https://jor.rdd.edu.iq/
link of Scientific academic Iraqi journals A

ISSN: 3105-3181
ISSUE: 3 Volume2

Received: 2026/7/28
Revision: 2026/9/13
Accepted: 2026/9/13
Published:2026/10/27

Growth Leadership Journal

التخطيط الاستراتيجي كقدرة ديناميكية: الدور الوسيط للتحليل المالي والاستشراف والدور المعدِّل للمرونة التنظيمية – تطبيق مصفوفة (SPIM) في الأردن والعراق والسعودية

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المستخلص

الهدف:

تهدف هذه الدراسة إلى التحقق من التأثير المباشر وغير المباشر للتخطيط الاستراتيجي المعاصر على الأداء الاستراتيجي، من خلال إدخال التحليل المالي والاستبصار الاستراتيجي كعوامل وسيطة (معدِّلات وسيطة)، ثم اختبار التأثير المعدِّل للمرونة التنظيمية داخل ثلاث دول ذات مستويات مختلفة من التقلب المؤسسي والتحول الاقتصادي (المملكة العربية السعودية، الأردن، والعراق).

المنهجية:

تم استخدام تصميم المنهجيات المختلطة المتقاربة المتوازية (المزج بين الكمي والكيفي)، والذي تضمَّن الجمع بين استبيانات شملت 312 مديرًا من 25 شركة خاصة في قطاعات التصنيع، والخدمات المالية، والرعاية الصحية، بالإضافة إلى 21 مقابلة معمقة شبه منظمة مع كبار المديرين. وتم استخدام نمذجة المعادلات الهيكلية بالمربعات الصغرى الجزئية (PLS-SEM) والنمذجة الهرمية الخطية (HLM) للتحليل الكمي، مع إجراء تحليل الحساسية واختبارات متعددة للصلاحية (المتانة).

النتائج:

بلغ معامل التحديد 0.43 (R^2) للأداء الاستراتيجي، مما يشير إلى أن النموذج فسَّر 43% من التباين في الأداء الاستراتيجي. كان التأثير المباشر للتخطيط الاستراتيجي على الأداء معنويًا ($\beta = 0.312$ ، $p < 0.001$)، وكذلك التأثير غير المباشر (الوسيط) عبر الاستبصار الاستراتيجي ($\beta = 0.210$ ، VAF = 40.2%) وعبر التحليل المالي ($\beta = 0.173$ ، VAF = 35.7%). وأظهر الاستبصار الاستراتيجي، على وجه الخصوص، مسار وساطة أعلى، مما يشير إلى أنه آلية أكثر تأثيرًا لامتصاص الصدمات في الأسواق العربية المضطربة. بالإضافة إلى ذلك، عدَّلت المرونة التنظيمية ($\beta = 0.198$ ، $p < 0.01$) العلاقة بين التخطيط والأداء بشكل معنوي، حيث استفادت المنظمات المرنة هيكليًا بشكل أكبر من التخطيط.

الأصالة والتوصيات:

تُعد مصفوفة SPIM أداة تشخيصية مبتكرة تحدد أربعة أنماط للتكامل (جامد، فوضوي، طموح غير محقق، ومتوازن) لمساعدة الممارسين على تحديد فجوات التكامل وتحقيق التوازن بين الاستغلال المالي والاستكشاف البيئي. وتوصي الدراسة المستقبلية بتوسيع التغطية الجغرافية والقطاعية، واستخدام التصميم الطولي (المستعرض زمنيًا) لتحديد اتجاه السببية، ودراسة أسلوب القيادة والثقافة التنظيمية كمتغيرات سياقية.

الكلمات المفتاحية : التخطيط الاستراتيجي، القدرات الديناميكية، الاستشراف الاستراتيجي، الأداء الاستراتيجي، مصفوفةSPIM .

Strategic Planning as a Dynamic Capability: The Mediating Role of Financial Analysis and Foresight and the Moderating Role of Organizational Flexibility – Application of the SPIM Matrix in Jordan, Iraq, and Saudi Arabia

Abdul Raheem Y. O. AL Abdi

Objective: The objective of this study is to investigate the direct and indirect effect of contemporary strategic planning on strategic performance, by introducing the financial analysis and strategic foresight as a mediating factors, and then test the moderating effect of organizational flexibility within three countries with different levels of institutional volatility and economic transforming (Saudi Arabia, Jordan and Iraq).

Methodology: A convergent parallel mixed-methods design was used, involving both a combining of 312 managers from 25 private sector manufacturing, financial services, and healthcare companies, as well as 21 in-depth semi-structured interviews of senior managers. Partial Least Squares Structural Equation Modeling (PLS-SEM) and Hierarchical Linear Modeling (HLM) were used for quantitative analysis with sensitivity analysis and multiple robustness tests.

