

The Mediating Role of Top Management Support on the Relationship Between Strategic Planning and Organizational Effectiveness Among Local Government Authorities in Tanzania

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Abstract

Purpose - The purpose of this paper is to draw on the contingency theory to examine the mediating effect of top management support (TMS) on strategic planning and organizational effectiveness.

Design/Methodology/approach- Cross-sectional survey data were collected using a questionnaire from 304 heads of department and other municipal officers from five local governments in the Dar es Salaam region, Tanzania. The quantitative methodologies were employed in which partial least squares structural equation modeling (PLS-SEM) with bootstrap procedures were adopted to test the hypotheses.

Findings- The findings provide insight to LGAs management teams to enhance organizational effectiveness by focusing on strategic planning and top management supports. The study's results indicate that top management support is a key construct to strengthen strategic planning and enhance organizational effectiveness.

Originality/value-This study is a unique empirical study that investigates the mediating role of top management supports as a contingency factor on strategic planning and organizational effectiveness of Tanzanian LGAs.

Key words- Strategic planning, top management support, organizational effectiveness, contingency theory

1. INTRODUCTION

Strategic planning and top management support as significant contingency factors in enhancing organizational effectiveness are scarcely studied. Several scholars have already developed several frameworks in this area; however, these frameworks were not considered strategic planning and top management support simultaneously (Hassan and Yazid, 2019). These latent constructs being advocated such as strategic planning is viewed as the process within local government authorities with top management support in developing and implementing strategic plans, understanding contingency factors to municipalities management (George, *et al.*, 2019). The strategic planning, top management support, and organizational effectiveness are not new, but an understanding of how these are linked together and applied in developing countries like Tanzania is just starting to emerge. Top management support is responsible for guiding tasks, relations, and change behaviors in the public organization. We know little about the mediating role of top management support between strategic planning and organizational effectiveness.

Organizational effectiveness has become useful latent constructs for public organizations in enhancing citizens' service delivery. Organizational effectiveness is a building block for the success of the municipalities by reducing input costs and enhancing the quality and quantity of service delivered.

The study is based on a sample of 304 respondents from the Dar es Salaam region municipalities. The study basically, contributes to the development of the theory of top management support towards contingency theory.

1.1 Statement of the problem

In the improvement of service delivery in Local Government Authorities accompanied with Enactment of Legislations of government performance, that public sector organizations including LGAs must adopt strategic planning process to enhance their organizational effectiveness. Previously studies have investigated strategic planning and organizational effectiveness in LGAs in the USA, Canada, UK, and other developed countries. While little has been examined on the theoretical aspect of top management support and very minimal on in empirical examinations. However, a review of the literature show number of research gaps like contextual and theoretical gaps. Hence, it is an issue to generalize about the mediating effect of top management support on the relationship

between strategic planning and organizational effectiveness. Thus, this study enhances understanding of the relationship among strategic planning, organizational effectiveness, and top management support, particularly in LGAs in developing countries contexts.

1.2 Objectives of the study

The objective of this paper is as follows: (a) to examine the effect of strategic planning on organizational effectiveness (b) to assess the mediation effect of top management support in the relationship between strategic planning and organizational effectiveness; (c) to assess the effect of top management support on the organizational effectiveness. The research questions contemplated in the study are: (1) is strategic planning a determining construct in the increase in organizational effectiveness? (2) Is top management support a construct that has a mediating role between strategic planning and organizational effectiveness? (3) is Top management support influence organizational effectiveness?

2.LITERATURE REVIEW

According to Daft (2016), organizational effectiveness refers to the degree to which the organization's objective is accomplished effectively and efficiently.

2.1 Top management support and organizational effectiveness

Top management support is indeed the most important critical success factor, there is a problem because dimensions for top management support (TMS) are not well developed (Hyväri, 2016). For example, Bardi *et al.*, 1994; Doll, 1985; Edwards, 1996; Hyväri, 2016; Izzo, 1987; Kotter, 1990; Lucas, 1975) identify latent constructs which simply to improve goals of an organization, such as technical quality or user satisfaction, service delivered, making the various resource available, managerial involvement in implementing strategic plans, relation role (Eisenhardt, 1988; (Hyväri, 2016; Jensen and Meckling, 1976), leadership by communicating organizational vision and objectives. Ability to manage change processes (Walton, 1989).

