman *et al.*, 2017). Previous research empirically investigated the influence of organisational commitment on organisational performance. For instance, the research of Alansaari *et al* (2019) looked at the possible link between employee commitment and organisational performance. The research collected information from 284 organisations in UAE using questionnaires and found that employee commitment is positively related to organisational performance. The research of (Taha, 2018) also found that employee commitment have significant and positive causal effect on organisational performance. For these, it can be deduced that strategic management practices may have significant effect on organisational commitment which also has direct effect on organisational performance. It is implied that strategic management practices may have indirect effect on organisational performance through organisational commitment. It is therefore hypothesised as follows

H3a: *Strategic management practices have significant positive effect on organisational commitment*

H3b: *Organisational commitment have significant positive effect on organisational performance*

H3c: *Organisational commitment significantly mediate the effect of strategic management practices and organisational performance.*

Methodology

A quantitative research design was used in the study. Data was collected using a structured questionnaire where it was distributed to the target respondents. The questionnaire contained relevant questions on each construct of the research. A five-point Likert Scale type was used to assess respondents' opinion pertaining the variables of the study. The population of the research was public sector employees working in the UAE public organisations. A random sampling technique was used to access the target respondents. Data analysis was conducted using Partial Least Squares – Structural Equation Modelling (PLS-SEM) where inferential statistic was conducted to test the research hypotheses.

Result**Respondents Profile**

Table 1 presents the demographic profile of the respondents. As shown in the Table majority of respondents are male, accounting for 61.2% of the sample. Secondly, when considering the age distribution, it becomes apparent that the survey sample predominantly consists of individuals in the 41-50 years age range, comprising 50.0% of respondents. This age group indicates that the survey captured the perspectives of individuals in their middle years. However, the representation of younger respondents in the 18-30 years category account to (3.4%) of the respondents. Finally, the educational qualification and work experience data shows 50.8% respondents holds a degree and 25.7% possessing a master's degree, the majority of respondents are equipped with tertiary education. Additionally, a significant portion of the sample has substantial work experience, with 35.2% having worked for 16-20 years.

Table 1

Respondents' Profile

S/N	Respondents' Details	Response	Frequency	Percent
1	Gender	Male	219	61.2
		Female	139	38.8
2	Age	18-30 Years	12	3.4
		31-40 Years	92	25.7
		41-50 Years	179	50.0
		Above 50 Years	75	20.9
3	Educational Qualification	Diploma	71	19.8
		Degree	182	50.8
		Masters	92	25.7
		PhD	13	3.6
4	Duration of work experience	6-10 Years	19	5.3
		11-15 Years	109	30.4
		16-20 Years	126	35.2
		More than 20 Years	104	29.1

Effect of Strategic Management Practices on the Performance of Modern UAE Public Organizations

In order to measure the effect of Strategic Management practice on the performance of UAE Public Organisations, the PLS-SEM was used. As depicted in the research conceptual framework, Strategic Management practice, which served as the independent variable of the study, was operationalised as a multi-dimensional construct with three sub-constructs Strategy Formulation, Strategy Implementation and Strategy Evaluation. On the other hand, the dependent variable, Organisational Performance is one-dimensional construct while the mediator constructs Teamwork and Organisational Commitment were also operationalised as one-dimensional constructs.

Convergent Validity

The convergent validity and reliability of the measurement model was assessed using the prescribed measures of outer loadings, Average Variance Explained (AVE) and Composite Reliability (CR). Following Hair, Hult, Ringle, and Sarstedt, (2014) and Memon and Rahman (2013) 0.7, 0.5 and 0.7 were recommended as minimum benchmark for outer loadings, AVE and CR respectively in order to achieve convergent validity. Table 2 shows the outer loadings, AVE and CR of the constructs in the research model. As shown in the Table all the criteria for establishing convergent validity are met. Specifically, outer loadings range from the lowest .704 to the highest 0.920 for TMW13 and OPM3 respectively. On the other hand, AVE range from 0.676 to 0.799 for Teamwork and Performance respectively while CR range from 0.943 to the highest 0.973 for Teamwork and Performance respectively. The results suggest that the measurement model achieved convergent validity and reliability.