Results: $R^2 = 0.43$ for strategic performance, which indicated that the model accounted for 43% of the variance in strategic performance. The direct effect of strategic planning on performance was significant ($\beta = 0.312$, $p < 0.001$), as was the indirect (mediated) effect via strategic foresight ($\beta = 0.210$, VAF = 40.2%) and financial analysis ($\beta = 0.173$, VAF = 35.7%). Strategic foresight, in particular, showed a higher mediation pathway, suggesting that it is a more influential shock-absorption mechanism in the turbulent Arab markets. In addition, organizational flexibility ($\beta = 0.198$, $p < 0.01$) significantly moderated the planning-performance relationship, with structurally flexible organizations gaining more from planning.

Originality and Recommendations: The SPIM Matrix is an innovative diagnostic tool which identifies four integration patterns (rigid, chaotic, unrealized ambition, balanced) to help practitioners identify integration gaps and balance financial exploitation with environmental exploration. Future study should increase the geographical and sectoral coverage, use a longitudinal design to determine causal directionality, and examine leadership style and organizational culture as a contextual variables.

Keywords: Strategic planning; dynamic capabilities, strategic foresight, strategic performance, SPIM Matrix.

1. Introduction and Problem Statement

Strategic planning changes from an administrative tool to a meta-capability within the framework of dynamic capabilities in politically and economically unstable environments, such as Saudi Arabia, Jordan, and Iraq (Teece, 2007, p. 1319; Schilke et al., 2018, p. 390), coordinating resources and connecting vision to operational decisions. However, contemporary literature views it as a process of ongoing monitoring and learning, whereas practice frequently reduces it to static documents (Wolf & Floyd, 2017, p. 1754). A paradox arises here: an over-reliance on financial analysis limits the scope of strategy, and unfunded ambitious visions remain suspended in the absence of financial discipline. This indicates the lack of integrative methodologies that transcend simple linear models.

With institutional inequalities, market shocks, and faltering political transitions, the issue is exacerbated in the Arab economies under study. Even though there was a clear

need, prior research ignored sectoral diversity, integrative models, intermediary channels, and direct effects (Al-Sheikh, 2022, p. 88). Mixed research, which can read causal mechanisms in complex contexts, was entirely lacking.

The accelerating institutional and economic fluctuations in the Arab countries (Saudi Arabia, Jordan, and Iraq) contribute to the transformation of strategic planning from a rigid document into a dynamic capability. The research problem is identified in three main gaps: First, the limited number of studies that examine financial analysis as an operational mediating variable linking planning to performance. Second, the conceptual overlap between flexibility as an immediate response and flexibility as a moderating variable that enhances planning effectiveness. Third, the absence of a diagnostic tool that combines financial exploitation and environmental exploration, which the SPIM Matrix seeks to address.

We present the SPIM Matrix as a lens that combines financial analysis (seizing), strategic foresight (sensing), and organizational flexibility (transforming) in order to address this. Three goals are to assess the effects of direct and indirect planning, investigate the mediation of financial analysis and strategic foresight, and test the moderating function of flexibility. It can be expressed as follows: (1) How much mediation occurs in direct and indirect relationships? (2) Differences in the degree of correlation between flexibility levels and their strength? (3) Classify four patterns (rigid, chaotic implementation, unfulfilled ambition, and integrated balance) using the matrix diagnostically and recommend customized interventions?

A critical realist viewpoint, which addresses relationships as causal mechanisms within particular contexts, supports the use of a convergent mixed-methods design, which integrates the quantitative data (312 managers in 25 companies) with the qualitative data (21 interviews) for a richer reading than single approaches.

In theory, it incorporates three frameworks: dynamic capabilities, the resource-based view, and the balanced scorecard into a model that is used in the Arab context for the first time .In fact, the matrix enables leaders to identify the four typologies and to develop specific solutions for each: to deal with the "rigid execution" they need to establish autonomous budgeting units and schedule periodic reviews of these budgets; to address the “chaotic execution” they have to standardize evaluation criteria and hierarchy; to tackle “unrealized ambition” they should introduce scenario analysis and link budgets to action; and to overcome “integrated balance” they should develop better organizational learning. Because of Saudi Vision 2030, the reconstruction of Iraq and the changes in Jordan in response to regional unrest, it is particularly context-sensitive and makes it an appropriate alternative to the strict general recommendations that have been given in the past.