Others, like Emery, 1990; Izzo, 1987; Lederer and Mendelow, 1988 suggest sub latent constructs for top management support include: communication, commitment, enthusiasm, involvement, and participation which is described as attitudinal interpretations or hand off approach of TMS and suggesting that top management support has a positive and significant effect on organizational effectiveness. On the contrary, Collins and Bicknell, 1997 and Mähring, 2002 suggest top management support may not always be useful.

Nonetheless, our literature review, which spans research on participation, relations, change behaviors, task behavior, strategic planning, and strategic plans implementation reveal a weak conceptualization of TMS. This type of description is referred to as behavioral interpretation or active participation of TMS. The differing conceptual definitions and latent construct measures of TMS have resulted in inconsistent measures and conflicting empirical findings of the latent construct (Dong, *et al.*, 2009).

Furthermore, the literature presents a limited set of support actions, and fails to establish how TMS behaviors or attitudes affect the organizational effectiveness, and not yet provided a clear understanding of the effect of TMS (Dong, *et al.*, 2009).

To address this gap, we ask three critical research questions: (1) What supportive actions do top managers during strategic planning formulation and implementation? (2) How do these actions affect organizational effectiveness? (3) In the local government context top management interventions affect the relationship between strategic planning and organizational effectiveness?

2.2 The mediation effect of top management support (TMS)

Several studies focus on top management support either as mediating, moderating, or exogenous independent latent construct. Recently, a study shows that top management support as a contingent interacting latent construct is essential to enhance organizational effectiveness (Ahmad, 2017; Al-Subari, *et al.*, 2020; Yaacob, *et al.*, 2019). Top management support engages diligently and conscientiously to organization assigned tasks, relations, and change behaviors. However, the study on top management support is a mediation effect between strategic planning and organizational effectiveness is very

2.3 Strategic planning and organizational effectiveness

In the literature of strategic management, strategic planning is considered as a rational -comprehensive, deliberative, and disciplined approach to strategy formulation that uses a systematic process with specific steps such as external and internal assessment, goal setting, analysis of the organization is to evaluate the organization and its internal and external environment in order evaluate political, economic, technological, legal, sociological, and action planning to ensure long-term vitality and effectiveness of an organization (Bryson *et al.* 2018; Pasha *et al.* 2015). Organizational effectiveness indicates the ability of the organization to obtain and employ its resources and valuables to achieve organizational goals (Daft, 2015). For example, Hutzschenreuter and Kleindienst (2007) failed to establish a direct relationship between strategic planning and organizational effectiveness and suggested

that the effect of strategic planning is not direct, but the effect of strategic planning depends on the other organizational factors that are integrated. George *et al.*, (2019) demonstrate that strategic planning contributes positively and significantly to organizational effectiveness. Thus, the literature lacks empirical evidence on the mediating effect between strategic planning and organizational effectiveness and particularly on the latent constructs that indirectly link the relationships. Hence, we propose to study the latent constructs that mediate the strategic planning and organizational effectiveness relationships. Our objective is to examine the mediating effect of top management support on strategic planning and organizational effectiveness (Figure 1)