Table 2

Convergent validity and reliability

Constructs	Items	Factor Loadings	CR	AVE
Organisational commitment	OCM1	0.838	0.968	0.772
	OCM2	0.885		
	OCM3	0.858		
	OCM4	0.891		
	OCM5	0.894		
	OCM6	0.869		
	OCM7	0.874		
	OCM8	0.918		
	OCM9	0.879		
Performance	OPM1	0.861	0.973	0.799
	OPM2	0.881		
	OPM3	0.92		
	OPM4	0.893		
	OPM5	0.911		
	OPM6	0.908		
	OPM7	0.901		
	OPM8	0.886		
	OPM9	0.883		
Strategy Evaluation	SME1	0.889	0.959	0.724
	SME2	0.87		
	SME3	0.83		
	SME4	0.846		
	SME5	0.845		
	SME6	0.793		
	SME7	0.862		
	SME8	0.853		
	SME9	0.869		

Strategy Formulation	SMF1	0.836	0.958	0.696
	SMF10	0.777		
	SMF2	0.825		
	SMF3	0.848		
	SMF4	0.852		
	SMF5	0.84		
	SMF6	0.853		
	SMF7	0.847		
	SMF8	0.853		
	SMF9	0.808		
Strategy Implementation	SMI1	0.837	0.973	0.782
	SMI10	0.903		
	SMI2	0.855		
	SMI3	0.892		
	SMI4	0.919		
	SMI5	0.872		
	SMI6	0.906		
	SMI7	0.873		
	SMI8	0.889		
	SMI9	0.891		
Teamwork	TMW1	0.833	0.943	0.676
	TMW10	0.832		
	TMW11	0.821		
	TMW12	0.753		
	TMW13	0.704		
	TMW5	0.899		
	TMW6	0.857		
	TMW7	0.864		

Discriminant Validity

The next requirement for assessing the measurement model is to test the discriminant validity. According to Memon and Rahman (2013) discriminant validity measures how a particular measurement model is distinct or different from other models. The most recommended method of assessing discriminant validity is the Heterotrait-Monotrait ratio (HTMT) (Henseler et al., 2015). HTMT is the average of the heterotrait-heteromethod correlations (i.e., the correlations of indicators across constructs measuring different phenomena), relative to the average of the monotrait-heteromethod correlations (i.e., the correlations of indicators within the same construct). According to Nicholas et al (2022) the conservative threshold for establishing discriminant validity is $r < HTMT_{0.85}$ while a more lenient threshold was reported as $r < HTMT_{0.90}$. The discriminant validity using the HTMT is presented in Table 3. The result shows that all inter-correlations are within the acceptable

threshold of $r < HTMT_{0.85}$ and $r < HTMT_{0.90}$ which indicates that each construct in the research model is distinct, thus achieving discriminant validity.

Table 3

Discriminant Validity Using HTMT Criterion

	OCM	OPM	SME	SMF	SMI
OCM (Organisational Commitment)					
OPM (Performance)	0.842				
SME (Strategy Evaluation)	0.825	0.837			
SMF (Strategy Formulation)	0.751	0.834	0.732		
SMI (Strategy Implementation)	0.790	0.795	0.849	0.718	
TMW (Teamwork)	0.853	0.896	0.830	0.805	0.833