2. Methodology Theoretical Framework

2.1 Strategic Planning: From Resources to Dynamism

It is believed that strategic planning is an organizational capacity that integrates the priorities and guides the organization into specific decisions. Its value does not depend on the completeness of the plan. but it values based on improving the decision-making during turbulent times (Wolf & Floyd, 2017, p. 1754; Abdul-Abbasi & Ali, 2024, p. 696). This viewpoint has been supported by recent analytical reviews, which demonstrate that the beneficial effects of planning on performance are not just

theoretical hypotheses but rather a statistically supported finding, albeit subject to the existence of operational mediation mechanisms and advantageous contextual conditions. Models that go beyond straightforward linear relationships are made possible by this recognition (Abdul-Abbasi & Ali, 2024, p. 696). Theoretically, the resource-based view (RBV) uses unique and uncommon resources to explain performance (Barney, 1991, p. 99; Al-Janabi & Al-Azawi, 2023, p. 145). It must be supplemented by a dynamic capabilities framework, though, since it is often criticized for not focusing enough on replenishing resources in turbulent environments. This framework focuses on the mechanisms of seizing (reallocating resources to take advantage of opportunities), transformation (reconfiguration), and sensing (analysis and identification of opportunities) of capabilities and structures) (Schilke et al., 2018, p. 390; Teece, 2007, p. 1319; Teece, 2025, p.65). Planning is presented in this study as a high-level capability that starts these mechanisms, especially in Arab contexts where regulatory and environmental changes necessitate ongoing reorganization rather than rigorous adherence to plans (Al-Sheikh, 2022).

2.2 Adaptation Mechanisms: Scorecard, Ambidexterity, and Foresight

The Balanced Scorecard (BSC) provides interconnected perspectives based on a cause-and-effect logic for financial, customer, internal processes, learning, and growth in order to translate dynamic capabilities into quantifiable processes. While the non-financial perspectives support the sensing mechanism through ongoing market monitoring, the financial and operational perspectives strengthen the seizing mechanism by converting strategic objectives into budgets and resource allocations (Kaplan & Norton, 1996, p. 33; 2008, p. 26; Niven, 2014, p. 53). However, if the BSC is not closely integrated with adaptive planning, its application in unstable Arab environments such as Iraq may limit its compatibility with quickly changing regulations (Jabeen & Behery, 2017, p. 1063). Organizational Ambidexterity Theory, which emphasizes the innate conflict between exploitation (efficiency and cost control) and exploration (creation and experimentation), further supports this argument. In order to maintain present operational discipline without jeopardizing future renewal, success depends on how these two orientations interact (March, 1991, p. 71; O'Reilly & Tushman, 2013, p. 324; Raisch & Birkinshaw, 2008, p. 375). According to this dualistic logic, strategic foresight is associated with exploration, while financial analysis is associated with the exploitation paradigm (Akel, 2025, p. 114__). The idea that organizational flexibility is necessary for their coexistence and that its absence decreases the effectiveness of planning is supported by Arab evidence (Al-Khatib & Al-Sawaer, 2023, p. 1789; Abdul-Abbasi & Ali, 2024, p. 696). This study defines strategic foresight as a planned endeavor that aims to investigate potential futures and improve the sensory aspect. But in the Iraqi context, its methods are still in their infancy and continue to encounter difficulties such as disrupting planning cycles and shifting priorities (Demneh et al., 2023, p. 5). In this context, current international recommendations are especially significant because they emphasize the need to institutionalize foresight in order to overcome these obstacles and transition from a sporadic theoretical practice to an integrated organizational routine that continuously informs planning and review processes. This entails making

foresight a genuine governance tool rather than a transient consultation activity by mandating units to conduct scenario analysis pertaining to early warning indicators (Barney & Hesterly, 2019, p. 1229) . Therefore, the conceptual model includes empirical tests of financial analysis as the seizing mechanism, organizational flexibility as the transforming mechanism, and strategic foresight as the sensing mechanism.

3. Conceptual Model

In this model, modern strategic planning is not a cause but a capability of an organization. Making it a financial commitment, integrating it into proactive processes and implementing it in flexible frameworks is essential for its effectiveness, although these are three functions that do not always work as well. Two parallel paths are found in the relationship: strategic foresight and financial analysis. Both transform planning inputs into operational outputs but in different ways: environmental sensing towards the future; reactionary discipline towards costs and budgets. There is a temporal disconnect that raises a procedural question: can the two points of view be brought together in one, or can they be united in a more creative tension? In this instance, the flexibility of the organizations is not a natural result of the planning process, but a contextual modifying factor. Agile structures can be adapted and resources reallocated when there are new inputs and new commitments. Unfortunately, in the volatile market, plans that lack exact analyses are useless. Thus, flexibility is an enabler and a real amplifier of the capacity of planning to have performance gains; flexibility is the lens that shapes its impact.

4. Methodology

4.1 Research Design

The study adopted a parallel convergent mixed-methods design, where both quantitative and qualitative data were collected, analysed separately and then integrated for analysis and discussion. This design allows for the advantages of trans-sectional studies, as it statistically quantifies the power of the relationship, and explores the causal mechanisms of the relationship jointly from an organizational perspective. The logic of triangulation helps to increase the explanatory power and reduces the single-source bias. Contextual complexities of strategic planning which cannot be broken down into numerical measures cannot be comprehended using only quantitative measures, even if they were accurate.