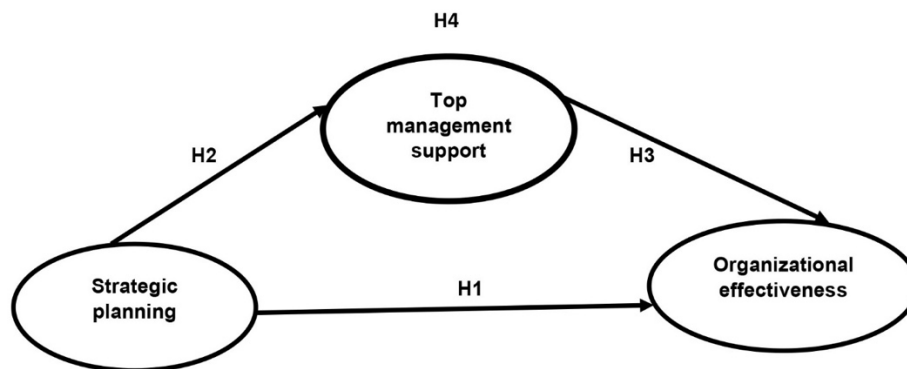


Figure 1: A proposed conceptual framework

2.5 Theoretical framework underpinnings

The Contingency theory (Fry and Smith, 1987; Shala, *et al.*, 2021)) has been used as the theoretical framework for the model between top management support and organizational effectiveness. The contingency theory to management asserts that there is no single best way to manage. Thus, contingency is described as to immediate contingency characteristics of an organization. Local government authorities should tailor their supports, strategic planning; formulation, and implementation to the particular characteristics of the local government authority. Yukl, Gordon, and Taber (2002) proposed a hierarchical taxonomy of top management support behavior, this taxonomy identified that top management support has three dimensions or latent constructs: relations behavior, task behavior, and change behavior, and viewing TMS as behaviors rather than attitudes. Additionally, top management support should identify tasks, relationships with employees, and describe details of the change within an organization. Hence, the contingency theory to management assumes that there is no universal solution to several issues relating to tasks, relations, and the change over time (Yukl, *et al.*,2002). Although the contingency theory assumes to apply to latent constructs of management and not just organizing, there has been little application of contingency theory in top management support. Availability of top management support may influence the decision to enhance organizational effectiveness.

Birken *et al* (2015:3) define relations behavior as "... empowering people to do work with which they have been tasked This involves providing the material, technical and socio-emotional support necessary to achieve organizational effectiveness".

Task behavior is referred to "as ensuring that activities necessary to achieve an objective are completed. The purpose of this behavior is to guide and coordinate work activities and to make sure people know what to do and how to do it". Finally, Birken et al (2015:4) define change behavior as promoting perspectives that are supportive of personal and organizational change by encouraging innovative thinking, helping middle managers implement the strategic planning process. This study seeks to examine the strategic planning and organizational effectiveness of local governments and the mediating role of top management support.

2.6 Conceptual framework

Based on the literature review, the conceptual framework includes strategic planning as an independent latent construct and organizational effectiveness as a dependent latent construct. The relationship between these latent constructs is mediated by top management support. Figure 1 illustrates the conceptual framework of the study, three key latent constructs, namely strategic planning, organizational effectiveness, and top management support. There is a scanty empirical study available to examine the relationship between strategic planning and organizational effectiveness with mediating latent construct like top management support.

2.7 Hypothesis development

2.7.1 Strategic planning and organizational effectiveness in local government

Strategic planning and organizational effectiveness in local government, are considered as one of the most important aspects of strategic management of the public sector. Strategic planning only does not automatically lead to enhanced organizational effectiveness, as several past studies have seen the positive impact of strategic planning on organizational effectiveness (Ashworth *et al.*, 2010; Andrews *et al.*, 2012). Better organizational effectiveness. Another study established that enhanced organizational effectiveness will be contingent on how well contingency factors are aligned within organizational characteristics (He *et al.*, 2015).

Thus, the top management team must recognize the strategic planning process to determine their contribution to organizational effectiveness. Hence, this study believed that the level of strategic planning in an organization is an important determinant of organizational effectiveness. Thus, the following hypothesis is proposed:

H1: Strategic planning will have a positive and significant effect on organizational effectiveness.