Structural Model Evaluation

The second phase of the PLS-SEM analysis is structural model evaluation. Structural model depicts the interdependences and relationships that exist amongst the outer (measurement) models and the structural model. It encompasses the causal influence of the independent constructs on the dependent variable thereby enabling the test of research hypotheses and achieving the research objectives (Hair *et al.*, 2014; Lowry and Gaskin, 2014). The aim of structural models evaluation is to determine the quality of the models based on its ability to predict the endogenous construct (Jeo F Hair *et al.*, 2014). This quality criteria involves the evaluation of the path coefficient which indicate the individual influence of each path (measurement model) on the endogenous construct; the coefficient of determination (R^2) which explains the level of model variance explained by the exogenous constructs; the effect size (f^2) which reveals the individual size of effect that each exogenous construct has on the endogenous construct; the predictive relevance (Q^2) based on cross-validated redundancy; and the Goodness-of-Fit (GoF) which shows the overall goodness of the structural model (Hair *et al.*, 2014; Hair *et al.*, 2011; Henseler and Sarstedt, 2012; Lowry and Gaskin, 2014; Memon and Rahman, 2013; Vinzi *et al.*, 2010; Wong, 2016). Figure 3 shows the structural model.

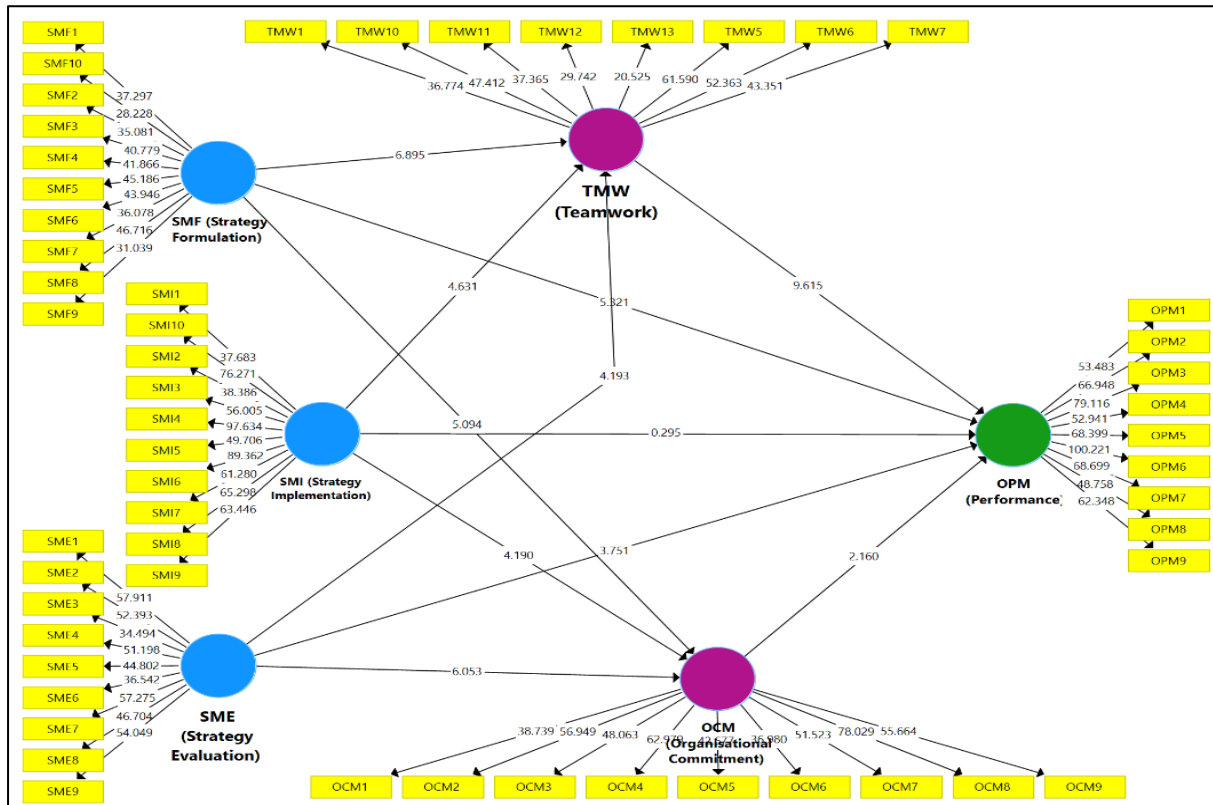


Figure 3: Structural model

Table 4 shows the structural model evaluation results. As shown in the Table Strategy Formulation reported a significant positive effect on Organisational Performance ($\beta = 0.216$; $t = 5.321$; $p < 0.05$). Similarly, the effect of Strategy Evaluation on Organisational Performance reported a statistically significant effect ($\beta = 0.160$; $t = 3.751$; $p < 0.05$) while Strategy Implementation shows a negative but non-statistically significant effect on Organisational Performance ($\beta = -0.013$; $t = 0.295$; $p > 0.05$). Regarding the remaining direct effects in the model, all the path coefficients reported beta values that are statistically significant.

In the case of the indirect effects, the result shows that all the indirect effect of the three dependent variables (Strategy Formulation, Strategy Implementation and Strategy Evaluation) are positive and statistically significant with exception of the path SMI -> OCM -> OPM which reported non-significant effect ($\beta = -0.030$; $t = 1.847$; $p > 0.05$).