4.2 Research Philosophy

The philosophical perspective adopted in the study is critical realism which considers organizational phenomena as real patterns. that are formed by interaction and practices rather than as objective facts or all subjective constructions. This implies the need for an integrative approach which captures its working mechanism. Quantitative and qualitative approaches are appropriate when used together. The quantitative describes general patterns, the qualitative shows contextual factors and the causal mechanisms that create them, to which the numbers alone do not provide.

4.3 Quantitative Component

The study used a parallel convergent mixed-methods design. Quantitative data were collected through a stratified random sample of 312 managers from 25 companies distributed across the manufacturing, financial-services, and healthcare sectors (Table

1). To ensure the absence of common method bias (CMB), a single-factor Harman test was performed, revealing that the first factor accounted for 34.7% of the total variance, which falls below the recommended threshold of 50%, confirming the statistical robustness of the data against common method variance.

Table (1): Distribution of the Sample According to Country and Sector

Country	Manufacturing	Financial Services	Healthcare	Total
Iraq	45	40	35	120
Jordan	35	35	30	100
Saudi Arabia	30	27	35	92
Total	110	102	100	312

(Note. Compiled by the researcher based on the field study data)

Research Hypotheses

- **H1:** Contemporary strategic planning has a positive and statistically significant effect on the strategic performance of the organizations in the sample**.**
- **H2**: Financial analysis partially mediates the relationship between strategic planning and strategic performance (seizing mechanism).
- **H3:** Strategic foresight partially mediates the relationship between strategic planning and strategic performance (sensing mechanism).
- **H4:** Organizational flexibility moderates the strength of the relationship between strategic planning and strategic performance, such that the relationship is stronger at higher levels of flexibility (transforming mechanism).

4.3.1 Hierarchical Data Structure and Robustness Checks

A nested hierarchical structure with individual managers (level 1) grouped within organizations (level 2) was visible in the data. For strategic performance, the estimated Intraclass Correlation Coefficient (ICC) was approximately 0.08, meaning that about 8% of the total variance was found at the organizational level. This ratio supported the use of Hierarchical Linear Modeling (HLM) in addition to the main PLS-SEM path analysis as an additional robustness technique. After adjusting for organizational-level variance, the HLM results validated the stability of the estimated relationships. With a coefficient of 0.29, the impact of modern strategic planning on strategic performance was still positively signed and statistically significant ($p < 0.01$). There was no significant shift in the direction or relative importance of the mediating functions of financial analysis and strategic foresight. These results lend credence to the theory that the observed patterns are not statistical artifacts but rather relational structures at the organizational level. To evaluate the impact of outliers, a sensitivity analysis was performed using casewise deletion. After eliminating 5% of the cases with the highest standardized residuals ($n = 15$), the structural model was recalculated. All significance levels remained at $p < 0.01$, and the path coefficient deviations between the original and re-estimated models stayed within ±0.03. These findings show that the reported relationships are stable and unaffected by unusual observations.

4.3.2 Statistical Analysis

In two steps, the model was estimated using PLS-SEM through SmartPLS 4. First, the measurement model was assessed using factor loads, composite reliability (CR),

average variance extracted (AVE), and HTMT ratio to confirm discriminant validity. Second, the structural model was assessed using path coefficients, effect size (f^2), predictive significance (Q^2) using the Stone-Geisser test, and coefficient of determination (R^2). A bootstrap procedure with 5000 samplings was used to estimate standard errors and confidence intervals in order to test significance.

Data distribution was assessed using skewness and kurtosis. Skewness values ranged from -1.18 to 1.45 and kurtosis values ranged from -1.21 to 1.04, within acceptable limits of ±2 prior to testing the hypotheses (Hair et al., 2019, p. 2).

Because PLS-SEM is robust to moderate deviations from a normal distribution, parametric estimation was deemed appropriate with a sample size of 312. With five predictors and an average effect size ($f^2 = 0.15$), the statistical power analysis using G*Power yielded a statistical power exceeding 0.99, well above the suggested cutoff of 0.80.

4.4 Qualitative Component

Semi-structured interviews with 21 managers from eight organizations were used as a supplementary qualitative method. In order to guarantee equal representation among the three nations (Saudi Arabia, Jordan, and Iraq) and the three economic sectors (manufacturing, financial services, and healthcare), these managers were purposively selected. In order to enable precise narrative analysis, each interview was audio recorded with prior participant consent, lasted between sixty and ninety minutes, and was verbatim transcribed. Three themes were covered in the interview guide: (a) the logic of strategic planning today and how it has evolved over time; (b) the mechanisms that connect strategic objectives to operational budgets and financial choices; and (c) the use of environmental scanning tools and foresight techniques in scenario development. In order to elicit participants' personal interpretations and accounts of their experiences, open-ended questions were used.

