The Impact Of Strategic Planning On The Organization Behaviour In Context To Individual Adaptive Performance In Developed Countries

Hasan Rakib1, Dr. Zhang Zhi2, Adam Issahak Salifu3, Mushref Saeed4

1Hunan University, China.
2Hunan University, China.
3Master of Business Administration in Hunan University, China.
4School of Administrative Sciences, Taiz University, Taiz province, Yemen.

School of Business Administration, Hunan University, Hunan province, Changsha, China.

ABSTRACT

Introduction. The strategic decision increased concern on the organization's behavior and performance of the individual in an organization.

Purpose. This paper concentrated on the characteristics of strategic planning influence on organizational behaviors and ideas. This change in organizational behavior impacts the adaptive performance of the individual within the organization.

Methodology. Through examination of the organizational behavior internal elements organization, group, and individual. Through the theory of empowerment conceptual model is constructed empowerment of individual quality and performance, group atmosphere for innovation, and organization knowledge-type, those influence on the change in strategy of organization and execution. With the construction of the structural equation model, organization behavior is evaluated under three-level characteristics elements. To strongly support the analysis questionnaire is framed and data were collected from 420 staff who are working in enterprises located in provinces in Northeast, China.

Results. Through the structural evaluation model, it is identified that organization knowledge-type is highly influenced by strategic planning rather than the other two. With empirical analysis organizational behavior positively impacts individual performance with psychological empowerment. The analysis provides a clear understanding of organizational behavior to build
strategic planning in the organizations through innovation. Also, the study provides the relevant results those influence empowerment of the internal environment through adaptive performance and management practices to improve individual adaptive performance.

**KEYWORDS:** Organizational empowering leadership behavior, Organizational psychological empowerment, Individual adaptive performance

1. **INTRODUCTION**

Strategic management provides the strategy of scholars rationality agree with the managers those are limited. At present, strategic management gains the attention of the different research scholars for managers' rationality for the cognitive strategic decision-making process in the organizations [1]. At instances, changes in strategies contribute longitudinally to the formulation of strategic decision those impacts the decision-making process in organizational top management. The strategy of the organization resulted in effectiveness and reflects the value and cognitive behavior of the organization persons [2]. With organizational perspectives, strategic demonstrated the knowledge and learning of the enterprises with competitive advantages with the changes in the environments as key factors in the organization with fast learning capability [3]. Strategic correlated with the elements such as knowledge capacity, structure, mental health, and knowledge-related. The changes in strategies are undertaken through the integration of obtained knowledge with an effective mechanism for strategic management to adopt new strategies in the organizations [4]. With effective implementation of strategic management and employees collects new knowledge in the organizations. Through the analysis changes in strategy are based on the learning of the organizational behavior [5].

With changes in the external environment in the organizations through strategy organizational behavior need to evaluate. In the knowledge economy-based society, productive factors of the organizations are observed with the modification in the essential productive factors with alteration in the material changes and human capital considered as productive factors, causes the alteration in the direction of the organizational behaviors [6]. The modification in the organizational behavior with strategic management. With the advent of the organizational behavior as per economy with innovation in the high-speed technology with shorter product cycle to bring competition environment [7]. The changes in the organizational behavior exhibit dynamic variation in the organizational main features and deal with the work environment uncertain and requirement to change job. At instances, the organization requires employees who are flexible for the working environment. With changes in the organizations based on strategic management organizations also need to exhibit adaptive behaviors. In this scenario [8]. The performance evaluation of the organization evaluates the organization's adaptive behavioral characteristics, this leads to the evaluation of adaptive performance. To evaluate the employees' adaptive behavior with changes in organizations effective measures are implemented for the transformation of the individual adaptive performance [9]. The employee individual and group level incorporate different factors such as learning, self-efficient, personality trait, the difference of individual and cognitive ability. The adaptive performance comprises predictive effects on leaders based on
the atmosphere of organizations, leadership, and support [10]. With a theory of empowerment, this research explored the organizations’ internal characteristics influence in the environment for adaptive performance characteristics of an individual. Through the framed hypothesis contribution of the organizational behavior over the individual performance is measured.