The R^2 , which measures the overall performance of the model reported a value of 0.858. Based on the recommended benchmark for interpreting r-square in social and management sciences the R^2 of 0.858 is considered large (Mohammed and Sulaiman, 2018). The R^2 value of 0.858 implies that about 86% variation in Organisational Performance is accounted for by the Strategy Formulation, Strategy Implementation, Strategy Evaluation, Teamwork and Organisational Commitment.

On the other hand, the f^2 statistics measures the contribution of individual independent variable on the R^2 . The magnitude of the contribution is assessed using the effect size proposed by Cohen (1998). Effect sizes of 0.02, 0.15 and 0.35 are considered small, medium and large respectively. The result of the effect sizes of the respective independent variables is shown in Table 4. As shown in the Table only Teamwork reported large effect size on the model's overall performance, that is the R^2 . The other variables have negligible or small effect sizes.

The last criterion for evaluating structural equation model is assessment of predictive relevance which is assessed using the Stone-Geisser's Predictive relevance (Q^2). The decision rule for testing Q^2 is for the Cross-validated redundancy value to be greater than 0. As shown in Table 4, all the Q^2 values reported are greater than 0, hence indicative of the achievement of predictive relevance.

Table 4

Structural model evaluation

	Statistics
Path Coefficients	
SMF -> OPM	0.216* (5.321)
SMI -> OPM	-0.013 (0.295)
SME -> OPM	0.160* (3.751)
OCM -> OPM	0.117* (2.160)
TMW -> OPM	0.526* (9.615)
SMF -> OCM	0.266* (5.094)
SMI -> OCM	0.259* (4.190)
SME -> OCM	0.395* (6.053)
SMF -> TMW	0.334* (6.895)
SMI -> TMW	0.331* (4.631)
SME -> TMW	0.280* (4.193)
Specific Indirect Effects	
SMF -> OCM -> OPM	0.031* (1.984)
SMI -> OCM -> OPM	0.030* (1.847)
SME -> OCM -> OPM	0.046* (2.022)
SME -> TMW -> OPM	0.147* (3.768)
SMI -> TMW -> OPM	0.174* (4.189)
SMF -> TMW -> OPM	0.176* (5.556)
Dependent Variables	
Organisational Performance	R² 0.858
Effect Size	
Organisational Commitment	0.026
Strategy Evaluation	0.046
Strategy Formulation	0.126
Strategy Implementation	0.000
Teamwork	0.466
Predictive Relevance (Q^2)	
Organisation Commitment	0.536
Organisational Performance	0.682
Teamwork	0.490

OCM = Organisational Commitment; OPM= Performance; SME = Strategy Evaluation; SMF= Strategy Formulation; SMI = Strategy Implementation; TMW =Teamwork