Using NVivo 14 for coding, organization, and management of the data, thematic analysis adhered to the six-phase procedural framework described by (Naeem et al., 2023, p. 1; Clarke & Braun, 2006, p. 77). A dual (hybrid) coding approach was used, combining inductive (emergent) codes from participant narratives with deductive (a priori) codes from the theoretical framework sensing, seizing, transforming, and the four SPIM Matrix patterns. A thorough thematic structure was made possible by this dual approach, which allowed the identification of both theoretically derived and emergent codes. At the eighteenth interview, theoretical saturation was reached because no new themes surfaced and the main themes kept coming up. To confirm the stability and consistency of the emergent themes, three more interviews (for a total of 21) were carried out, further bolstering qualitative validity.

The study adhered to the qualitative rigor criteria proposed by (Kowalski et al., 2024, p. 12) throughout data collection and analysis:

- **Credibility:** achieved through participant validation of findings (member checking).
- **Transferability:** ensured through comprehensive contextual description.
- **Dependability:** maintained through a complete audit trail of all data and analytical procedures.

- **Confirmability:** attained via independent researcher assessment of the coding process.

4.5 Integration of Findings (Methodological Triangulation)

The operationalization of the integration concept was done using a Triangulation Matrix which was designed to systematically link the quantitative and qualitative results. The primary objective was to provide qualitative narratives as an interpretive guide for the estimated statistical paths, in terms of size and direction. This approach is not only more holistic than individual indicators but also adds in known organizational logics by providing a structure for making sense of statistical coefficients based on the contextual accounts of the practitioners.

5. Integrated Findings

5.1 Descriptive Statistics and Pearson Correlation Matrix

Prior to structural modelling, the direction and strength of the initial linear relationships were analysed using descriptive statistics and the Pearson correlation matrix. Table (2) presents the correlation coefficients, averages and standard deviations of each variable, which suggest some initial patterns of interconnection, but of course, don't claim any causal conclusions.

Table (2): Descriptive Statistics and Pearson Correlation Matrix

Variable	Mean	SD	1	2	3	4	5
CSP (Contemporary Strategic Planning)	3.87	0.68	1				
FA (Financial Analysis)	3.76	0.72	.52**	1			
SF (Strategic Foresight)	3.91	0.65	.58**	.61**	1		
OF (Organizational Flexibility)	3.69	0.74	.44**	.47**	.51**	1	
SP (Strategic Performance)	3.94	0.7	.56**	.55**	.62**	.48**	1

*Note. Compiled by the researcher based on the statistical analysis outputs (SmartPLS 4). Sample planning was good, with averages between 3.69 and 3.94. Since all the correlation coefficients were found to be significant at *p* < 0.01 with a positive correlation which was below the limit of multicollinearity, the structural model can be tested.*

5.2 Measurement Model Validity and Quality

The measurement model was compared to acceptable thresholds prior to the structural model being tested. Internal consistency and convergent validity are confirmed by factor loadings (0.74-0.89) exceeding 0.70, AVE (0.56-0.68) exceeding 0.50, and CR (0.85-0.93). Regarding HTMT, every value is less than 0.85, indicating a distinct positive difference. Systematically, the VIF varied from 1.42 to 2.36 (below 5.0), Harman only explained 34.7% of the variance (below 50%), and Ramsay ruled out issues with nonlinearity or misspecification findings that support the model's suitability for structural testing.

5.3 Predictive Validity of the Structural Model

Table 3 demonstrates the structural model's explanatory power. It accounts for 43% of the variance in strategic performance (R2=0.43), which is regarded as a relatively high percentage in management research. For strategic performance, the predictive importance (Q^2) was recorded at 0.31, surpassing the average threshold of 0.15,

confirming the model's predictive suitability. Notably, the Q^2 for financial analysis (0.19) and proactiveness (0.24) demonstrated predictive validity ranging between medium and high, suggesting that the model not only explains the past but also retains the capacity to predict phenomena in comparable contexts a feature equally crucial to retrospective interpretation in strategic management research.

Table (3): Coefficients of Determination (R^2) and Predictive Relevance (Q^2) for the Structural Model

Dependent Variable	R^2	Adjusted R^2	Q^2 (Stone-Geisser)	Predictive Relevance Level
Strategic Performance	0.43	0.42	0.31	High
Financial Analysis (Mediator)	0.27	0.26	0.19	Moderate
Strategic Foresight (Mediator)	0.34	0.33	0.24	Moderate

Note. Compiled by the researcher based on the statistical analysis outputs (SmartPLS 4).

5.4 Hypothesis Testing (Structural Model)

The PLS-SEM results confirmed that the model demonstrated predictive and explanatory power. The model explained 43% of the total variance in strategic performance ($R^2 = 0.43$, $Q^2 = 0.31$). A significant direct effect of strategic planning was established ($\beta = 0.312$, $p < 0.001$). Regarding the mediation effects, strategic foresight emerged as a stronger mediator (VAF = 40.2%, $\beta = 0.210$) compared to financial analysis (VAF = 35.7%, $\beta = 0.173$). Meanwhile, the interaction with organizational flexibility showed a positive and statistically significant moderating effect ($\beta = 0.198$, $p < 0.01$).