2.7.2 Strategic planning and top management support

The literature emphasizes the significance of strategic planning to top management support. However, according to Petrovsky (2010) argue that top management support is vague and conflicting because the interaction is needed between employees and elected members. The most fundamental theoretical argument is that top management support to the strategic planning process differs due to differences in their capacity (Petrovsky, 2010). The prior studies suggest that there is a direct relationship between strategic planning and top management support (Andrews, *et al.*, 2006). A similar aspect of top management support may have different outcomes and circumstances (Petrovsky, 2010). Several studies agree that strategic planning requires top management support especially in various organizational environments (Andrews, *et al.*, 2006; Ashworth, *et al.*, 2010; Gibson and Birkinshaw, 2004). Hence, we hypothesize the following:

H2: Strategic planning will have a positive and significant effect on top management support

2.7.3 Top management support and organizational effectiveness

Top management support has been one of the less critical examined in the strategic management literature (Meddour, Saoula, and Majid, 2019). Top management support is a useful latent construct in several roles in creating positive enhanced organizational effectiveness, such as top management supports have to encourage relation, task and change behaviors (Yukl, *et al.*, 2002), among employees of local government authorities. This is in turn lead to improved organizational effectiveness through assigning tasks, checking progress and quality of work and ensuring necessary resources such as human and financial are available, allocating accordingly, providing motivation and descriptions of the proposed change, and providing recognition and praise for enhanced organizational effectiveness as well as special contributions.

Thus, examining the possible direct relationships between top management support and organizational effectiveness is important and will help in increasing the understanding of the latent constructs. Based on previous research and contingency theory (Mkonya, *et al.*, 2018), the study hypothesized as follows:

H3: Top management support positively and significantly influences organizational effectiveness.

2.7.4 Strategic planning, top management support, and organizational effectiveness

A growing body of literature is accumulating which argues that the overriding determinant of organizational effectiveness is a contingent relationship between strategic planning and top management support. One of the objectives of the strategic planning process is to establish change within LGAs (Andrews, *et al.*, 2012) because top management can commit organizational members to formulate and implement strategic change. However, according to prior studies of the strategic planning process, this latent construct is inadequately or rarely examined. Hence, in this research, we investigate whether top management support aligns between strategic planning and organizational effectiveness.

The degree of top management support could greatly influence the strategic planning - organizational effectiveness relationship (Bobbitt and Ford, 1980; Liu 2019). Khandwalla (1977) and Liu (2019) concluded that top management support is critical to organizational effectiveness. Other studies (Jauch *et al.*, 1980; Unni, 1981) provided conclusions similar to Khandwalla's. There is little evidence to justify the conclusion that one latent construct (top management support or strategic planning) is a better predictor of organizational effectiveness than the other.

While not specifically examined, it could be expected that top management support would act as a mediator in any of the strategic planning processes. Certainly, the efficacy of any strategic-planning formulation would be at least

partly a function of the competence of its heads of department or top-level management support, and those charged with implementation of the strategic plans.

First, this study enriches this stream of literature by offering strong additional evidence, with a unique sample of local government in Dar es salaam Region (in Tanzania), to the positive effect of strategic planning on organizational effectiveness. Second, this study unveils an important antecedent of strategic planning. Most prior research on strategic planning has focused on issues, such as advocating the importance of strategic planning, identifying the constituent components of strategic planning and the bivariate organizational impacts of strategic planning (Andrews, 2007).

Relatively little research has examined the Organizational -level (especially top management support) antecedents of strategic planning. This research fills this gap by empirically demonstrating that top management support constitutes important precursors for organizations to adopt strategic planning processes. In addition, the impact of top management support

on strategic planning implies the mediating effect of senior managers on organizational effectiveness. While prior strategic planning - organizational effectiveness studies (largely conducted in Western developed nations) has largely been confined to the performance implications of managerial practices at the private sectors (for example, Judge and Douglas, 1998; Liu, 2019; Sharma and Vredenburg, 1998), this study specifically demonstrates this mediating effect of top management support within the context of public sector and in an African developing economies.

Thus, exploring the potential mediating role of top management support is very important in increasing the understanding of the relationships between strategic planning and organizational effectiveness. We, therefore, hypothesize that:

H4: Top management support positively and significantly mediates the relationship between strategic planning and organizational effectiveness.