Hypotheses Testing

Strategic Management Practices and Organisational performance

The first research objective sought to examine the impact of strategic management practices on organisational performance in UAE public organisations. In order to achieve this research objective, three hypotheses were formulated and tested. The overall hypothesis postulates that strategic management practices (strategy formulation, strategy implementation and strategy evaluation) have significant influence on organisational performance. Accordingly, three sub-hypotheses were formulated as follows

H1a: *Strategic management practice of strategy formulation has significant positive effect on organisational performance*

H1b: *Strategic management practice of strategy implementation has significant positive effect on organisational performance*

H1c: *Strategic management practice of strategy evaluation has significant positive effect on organisational performance.*

Table 5 shows the result of H1a hypothesis testing. The result shows that strategy formulation practice has significant impact on organisational performance of UAE public organisations ($\beta = 0.216$, t statistics = 5.321, $p < .001$). Thus, the hypothesis that “*Strategic management practice of strategy formulation has significant positive effect on organisational performance*” is accepted. It shows that any 1 unit change in strategy formulation practice directly changes smart government outcome by 0.216 unit. In other words, 100 per cent improvement in strategy formulation practice improves organisational performance by about 20 per cent.

On the other hand, the result shows that strategy implementation practice does not have significant impact on organisational performance of UAE public organisations ($\beta = -0.013$, t statistics = 0.295, $p = 0.768$). Thus, the hypothesis that “*Strategic management practice of strategy implementation has significant positive effect on organisational performance*” is rejected.

Furthermore, the result shows that strategy evaluation practice has significant impact on organisational performance of UAE public organisations ($\beta = 0.160$, t statistics = 3.751, $p < .001$). Thus, the hypothesis that “*Strategic management practice of strategy evaluation has significant positive effect on organisational performance*” is accepted. It shows that any 1 unit change in strategy evaluation practice directly changes organisational performance by 0.16 unit. In other words, 100 per cent improvement in strategy evaluation practice improves organisational performance by about 20 per cent.

Table 5

Hypotheses (H₁) Testing

		Path Weight	Standard Error	T Statistics	P Values	Remark
H _{1a}	SMF -> OPM	0.216	0.041	5.321	0.000	Accepted
H _{1b}	SMI -> OPM	-0.013	0.046	0.295	0.768	Rejected
H _{1c}	SMF -> OPM	0.160	0.043	3.751	0.000	Accepted

Strategic Management Practices, Teamwork and Organisational Performance

The second group of hypotheses relates teamwork to strategic management practices and organisational performance. The achieve in parts objective two and three of the study which sought to establish the influence of teamwork on organisational performance and the

mediation role of teamwork on the influence of strategic management practices and organisational performance respectively. The second hypotheses three sub-hypotheses. The first sub-hypothesis states that *“Strategic management practices have significant positive effect on teamwork”*. The hypothesis insinuates that the level of teamwork is influenced by strategic management practices. The result of the hypothesis test is presented in Table 6.

Table 6 shows the result of H2a hypothesis testing. The result shows that the strategic management practices of strategy formulation ($\beta = 0.334$, t statistics = 6.895, $p < 0.01$), strategy implementation ($\beta = 0.331$, t statistics = 4.631, $p < 0.01$), and strategy evaluation ($\beta = 0.280$, t statistics = 4.193, $p < 0.01$) have significant positive impact on teamwork in UAE public organisations. Thus, the hypothesis that *“Strategic management practices have significant positive effect on teamwork”* is accepted.

In addition, the result shows that teamwork has significant impact on organisational performance of UAE public organisations ($\beta = 0.526$, t statistics = 9.615, $p < .001$). Thus, the hypothesis that *“Teamwork has significant positive effect on organisational performance”* is therefore accepted. It shows that any 1 unit change in teamwork directly changes organisational performance by 0.526 unit. In other words, 100 per cent improvement in teamwork improves organisational performance by about 53 per cent.