5.5 Organizational Clustering & Multilevel Robustness (HLM)

The Intraclass Correlation Coefficient (ICC) was used to determine the percentage of variance attributable to the organizational level given the distribution of managers among 25 organizations. The multilevel robustness analysis was justified by the estimated ICC for strategic performance, which was roughly 0.08, indicating moderate between-organization variance.

The HLM results showed that the PLS-SEM findings were consistent with the general directional trend of the major relationships. When organizational-level variance and contextual factors were taken into consideration, the effect of modern strategic planning on strategic performance remained positively signed and statistically significant, despite a minor decline to about 0.29 ($p < 0.01$). In a similar vein, the relative strength and direction of the mediating functions of financial analysis and strategic foresight remained constant. These results suggest that the initial findings are not indicative of organizational aggregation structures, but rather of true relational patterns. These results, however, only apply to the Saudi Arabian, Jordanian, and Iraqi organizations that were sampled; further empirical research is necessary before extrapolating these conclusions to other Arab countries.

5.6 Sectoral Sensitivity Analysis (PLS-MGA)

To evaluate cross-sectoral stability, A multi-group analysis using Partial Least Squares Multi-Group Analysis (PLS-MGA) was conducted across the manufacturing, financial services, and healthcare sectors. Model stability was supported by the results, which revealed no statistically significant differences at $p < 0.05$ for most paths. Strategic

foresight had a slightly larger indirect effect in financial services (0.241, $p < 0.001$) than in manufacturing (0.189, $p < 0.01$) and the healthcare sector (0.203, $p < 0.01$). Financial services are increasingly demanding knowledge of economic and regulatory shifts and this is helping to fuel this trend.

5.7 Cautionary Note on Explanatory and Predictive Power

While explanatory and predictive power indicators should be interpreted cautiously, as an empirical representation, the model is still incomplete and may not capture other factors such as leadership, organizational culture, external disturbances and unofficial political factors. Therefore, high R2 and Q2 values are more meaningful to the strength of the relationships within the limitations of the variables studied, and do not explain everything. To acknowledge this limitation is a scientific step that helps give weight to the results and sets the stage for further testing in the future.

5.8 Methodological Triangulation

The participants' narratives were linked to the statistical estimates by methodological triangulation. No qualitative discrepancies were found with the quantitative patterns. The interviews clarified how and why these relationships function in real-world situations, especially with regard to differences in the strengths of mediation and moderation.

A financial services manager made the following statement regarding financial analysis (seizing mechanism): "We can develop an ambitious strategy in a week, but it remains ink on paper unless we translate every initiative into cost-benefit projections and a specific budget line item." Numbers compel us to determine what matters most (Manager 4, Finance, Iraq). This supports the mediating function (indirect effect = 0.173), indicating that in the absence of cost-benefit integration, strategy remains theoretical.

A manufacturing manager provided the following information regarding strategic foresight (sensing mechanism): "We began hosting annual scenario planning workshops two years ago. Although the concept initially seemed theoretical, we previously discussed these possibilities when supply chain shocks occur. As a result, we were able to adjust faster than our rivals and were not taken aback (Manager 11, Manufacturing, Jordan). The stronger mediation effect (indirect effect = 0.210) can be explained by the fact that scenario planning enhances preparedness for shocks more than retroactive fiscal discipline. Regarding organizational agility (a mechanism for transforming), a healthcare executive observes: "On paper, our strategic plan is excellent, but our procurement process is very stringent." Approvals took four months when we had to reallocate funds to telemedicine. Agility is a structural necessity rather than a general skill (Director 19, Healthcare, Saudi Arabia). It is easier to see how agility and planning interact ($\beta = 0.198$).

Consistent with PLS-MGA results, bureaucratic rigidity helps to explain why healthcare has less moderation than other sectors.

Three elements work together to make strategic planning successful in these situations: rapid structural reconfiguration (transforming), future scenario integration (sensing), and financial commitment (seizing). As a result, organizational infrastructure and practice context are more important to the planning-performance

relationship than the plan document itself. The statistical estimates are contextually interpreted by the qualitative data.

6. Discussion

6.1 Direct Effect and the Conditional Moderation of Flexibility

According to formal planning literature, strategic performance is positively predicted by contemporary strategic planning ($\beta = 0.312$, $p < 0.001$). Rather than the plan document itself, this effect results from planning as an ongoing review and revision process. This distinction between planning as a product and planning as an organizational capability is especially pertinent in unstable Arab contexts. The non-linearity of the planning-performance relationship is further supported by the moderating effect of organizational flexibility ($\beta = 0.198$, $p < 0.01$). Plans that are successful do not ensure success unless the structures enable quick resource reallocation. This pattern is supported by the dynamic capabilities perspective which holds that planning can be a hindrance instead of a help when there is no structural flexibility. Results of the hierarchical structure analysis (ICC = 0.08) show that organizational attributes do explain a significant amount of variance in strategic performance beyond individual management differences, and the persistence of the initial relationships after running the HLM tests demonstrate that the observed patterns are more likely to be organizational dynamics than statistical chance.