3.METHODOLOGY

The methods employed for this study were appropriately selected to suit the research requirement

3.1 Research design and sample

This study adopted a positivism philosophy approach, quantitative survey method, and deductive approach it used hypotheses to test the perceived relationships among variables. The methods of this study were to investigate five local government authorities in Dar es Salaam Region at a specific point in time and hence employed a cross-sectional design was employed (Saunders, Lewis, and Thornhill, 2015). A cross-sectional design was appropriate for gathering data from respondents at one point in time and it facilitated the gathering of quantitative data.

3.2 Data source and Collection

This study uses a quantitative approach to research using a structured questionnaire 7 -point Likert scale items as the instrument for the gathering primary data. Additionally, data were collected through secondary sources using several prior studies to enable data to support the research findings and triangulation. A 689-survey questionnaire was distributed to heads of department and other officials who participated in strategic planning preparation in LGAs in the Dar es salaam region\ Invitations to the survey included a cover letter that indicated that the respondent was voluntary. Respondents were also assured that their responses would remain confidential. The fieldwork yields a total of 304 (60% responses) complete and valid responses. Respondents were selected based on their knowledge and experience in their involvement in the strategic planning process; Formulation and implementation in the Local Government authorities.

3.3 Sample size and sampling technique

Selecting the number of respondents included in a statistical sample, Slovin's Formula was used. This study adopts a random sampling technique, it is a sample of a given size in which all such subsets of the frame are given an equal probability to be chosen, each element has an equal probability of selection. The Slovin's Formula for sample size calculation was used to determine the sample size from a target population. Below is the mathematical illustration for the Slovin's Formula:

$$n = \frac{N}{1 + N * \alpha^2}$$

Where, N = Target population =1458, n = required sample size, α, significance level=.05.

$$n = \frac{1458}{1 + 1458 * 0.05^2}$$

n=313

The demographic characteristics of the respondents are given in Table 1

3.4 Measurement of constructs

Reflective measurement and formative measurement models were used in this study. First-order latent constructs were evaluated reflectively, while the structural model was evaluated formatively.

3.4.1 Strategic planning

Strategic planning constructs as an exogenous independent latent construct during this investigation were classified into strategic planning and strategic implementation. These are measured through the vision and mission, a comprehensive and structured planning process, SWOT analysis, policies, plans, and objectives, and written statement of the strategy of both are formed as a unidimensional strategic planning first-order reflective construct with five items. This part includes 6 items each one was measured by a Likert-type scale of seven (7) levels (ranging from “1 strongly disagree” to “7 strongly agree”).

3.4.2 Top management support as a mediator

The instruments for measuring different top management support constructs as a second-order construct (Yukl et al., 2002) used in this study including; task, relation, and change behavior have been adopted from well-recognized and well-published studies as a first-order latent construct.

3.2.3 Organizational effectiveness as an endogenous latent construct

These items were selected according to the uniqueness of each item and to maximize the construct's reliability and validity. In this research, the subjective perceptions of heads of departments or units or other employees of local governments were used to evaluate the organizational effectiveness. The organizational effectiveness as a dependent latent construct measured through operations efficiency, quality public services, a quantity of outputs, customer satisfaction, employee satisfaction, and promotion of the social, economic, and environmental of local people. A 7-point interval scale ranging from very dissatisfied= 1 to very satisfied= 7 was asked, and the respondents were asked to identify their local government's organizational effectiveness as compared to other municipal councils (Genc, 2017). Overall local government performance was based on Jaworski and Kohli (1993): The overall organizational effectiveness of my municipality met expectations last year.

3.5 Data analysis

3.5.1 Common method bias (CMB)

To address the issue of common method bias, a complete procedure as recommended by Podsakoff et al. (2003) was adhered to control the common method variance, but also, we performed Harman's single factor test before the main data analyses (Podsakoff et al., 2003). Specifically, all key indicators were subjected to a principal component factor analysis and the results of the analysis suggest that 35% is explained by a single factor, which is less than 50% cut-off point (Podsakoff and Organ, 1986). Podsakoff et al. (2003) argue that Harman's test is insensitive, hence, the claim regarding CMB via this procedure is incomplete. Tehseen et al. (2017) suggest that the researcher should report item level correlation(ILC) instead of PLS estimation. The indicator correlation was produced through PLS Algorithm. The correlations among all indicators were found less than 0.9 as found to be adequate. Hence, this suggests that common method bias is not an issue and is unlikely to jeopardize relationships between latent constructs measured in the current study.