2. THEORETICAL BASIS FOR STUDYING STRATEGIC CHANGE IN THE PERSPECTIVE OF ORGANIZATIONAL INNOVATION

The theory of cognition and learning based on strategies in the organizational behavior stated that “how the strategic development in the organizational behavior to withstand problem” [11]. Through cognitive innovation organizational innovation leads to knowledge creation and learning in the organization. The employee’s empowerment for leadership behavior is motivated and can impact the performance of the organizational behavior [12]. Through the empowerment of leaders resulted in the perceived control resulting in the employee responsibility to perform tasks. With leadership empowerment in the organizational behavior, the organization atmosphere is engaged to motivate job roles and constraints in the environment. In figure 1 illustrated the strategic management contribution over organizational behavior with individual performance is evaluated.

![Figure 1: Overall Characteristics](image)

The empowerment increases the perception of employees with self-management. In the present environment, organizational behavior impacts employee self-efficacy in the organization with the good realization of goals and improvement. The present research concentrated on how organizational behavior leadership is adaptive in the performance of the employee. With the examination of the previous research, it is observed that organizational
leadership empowerment positively influences individual and organizational performance. The adaptive performance of individuals exhibits positive impacts on organizational leadership behavior. The framed hypothesis for analysis are presented as follows:

H1: Organization behavior empowers leadership behavior which has a significant contribution to the adaptive performance of the individual.

3. RELATIONSHIP BETWEEN ORGANIZATIONAL BEHAVIOR AND ORGANIZATIONAL PSYCHOLOGICAL EMPOWERMENT

In previous research, the leadership behavior expressed that individual psychological empowerment is closely associated. Leadership empowerment formulates an effective environment to improve the confidentiality level of the employees, which increases the employee attitude and results [13]. The empowerment in leadership exhibits a positive impact on the psychological empowerment of the individual, the organization employees can be highly engaged for better information [14]. It is effective to increase the self-efficiency of the employees and improving job engagement. Organizational empowerment leadership is effective for the cognitive and emotional state of the employee with the organization to improve leadership. With the increase in the empowerment of organizational leadership and psychological organizational empowerment is higher. The empowerment in the organization increases autonomy where employees can provide better performance in self-management and high gain. Also, it increases psychological empowerment in the organization and the framed hypothesis are presented as follows:

H2: Empowerment in leadership behavior has a significant impact on the empowerment of employee psychological in the organizations.

4. THE CROSS-LEVEL MEDIATION EFFECT OF ORGANIZATIONAL PSYCHOLOGICAL EMPOWERMENT

To evaluate the organizational behavior on the individual leadership style effectively involved in the behavior of employees with psychological empowerment those has indirect support in organization level [15]. The empowerment of organizational behavior leadership behavior of employees collects awareness and empowerment [16]. Also, empowerment within the organizational behavior improves the employee psychological empowerment. Under the leadership atmosphere, the information those are internal scenarios will be increased in the organization. Generally, the organization adopts the hierarchical level approach for strategic management. Thus, the intrinsic motivation of the employees senses the motivation and responsibility to evaluate self-efficiency. In this scenario, the psychological empowerment of employees is adopted at a high level with strong motivation towards the performance of an individual. In empowerment of organizational leaders increases the overall self-efficiency through psychological empowerment organizational behavior, also employees within the organization exhibit increased perception of self-efficacy, organizational performance, and employee performance that has been improved. The framed hypothesis is presented as follows:
H3: Empowerment of psychological empowerment act as a mediation effect between individual adaptive performance for organization and leadership behavior.

In figure 2 presented the overall architecture for the examination of the organizational behavior of individual is presented.