6.2 Financial Analysis and Foresight as Mediating Mechanisms

By converting strategic intentions into numbers, cost structures, and financing choices, financial analysis partially mediated the planning-performance relationship (indirect effect = 0.173, VAF = 35.7%). Planning activities like organizational learning and leadership engagement are not included in this mediation, though. The VAF value is lower than Garad et al.'s(2025)51% in higher education, but it is in line with (Thien & Hung, 2023, p.43) finding of 32% in the financial sector, indicating that sectoral characteristics affect the conversion of planning into financial discipline. Due to strict regulations and centralized procurement processes in the healthcare industry, which impede the conversion of strategic decisions into flexible financial flows, the PLS-MGA results in this study indicated stronger mediation in manufacturing and financial services than in healthcare. In a similar vein, **(**Rhoudri & Ougoujil, 2024, p. 2177**)** observed that executive responsiveness and procedural flexibility are critical to financial control's efficacy as a mediator. Even with well-designed plans, financial analysis's mediating role is diminished in environments where financial bureaucracy is pervasive. Cross-national variation in the indirect effect can be explained by the fact that Saudi organizations benefit from greater operational flexibility under Vision 2030 objectives, while Iraqi organizations tend toward more rigid financial practices, according to qualitative interview data. Strategic foresight recorded a stronger mediating effect (0.210, VAF = 40.2%), confirming that it is not an analytical luxury but rather a central mechanism in turbulent Arab environments. The partial persistence of the effect suggests that strategic foresight is still an intermittent activity rather than a strong institutional capacity, even though it surpasses the 28% recorded in Yemen (Abdul-Abbasi & Ali, 2024, p. 696). Financial analysis that is proactive is a better shock absorber than reactive financial analysis is in countries with a high risk of institutional volatility, such as Saudi Arabia, Jordan and Iraq.

6.3 Integrative Reading through the SPIM Matrix and National Contexts

The SPIM Matrix is concerned not only with planning but also with patterns of integration between acquisition (financial) and sensing (proactive) and between exploitation and exploration. There are four patterns, shown in Table 4, which result from this interaction.

Table (4): The SPIM Matrix – Strategic Planning Integration Patterns

Financial Foresight Level	Low Foresight	High Foresight
High Financial Analysis	Rigid Execution Pattern	Balanced Pattern
Low Financial Analysis	"Chaotic" Pattern	"Unfulfilled Ambition" Pattern

Note. Compiled by the researcher based on the theoretical framework of the study.

Companies with the strongest performance were located in the balanced quadrant (strategic foresight 3.91 and financial analysis 3.76), where integration brings opportunities ahead and capitalizes on them simultaneously. Conversely, "unfulfilled ambition" (low funding/high strategic foresight) allocates resources to projects that have yet to prove their worth, while "rigid execution" (high funding/low strategic foresight) achieves short-range efficiency without preempting shocks and that is fine in stable industries, but risky in volatile ones. The SPIM Matrix results explain the institutional variance among the countries under study. In Iraqi organizations, legislative volatility and environmental conditions have driven a tendency toward the 'Unrealized Ambition' quadrant (Low Financial / High Foresight), due to the difficulty of translating foresight-driven plans into stable executive budgets. In contrast, commitment to the indicators and governance of Saudi Vision 2030 has contributed to steering organizations toward the 'Integrated Balance' pattern, where future-oriented foresight is integrated with precise financial allocation.The issue of ownership culture and governance structure is a concern because of the divide between multinational branches that are "balanced" for a long time focusing on efficiency and branches that are "rigid" focusing on global practices. However, although they are useful, they are still based on cross-sectional data, which do not provide information on changes over time in pattern. Is the organization moving from one quadrant to another in response to pressures or is it locked in to its quadrant? (Abdul-Abbasi & Ali, 2024, p. 696) It may be best to rely on self-reports, which calls for close observation in subsequent research. The matrix thus evolves from a classification to a diagnosis, which has the following consequences. The matrix thus becomes a diagnostic framework that opens up new possibilities, is context-sensitive, and takes into account the influence of sectoral and national institutional logic. Linking mechanisms (such as the strategic budgeting units) require short-term funding for projects with potential in "unfulfilled ambition", introspection through the scenario analysis process is required to break the rigidity of bureaucracy in "rigid implementation", and to make scenario analysis into a process of concrete intervention and reduce the gap between anticipation and acquisition, to facilitate organizational learning and transfer of good practice.