3.5.2 Endogeneity in the study

It is well established that, endogeneity is the crucial issue in strategic management research (He et al., 2015). Top management support may be an exogenous or mediating or endogenous latent construct, thus ignoring endogeneity can cause biased estimations of the parameter. Following contingency theory, this study has developed a model which included a set of interrelated latent constructs at the structural level and tested them statistically. To obtain unbiased estimate endogeneity need to be considered. Jean et al. (2016) outline the causes of endogeneity as:(1) simultaneity or reverse causality, (2) omitted variables, and (3) sample selection bias. To address endogeneity, one should use 2SLS, the independent variable approach suggested by Murray (2006). In conduct 2SLS in IBM SPSS, the researcher should click the menu Analysis > two-stage least squares (2SLS) regression analysis for randomly selected samples. For a non-random selected sample, the Heckman two-step approach may be employed (Jean et al.,2016). Despite, the presence of several procedures to remedy endogeneity problems, extant literature suggests that none of the procedures is a “magic panacea” (Jean et al, 2016). Thus, the researcher has a well-designed model and collected high-quality data to combat potential endogeneity.

3.5.3 Descriptive analysis

Table 1 illustrates the local government respondents in this study in the Dar es Salaam region, Tanzania with descriptive statistics. The study results show 54% are males and 46% are females.

Table 1. Demographic characteristics of the sample.

Demographic characteristics	Numbers	Percent
Respondent's gender		
Female	112	36.8
Male	192	63.2
Respondent's municipality		
Kinondoni	61	20.1
Ilala	89	29.3
Temeke	80	26.3
Ubungo	33	10.9
Kigamboni	41	13.5
Respondent's education		
Diploma	26	8.6
Bachelor's degree	142	46.7
Master	136	44.7
Respondent's age group		
20- 30year	70	23
31-40 years	99	32.6
41-50 years	106	34.9
51-60 years	29	9.5
Respondent's work experience		
0-1 year	7	2.3
2-5 years	22	7.2
6-10 years	179	58.9
11-20 years	93	30.6
21 and over	3	1

3.5.4 Inferential data analysis

We employ PLS-SEM (Wold, 1985) with the SmartPLS 3.2.8 software (Ringle et al.2019) to examine the study theoretical model. PLS-SEM is considered a particularly appropriate procedure because it does not cause nonconvergent results (Henseler et al., 2009). For instance, according to Chin (1998), CB-SEM has distributional constraints (e.g. multivariate normality), the focus of confirming theoretically established relationships and mostly small conceptual models (Chin et al., 2008). PLS path modeling does not have minimum requirements of the restrictive assumptions such as measurement scales, sample size, and distributional assumptions imposed by CB-SEM. Thus, this study uses PLS path modeling instead of CB-SEM as a more appropriate technique for the following reasons: (1) this study focuses on prediction and explaining the variance in key target constructs (e.g., top management support) and overall construct of abstraction (e.g. organizational effectiveness).

The conceptual model indicates a subcomplex structure—contains three series of direct relationship and level of multi-dimensionality (first- and second-order composite constructs) (Chin *et al.*, 2010);the relationship task behavior, relations behavior and change behavior is believed to be in early stage of theory development and thus creates the opportunity where new phenomena are to be explored, very few studies in top management support—none of our themes generated an unmanageably large number of studies (Ashworth et al.,2010); using of latent variables scores in the subsequent analysis of predictive relevance, particularly in the implementation of the two-stage approach for modeling the multi-dimensionality of strategic planning, top management support and organizational effectiveness, thus, finally this study adopts the advantage of PLS Path modeling in terms of less rigorous requirement of restrictive assumption as it enables researchers to create an estimate such models without imposing additional limiting constraints (Ali et al., 2018).