![Figure 2: Overall Architecture of Strategic management on Organizational behavior](image)

5. METHOD

5.1 DATA

In this paper, performed the randomized trial from the 9 enterprises in Northeast China 3 provinces, the data for analysis is conducted through self-report anonymous scale. The data were collected from sample 463 questionnaires with an efficiency of 86.59%. With the survey of 5 persons in each enterprise, the male population value is 42.1%. Similarly, the age, number of employees values are ranges from 1%. The age group of the employees is 21-30 years, 31-40 years, 41-50s and over 51 years are 55.2%, 25.20%, 14.00%, and 4.50% respectively.

5.2 MEASURES

The data collected from the employee of the organization are aggregated at a different level. To collect the results 5 – the point Linkert Scale is adopted between 1 – 5 ranges from strongly disagree to strongly agree.

5.2.1 Organizational empowering leadership

The evaluation of the scale developed in context to China. The evaluation is based on the consideration of the 24 items and 6 dimensions. The estimation of the consistency in the
internal process coefficient lies between 0.68 and 0.87. The dimension of the variable is considered under 6 terms as support for personal development, control process, power commission, control of result and target, decision-making, and instruction for working. The 6 dimensions for reliabilities for scale are 0.87, 0.68, 0.83, 0.75, 0.82 and 0.82.

5.2.2 Organizational empowerment of employee psychological

The developed scale uses 4 dimensions such as self-efficacy, work effect, the significance of work, and autonomy along with 12 items. The score estimated based on those 4 scales is 0.82, 0.72, 0.83, and 0.86 respectively.

5.2.3 Adaptive performance of individual

The constructed adaptive framework is based on 4 dimensions such as promotion of interpersonal and culture, management of stress and emergency, continuous problem learning, and innovation with 25 items. The term has 4 dimensions 0.94, 0.91, 0.92 and 0.85.

6. RESULTS

The examination is based on the examination of the individual performance in the organization for the strategic implemented organizations. The analysis is based on the consideration of the variables related to individual performance in the strategic performance implemented Organizations.

6.1 VARIANCE ANALYSIS IS AN INDIVIDUAL LEVEL

To withstand the variation method statistical analysis is needs to be adopted for analysis. At first, the analysis is based on single-factor analysis with a variation in the percentage of 26.31%. In table 1 statistical analysis of the variance for analysis of factor is presented.

Table 1: Variant Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>$x^2$</th>
<th>$x^2/d$</th>
<th>RMSEA</th>
<th>TLI</th>
<th>CFI</th>
<th>SRMR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model 1</td>
<td>648.53*</td>
<td>8.33</td>
<td>0.11</td>
<td>0.62</td>
<td>0.69</td>
<td>0.07</td>
</tr>
<tr>
<td>Model 2</td>
<td>227.15*</td>
<td>3.27</td>
<td>0.06</td>
<td>0.86</td>
<td>0.86</td>
<td>0.04</td>
</tr>
<tr>
<td>Model 3</td>
<td>186.30*</td>
<td>2.86</td>
<td>0.04</td>
<td>0.87</td>
<td>0.92</td>
<td>0.04</td>
</tr>
</tbody>
</table>

Note: *p< 0.05

6.2 RELIABILITY AND VALIDITY ANALYSIS OF INDIVIDUAL-LEVEL

The analysis of variables is based on SPSS 20.0 with a reliable scale value of 0.8 those presented in table 2. The analysis of results expressed that the internal analysis scale is significantly great. The validated scale test is presented in table 3, for possible scales with good and efficient constructs.

Table 2: Reliability Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>Reliability</th>
</tr>
</thead>
</table>

http://www.webology.org
6.3 INDIVIDUAL CORRELATION ANALYSIS

In table 3 presented the organizational behavior leadership positively related with the psychological organizational empowerment (0.61, P < 0.001), adaptive performance of individual (0.59, P < 0.001). Organizational empowerment psychological is correlated to adaptive performance (0.61, P <0.001). This implies that hypothesis H2 is satisfied. The organizational leadership behavior psychological empowerment is involved in the evaluation of the data aggregation rationality. In the analysis, group variation is represented as (Rwg) and variation of a group (ICC(2)) is required for analysis. The leadership empowered with Rwg and psychological empowerment for both 0.79, ICC (2)0.89 and 0.82 respectively, which expressed reliable and validated for the HLM analysis.