6.4 Theoretical and Practical Contributions within Model Limitations

The use of three theoretical frameworks three lenses in one model (the resources, the balanced scorecard, and the dynamic capabilities (sensing, appropriating, transforming) theoretically strengthens the research. In addition, the empirical

validation of the SPIM matrix provides a unique diagnostic tool for categorizing patterns of planning integration and offers insights into the potential directions towards achieving balanced performance that can differ across sectors and require further cross-testing. The methodological approach is convergent mixed-methods design, which highlights the importance of the statistical estimation and qualitative explanation, whereas previous studies have predominantly relied on only one of these approaches. In actuality, the suggestions include incorporating scenario analysis as a recognized institutional practice, moving from recurring planning sessions to ongoing, renewed reviews. to allocate emergency funds that improve structural flexibility and to use the SPIM matrix diagnostically to identify integration gaps. Although these recommendations are well supported**,** each of these suggestions remains subject to the ability of the institutions to break out of the bureaucratic rut and implement them.

7. Conclusions and Recommendations

7.1 Conclusions

The study demonstrates that strategic planning is not merely a written document but rather a dynamic capability grounded in the integration of financial rigor and strategic foresight within a flexible organizational structure:

First: Dynamic Planning Process. Planning is an ongoing process of review and modification. Its ability to support learning and reorientation as well as its integration into everyday activities determine its impact. Planning in Arab contexts is an active practice rather than a documentary output, as evidenced by the value found in sensing, seizing, and transforming routines rather than in static plans.

Second: The use of financial analysis as a translation method. Budgets and allocation decisions are derived from strategic intentions through financial analysis. In Arab organizations, early incorporation of financial criteria into strategy development helps to close the gap between aspirational visions and responsible spending practices.

Third: Foresight is a sensing mechanism. In unpredictable environments, strategic foresight offers the best mediating pathway. By engaging in regular scenario analysis and environmental scanning, organizations can be more proactive and shock ready, transforming uncertainty into scenarios that they can test.

Fourth: Organizational Flexibility as a Moderator. Planning effectiveness is increased by flexibility; this effect is stronger in agile structures and weaker in rigid bureaucracies. Redesigning authority structures is necessary to overcome administrative inertia and activate this flexibility.

Fifth: SPIM and Planning Quality. The SPIM Matrix shows that, rather than planning volume, performance is dependent on the balanced integration of financial discipline (exploitation) and foresight (exploration). Vision is translated into results by the "integrated balance" quadrant.

Sixth: Contextual Specificity and Integration Patterns. Planning practices differ depending on the national and sectoral context; Saudi Arabia tends toward balance, Iraq toward unrealized ambition, Jordan shows internal divergence, financial services are more forward-thinking, and healthcare is confronted with inflexible bureaucracy. This highlights the necessity of context-aware applications that go beyond general planning presumptions.

7.2 Recommendations

It is recommended that organizations transition from periodic annual planning to continuous review processes by establishing strategic budgeting units that ensure flexible resource reallocation.

7.2.1 Study Limitations

Despite its contributions, this study identifies four primary limitations, along with the methodological mitigations employed.

First, the **cross-sectional design** (Q1 2024) restricts causal inference. This was partially offset by retrospective qualitative interviews and a critical realist epistemology that conceptualizes causality as contextually emergent. Longitudinal replications are recommended to track temporal dynamics.

Second, **self-reported perceptual measures** may introduce common method variance and social desirability bias. This threat was mitigated through: (a) Harman's single-factor test (34.7% < 50% threshold), (b) methodological triangulation with qualitative narratives, and (c) PLS-MGA sectoral sensitivity analysis confirming no systematic inflation.

Third, the **restricted sample** (25 private-sector firms across three Arab countries) limits generalizability to the broader MENA region. While purposively selected to capture heterogeneous institutional logics (oil-exporting, middle-income, and post-conflict), the SPIM typologies require further validation across GCC states, North African economies, and public-sector entities.

Fourth, **contextual variables** (organizational culture, leadership style, digital maturity, political dynamics) were deliberately excluded to maintain parsimony **given the sample-to-predictors ratio (312 respondents for five primary constructs)**. However, their prominence in qualitative data suggests they function as unmeasured moderators, establishing a clear agenda for future research to integrate these boundary conditions.

7.2.2 Future Research Directions

Future research should test the stability of the SPIM Matrix by:

(a)extending the geographic and sectoral coverage to other MENA countries including the Gulf Cooperation Council (GCC) states and North African countries, as they have different institutional, regulatory, and political logics, to see if the four patterns of integration (rigid, chaotic, ambitious, and balanced) hold true or need to be adjusted based on the setting of the different economies; and (b) useing longitudinal designs to determine causal relationships; (c) developing a quantitative measurement tool for classification of SPIM beyond the average; and (d) Adding variables that were not included in this model, such as: leadership style, organizational culture, digital transformation, political dynamics, to assess their extra explanatory power. Further research is needed on whether these variables are moderators that amplify or dampen the relationship between strategic planning and performance, or whether they serve as mediators to explain what is required to translate strategic plans into operational action across various Arab settings.

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