Table 6
Hypotheses (H₂) Testing

		Path Weight	Standard Error	T Statistics	P Values	Remark
	SMF -> TMW	0.334	0.048	6.895	0.000	Accepted
H _{2a}	SMI -> TMW	0.331	0.071	4.631	0.000	Accepted
	SME -> TMW	0.280	0.067	4.193	0.000	Accepted
H _{2b}	TMW -> OPM	0.526	0.055	9.615	0.000	Accepted

Mediating effect of Teamwork in the relationship between strategic management practices and organisational performance

The third sub-hypothesis states that *“Teamwork significantly mediates the relationship between strategic management practices and organisational performance”*. The mediation effect is determined through the specific indirect effect of the strategic management practices on organisational performance through teamwork. The result of this hypothesis is presented in Table 7.

Table 7 shows the result of H2c hypothesis testing. The result shows that team work significantly mediates the impact of strategic management practices of strategy formulation ($\beta = 0.176$, t statistics = 5.556, $p < 0.01$), strategy implementation ($\beta = 0.174$, t statistics = 4.189, $p < 0.01$), and strategy evaluation ($\beta = 0.147$, t statistics = 3.768, $p < 0.01$) on organisational performance of UAE public organisations. Thus, the hypothesis that *“Teamwork significantly mediates the relationship between strategic management practices and organisational performance”* is accepted.

Table 7

Hypothesis (H_{2c}) Testing

	Path Weight	Standard Error	T Statistics	P Values	Remark
SME -> TMW -> OPM	0.147	0.039	3.768	0.000	Accepted
SMF -> TMW -> OPM	0.176	0.032	5.556	0.000	Accepted
SMI -> TMW -> OPM	0.174	0.042	4.189	0.000	Accepted

Strategic Management Practices, Organisational Commitment and Organisational Performance

The third group of hypotheses relates organisational commitment to strategic management practices and organisational performance. They achieve in parts objective two and three of the study which sought to establish the influence of organisational commitment on organisational performance and the mediation role of organisational commitment on the influence of strategic management practices and organisational performance respectively. The third hypothesis has three sub-hypotheses. The first sub-hypothesis states that “*Strategic management practices have significant positive effect on organisational commitment*”. The hypothesis insinuates that the level of organisational commitment is influenced by strategic management practices. Table 8 shows the result of the hypothesis test.

The result shows that the strategic management practices of strategy formulation ($\beta = 0.266$, t statistics = 5.094, $p < 0.01$), strategy implementation ($\beta = 0.259$, t statistics = 4.190, $p < 0.01$), and strategy evaluation ($\beta = 0.395$, t statistics = 6.053, $p < 0.01$) have significant positive impact on organisational commitment in UAE public organisations. Thus, the hypothesis that “*Strategic management practices have significant positive effect on organisational commitment*” is accepted.

As shown in the Table the result revealed that organisational commitment has significant impact on organisational performance of UAE public organisations ($\beta = 0.117$, t statistics = 2.160, $p = .031$). Thus, the hypothesis that “*Organisational commitment has significant positive effect on organisational performance*” is therefore accepted. It shows that any 1 unit change in organisational commitment directly changes organisational performance by 0.117 unit. In other words, 100 per cent improvement in organisational commitment improves organisational performance by about 11.7 per cent.

Table 8

Hypotheses (H₃) Testing

	Path Weight	Standard Error	T Statistics	P Values	Remark
SME -> OCM	0.395	0.065	6.053	0.000	Accepted
H _{3a} SMF-> OCM	0.266	0.052	5.094	0.000	Accepted
SMI-> OCM	0.259	0.062	4.190	0.000	Accepted
H _{3b} OCM -> OPM	0.117	0.054	2.160	0.031	Accepted

Mediating effect of Organisational commitment in the relationship between strategic management practices and organisational performance

The mediation effect is determined through the specific indirect effect of the strategic management practices on organisational performance through organisational commitment. The result of this hypothesis test is presented in Table 9.