Table 3: Correlation analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Organizational leadership behavior</th>
<th>Organizational Psychological empowerment</th>
<th>Adaptive performance of individual</th>
</tr>
</thead>
<tbody>
<tr>
<td>x²</td>
<td>500.93</td>
<td>156.31</td>
<td>498.72</td>
</tr>
<tr>
<td>x²/d</td>
<td>2.16</td>
<td>3.26</td>
<td>1.93</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.05</td>
<td>0.07</td>
<td>0.05</td>
</tr>
<tr>
<td>AGFI</td>
<td>0.89</td>
<td>0.91</td>
<td>0.89</td>
</tr>
<tr>
<td>GFI</td>
<td>0.91</td>
<td>0.94</td>
<td>0.91</td>
</tr>
<tr>
<td>CFI</td>
<td>0.95</td>
<td>0.96</td>
<td>0.95</td>
</tr>
<tr>
<td>TLI</td>
<td>0.94</td>
<td>0.96</td>
<td>0.94</td>
</tr>
<tr>
<td>PNFI</td>
<td>0.76</td>
<td>0.69</td>
<td>0.77</td>
</tr>
</tbody>
</table>

In table 4 presented the computation of descriptive variables to evaluate the impact of the strategic management over organizational behavior. In table 5 presented the examination of the variables computed for examination of organizational behavior on the individual performance.

Table 4: Descriptive Analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>S.d.</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership behavior organization</td>
<td>3.58</td>
<td>0.61</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational empowerment</td>
<td>3.56</td>
<td>0.63</td>
<td>0.61**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Organizational empowerment of individual</td>
<td>3.64</td>
<td>0.48</td>
<td>0.57**</td>
<td>0.61**</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: N = 420, ** p < 0.01;
Table 5: Examination of model for organizational behavior

<table>
<thead>
<tr>
<th>Model</th>
<th>$\gamma_{00}$</th>
<th>$\gamma_{00}$</th>
<th>$\gamma_{00}$</th>
<th>$\sigma^2$</th>
<th>$\tau_{00}$</th>
<th>2LL</th>
</tr>
</thead>
<tbody>
<tr>
<td>M1</td>
<td>3.63**</td>
<td>0.237</td>
<td>0.01345**</td>
<td>617.09</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M2</td>
<td>3.63**</td>
<td>0.48***</td>
<td>0.2367</td>
<td>607.32</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M3</td>
<td>0.74***</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M4</td>
<td>3.64**</td>
<td>0.21</td>
<td>0.33</td>
<td>603.75</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: n = 420, **p < 0.01; ***p < 0.001

In the above table, 5 presented the variable M1 illustrate the null model; M2 denoted a relationship established between organizational leadership behavior and adaptive performance of an individual. The term M3 represents a relationship that exists between organizational leadership behavior and psychological empowerment. The term M4 presents the established leadership for all three variables.

7. DISCUSSIONS

The analysis is expressed that the evaluation is based on the performance of managers. The analysis provides the analysis of the effective understanding of the employees’ adaptive performance. The employee individual performance is improved through consideration of the following measures such as employee promotion for handling stress and emergency, increase interpersonal relations and adaption of cultural atmosphere, increase innovation in the organizations, problem-solving skills, and so on. The adaptive performance of the individual is evaluated through the empowerment of leadership behavior and psychological empowerment.

Secondly, organizational behavior impacts the high pay value with organizational and psychological empowerment for the effective performance of employees. There are two levels adopted to increase the adaptive performance of the employees:

1. An organization needs to improve leadership behavior. In high empowerment, leadership behavior employees need to exhibit adaptive performance at a higher level. Also, an organization must provide a significant contribution to the personal development of the employees. An organization should be considered the further career development of the employees in the organization. To autonomy of a certain amount of work, it is necessary to ensure work tasks in which employees should actively participate in the decision-making process.