Additionally, PLS path modeling is particularly appropriate because the objective of this study is to predict the endogenous latent variable (organizational effectiveness), as well as to maximize the explained variance of the study's key target endogenous latent variable (Hair et al., 2017). In the next section, we adopt a two-step approach to assess and report the PLS-SEM results. Firstly, we assess and report the results of the measurement model (Hair et al., 2017). Secondly, we assess and report the results of the structural model.

3.6 Evaluation of PLS path models

The assessment of PLS path models target the measurement and the structural model

3.6.1 Assessment of the measurement model

The measurement model, also called the outer model signifies the relationship between indicators and latent construct and indicators (Hair *et al.*, 2017,2022). In the context of PLS-SEM, a latent construct is modeled with either reflective or formative items (Becker *et al.*, 2012). In line with Jarvis' *et al.* (2003) all the three key latent constructs (strategic planning, top management support, and organizational effectiveness) in this study were modeled as a reflective construct. The adequacy of the reflective measurement model in terms of its reliability and validity is determined by examining individual item reliabilities, internal consistency reliabilities, convergent validity, and discriminant validity (Hair *et al.*, 2017). Table III presents measurement model results.

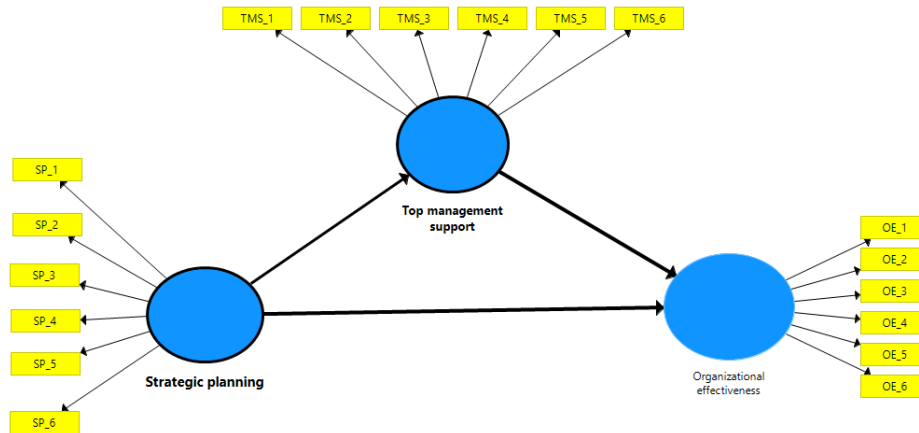


Figure 2: Measurement and theoretical model

3.6.2 Assessment of the structural model

In evaluating the structural model, the researcher investigated the overall fit of the estimated model, the path coefficients parameter estimates, their significance, the coefficient of determination (R^2), the effects size (f^2), Q2, and $PLS_{predict}$.

3.6.2.1 The adequacy of estimated models

The researcher examined the overall fit of the estimated model using the bootstrap procedures by employing the SRMR as a measure of approximate fit to confirm empirical evidence for the proposed theory (Benitez *et al.*, 2019). One of the previously proposed indexes for the PLS-SEM overall model was the Goodness-of-Fit index (GOF). Nevertheless, Henseler and Sarstedt (2013) commented that it is not a better measure since it does not delineate a goodness-of-fit criterion for PLS path modeling, incapable to distinguish valid models from invalid ones, and suggest ignore its application. Then, Henseler *et al.*, (2014) recommended the Standardized Root Mean Square Residual (SRMR), an overall model fit measure employed in CB-SEM. It is the square root of the sum of the squared differences between the empirical and the implied model correlation matrix, thus, the Euclidean distance between the two matrices.

3.6.2.2 Path coefficients and their significance levels

We evaluated path coefficient estimates which are standardized regression coefficients, whose absolute size and sign were tested. These path coefficients are referred to as the change in the endogenous latent construct measured by standard deviation, in an exogenous latent construct was increased by one standard deviation while putting all other antecedent constructs constant or *ceteris paribus*).