The result shows that organisational commitment significantly mediates the impact of strategic management practices of strategy formulation ($\beta = 0.031$, t statistics = 1.984, $p = 0.047$) and strategy evaluation ($\beta = 0.046$, t statistics = 2.022, $p = 0.043$) on organisational performance of UAE public organisations except for strategy implementation ($\beta = 0.030$, t statistics = 1.847, $p = 0.065$) which is not significant. Thus, the hypothesis that “*Organisational commitment significantly mediates the relationship between strategic management practices and organisational performance*” is partly accepted. Thus, it is accepted that organisational commitment significantly mediates the impact of strategy formulation and strategy evaluation on organisational performance of UAE public organisations. However, the postulation that organisational commitment significantly mediates the impact of strategy implementation on organisational performance of UAE public organisations.

Hypotheses (H_{3c}) Testing

	Path Weight	Standard Error	T Statistics	P Values	Remark
SME-> OCM -> OPM	0.046	0.023	2.022	0.043	Accepted
SMF -> OCM -> OPM	0.031	0.016	1.984	0.047	Accepted
SMI -> OCM -> OPM	0.030	0.016	1.847	0.065	Rejected

Discussion of Results

The outcome shows that strategy formulation practice has significant impact on organisational performance of UAE public organisations. Stern, Dietz and Vandenberg (2022) demonstrated a similar finding by displaying that strategy formulation helps public organizations to better understand their environment and identify opportunities and threats. This can help public organizations to make more informed decisions about how to allocate their resources and achieve their goals. Bryson, George and Seo (2022) also confirmed a comparable finding that shows strategy formulation helps public organizations to develop a more focused and coherent approach to their work. By having a clear strategy in place, public organizations can better coordinate their activities and avoid duplication of effort. This can lead to improved efficiency and effectiveness.

Strategy implementation practice does not have significant impact on organisational performance of UAE public organisations. Aldhaheeri *et al* (2023) shows a dissimilar result that shows how UAE public organisations need to focus on improving their strategy implementation practices. This may involve developing clearer strategies, increasing resources for strategy implementation, strengthening their organisational cultures to support strategy implementation, and developing stronger leadership. A study by Mehrajunnisa *et al* (2023) found a supportive outcome that shows strategy implementation practices such as clear communication, employee involvement, and performance measurement had a positive and significant impact on the performance of UAE public organizations. Another study by Mustapha (2022) supported the finding by displaying that strategy implementation influenced organizational performance in UAE public organizations, considering various factors such as organizational goals, past performance of the business, and projected performance of other industries.

The study result shows that strategy evaluation practice has significant impact on organisational performance of UAE public organisations. Nwanekezie, Noble and Poelzer (2022) reveal a comparable finding that shows strategic evaluation is a systematic process of assessing the effectiveness of an organization's strategy and making necessary adjustments. By regularly evaluating their strategies, UAE public organizations can ensure that they are

aligned with the changing needs of their stakeholders and the competitive landscape. Bieńkowska *et al* (2022) exposes a dissimilar finding that shows the impact of strategy evaluation practice may be difficult to measure. Organizational performance is often influenced by a variety of factors, making it difficult to isolate the impact of any one factor.

The second hypothesis of the study was to assess the relationship between organisational commitment and team work with organisational performance in UAE public organisations. The result shows that organisational commitment has significant impact on organisational performance of UAE public organisations. Ridwan and Puspa (2022) supported this finding by showing reasons why organizational commitment may have a positive impact on performance. First, committed employees are more likely to go the extra mile and put in the extra effort to achieve their goals. They are also more likely to be innovative and come up with new ideas to improve the organization. Second, committed employees are more likely to stay with the organization, which reduces turnover costs and ensures that the organization has a stable and experienced workforce. Third, committed employees are more likely to be positive ambassadors for the organization, which can lead to improved customer satisfaction and reputation.