2. Organizational psychological empowerment should be improved with the increase in the psychological behavior of the organizations for the adaptive performance of the individuals. The organization should provide significant value to make the goal clear. For instance, employees should be provided with adequate confidence for the completion of specific tasks.
6.1 LIMITATIONS
The developed model incorporates the limited employees scenario for the developed country scenario alone. However, this research is effective organization with strategic management process. This research is not effective for organizations those are medium in size.

7. CONCLUSION
This paper concentrated on the evaluation of the individual characteristics performance on the organization behavior with strategic management. The analysis is based on the consideration of the factors such as organizational leadership behavior, psychological empowerment, and adaptive performance of the individual. The analysis expressed that the environment of organization performance concentrated on adaptive performance. The analysis of the hypothesis expressed that the empowering of organizational leadership highly correlated with the organizational psychological empower of an individual.

REFERENCES


AUTHOR’S PROFILE

Hasan Rakib is currently a student of MBA at Hunan University, China. With a 3-years job experience at ST ALLIANCE SDN. BHD, Malaysia as a marketing executive before joining Hunan University for my studies. I have completed my BA (HONS) degree in Business study at Cardiff Metropolitan University. When delivered presentations on 10+ industry events with recommended marketing plans and activities for managing organization, products and product lines to establish, enhance and distinguish product placement to several private companies. Worked with key internal stakeholders to communicate and organized business unit position, ensuring consistency of the corporate image. Conducted market research, monitored competitive activity, and identified customer needs. I participated in coordinating trade show activities, website development, e-commerce strategies, and tracking of marketing campaigns. Set up 10 landing pages that increased website traffic by 150%. working on Organizational Behavior as a Management perspective field of research, the main mission and vision which I observed to facilitate groups and leadership to achieve the organizational goal of increased productivity and also the development of organizational groups as they are vital for the survival and continues success of an organization.
Communication within organization is another important area for organizational success which is also another aim of getting into this area.

**Dr. Zhang Zhi**, Ph.D., Postdoctoral, Associate Professor, Master Supervisor, Director of Psychology and Behavior Lab, School of Business Administration, Hunan University, Contact of AMBA International Certification for MBA & EMBA Program. Received Doctoral of Applied Psychology from Zhejiang University (2000-2005), Bachelor of Psychology from Beijing Normal University (1996-2000). Currently, working as an associate professor in the School of Business Administration at Hunan University. Before worked at Zhejiang University School of Management engaged in Post-Doctoral research and teaching. The main field of research and teaching fields are Organizational Behavior, Consumer Behavior Research, Management Research Methods, and Market Research. Presided over the major horizontal project “Zhejiang Electric Power Company Performance Management System Evaluation and Optimization and Improvement Project (after the additional project: the company system of human resources management staff training design project).” Participated in the formulation of Changsha National Economic and Technological Development Zone park multi-stage innovation and entrepreneurship policy, the development of Shangdong Center for Disease Control and Prevention staffing and management programs. Participate in Fujian, Guangzhou, Changsha, and other places in the party and government leading cadres in the opening selection of assessment and test development.

**ADAM ISSAHAK SALIFU** is an educationist and also an Organization and Human Resource academic. He is currently studying Master of Business Administration in Hunan University, China. He worked with the Ghana Education Service for nine years and with four year experience of being head of school. He is able to manage multiple task as he handled classroom teaching and head of school duties. He improved performance by leading in-service training for teachers and took steps to drastically bring down absenteeism of teachers in his school. He obtained Diploma in Basic Education from Bagabaga College of Education in Tamale, Northern Ghana in 2009. He proceeded to University of Ghana, Legon where he obtained Bachelor of Science in Administration (Organization and Human Resource Management) in 2016. He did excel in his Bachelor degree and was awarded a Chinese Government Scholarship to study Master of Business Administration in Hunan University. His research interest is Organization Behavior, Performance Management, International Human Resource Management and Human Capital Management. Working on this field of research, Organizational Behavior as a Management perspective is passionate to me as I have the mission of enhancing performance through understanding organization structures. Organizational design in terms of groups is fundamental for the success and sustained growth of the organization hence the interest in this topic.