The result shows that teamwork has significant impact on organisational performance of UAE public organisations. Kim, Kim and Koo (2022) supported this finding by revealing that teamwork can help to create a more positive and supportive work environment for employees. This can lead to increased employee morale, engagement, and retention, which are all important factors for organizational performance. Teamwork also allows organizations to pool the skills and knowledge of their employees to achieve more than they could on their own. This can lead to improved efficiency, productivity, and innovation.

The third hypothesis based on which the fourth objective is also stated was to determine the mediation effect of organisational commitment and team work on the impact of strategic management practices on organisational performance in UAE public organisations. In order to establish the mediation effect, the direct impact of the independent variables on the mediators are established as discussed here.

The result shows that the strategic management practices of strategy formulation, strategy implementation and strategy evaluation have significant positive impact on teamwork in UAE public organisations. Wójcik-Karpacz *et al* (2022) discloses a similar finding that shows findings of the study suggest that strategic management practices can help to build trust and commitment among team members. When employees feel that their voices are being heard and that their contributions are valued, they are more likely to be trusting and supportive of their colleagues. This can create a more positive and productive work environment.

The result shows that team work significantly mediates the impact of strategic management practices of strategy formulation, strategy implementation and strategy evaluation on organisational performance of UAE public organisations. Almansoori and Ahmad (2023) shows a dissimilar finding that shows the mediating effect of teamwork on the relationship between strategic management practices and organizational performance is simply weaker in UAE public organizations than in other types of organizations. This could be due to a number of factors, such as the different bureaucratic structures and cultures of public organizations.

The result also shows that the strategic management practices of strategy formulation, strategy implementation and strategy evaluation have significant positive impact on organisational commitment in UAE public organisations. Al Awadhi and Alshurideh (2022)

supported this finding by showing that strategic management practices had a significant positive impact on organizational commitment in UAE semi-government organizations. The findings suggest that public sector organizations should focus on creating a positive and supportive work environment. This includes fostering a culture of trust and respect, recognizing and rewarding employee achievements, and providing opportunities for employees to grow and develop.

The outcome also shows that organisational commitment significantly mediates the impact of strategic management practices of strategy formulation and strategy evaluation on organisational performance of UAE public organisations except for strategy implementation which is not significant. The finding of Aggarwal et al (2022) shows a dissimilar finding that shows mediating effect of organizational commitment is not significant for strategy implementation. This suggests that strategy implementation may have a direct impact on organizational performance, regardless of the level of organizational commitment.

Conclusion

It can be concluded that strategy evaluation practice has a significant impact on organisational performance of UAE public organisations. This means that organisations that regularly and effectively evaluate their strategies are more likely to perform well than those that do not.

The conclusion of the study on strategic management practices has a significant positive impact on teamwork in UAE public organizations. This is an important finding, as teamwork is essential for the success of any organization, but it is especially important in public organizations, which often face complex challenges and need to be able to work effectively across different departments and agencies. Similarly, teamwork was found to have significant impact on the organizational performance of UAE public organizations. This implies that organizations foster and promote teamwork likely to achieve their goals and objectives in the study area

Furthermore, the study found that strategic management practices have a significant positive impact on organizational commitment in UAE public organizations which suggests that organizations in the UAE implement effective strategic management practices as such there is tendency to have employees who are committed to their jobs and the organization.

The study finally concludes that organizational commitment mediates the impact of strategic management practices of strategy formulation and strategy evaluation on organizational performance of UAE public organizations except for strategy implementation which is not significant. This means that when employees feel committed to their organization, they are more likely to be engaged in their work and to perform at a higher level. This, in turn, leads to improved organizational performance. The study found that this mediating effect was significant for strategy formulation and strategy evaluation, but not for strategy implementation.

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