3.6.2.3 Assessment of coefficient of determination (R^2)

The coefficient of determination (R^2) is used to evaluate the goodness of fit in regression analysis; thus, it gives the share of variance explained in an endogenous latent construct. Hence, it gives insights into a model's in-sample predictive power (Benitez *et al.*,2019).

3.6.2.4 Assessment effect size f^2

Having achieved the coefficient of determination R^2 , the next assessment is effect size (f^2) as recommended by Hair *et al.* (2017), Cohen (1988) describes f^2 values of 0.02, 0.15, and 0.35 as having small, medium, substantial effects respectively. However, Chin, *et al.* (2003), argue that smallest strength of f^2 of exogenous latent constructs on endogenous latent construct should be considered with an effect. Thus, the effect size f^2 for exogenous constructs could be assessed using the formula below (Hair *et al.*, 2017):

Effect size $f^2 = \frac{R^2_{included} - R^2_{Excluded}}{1 - R^2_{Include}}$

3.6.2.5 Assessment of Predictive relevance

This study additionally evaluated the predictive relevance of the model. It used SmartPLS 3.2.8 blindfolding procedure to determine how the values are assembled around the model. The result of cross-validated redundancy was used because it explains how capable the model is to predict the endogenous constructs. It is believed that any model above “0” has predictive relevance. The calculation of predictive power is given below:

$$Q^2 = 1 - \frac{SSE}{SSO}$$

where SSO (sum of square root observation) and SSE (sum of square root predictive errors)

The Q² is not a measure of out-of-sample prediction, but rather combines aspects of out-of-sample prediction and in-sample explanatory power.

3.6.2.6 Assessment Out-of-Sample predictive power

We employed PLSpredict with 10 folds and one repetition to mimic how the PLS-SEM model was used to predict a new observation. PLSpredict assesses model out-of-sample predictive power, by using the root mean squared error (RMSE), the mean absolute error (MAE), and absolute percentage error (MAE), according to Shmueli et al., 2019, these criteria are compared with naïve benchmark which uses linear regression model (LM). A Q² predict statistic of zero or less indicates low predictive power than naïve benchmarking. Thus, if Q²predict is greater than zero, we should contrast RMSE or MAE Predictive error to the LM. If (1)PLS-SEM for none of the indicators < LM, this signifies model have no predictive power; (2)PLS-SEM < LM for a minority of indicators, this signifies model have a low predictive power; (3) PLS-SEM < LM for the majority of indicators, this signifies model have a medium predictive power; (4) PLS-SEM < LM for all indicators, this signifies model have a medium predictive power.

4. FINDINGS

4.1 Assessment of the Common Method variance (CMV)

We conducted as shown inTable 2, the Harman’s single factor test through SPSS statistical software, Went to Analyze, Dimension reduction, Factor, selected all indicators of our choice, Extraction, Principal Factoring method, select unrotated factor solution and chosen fixed number to extract was 1, chosen none Rotation, then OK. The single factor extracted was 43.47 % of the percentage of the total variance, since was less than 50%, so we concluded that there was no CMV.

Table 2: Total variance explained
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.998	43.472	43.472	9.998	43.472	43.472
2	1.675	7.284	50.756			
3	1.511	6.568	57.323			
4	1.211	5.264	62.588			
5	1.095	4.759	67.347			
6	1.012	4.401	71.748			
7	.930	4.042	75.790			
8	.885	3.846	79.636			
9	.786	3.415	83.052			
10	.668	2.903	85.954			
11	.625	2.715	88.670			
12	.558	2.425	91.094			
13	.554	2.407	93.501			
14	.491	2.135	95.636			
15	.452	1.963	97.600			
16	.303	1.319	98.919			
17	.249	1.081	100.000			
18	1.002E-013	1.007E-013	100.000			
19	1.001E-013	1.006E-013	100.000			
20	1.001E-013	1.002E-013	100.000			
21	1.000E-013	1.002E-013	100.000			
22	1.000E-013	1.000E-013	100.000			
23	-1.001E-013	-1.003E-013	100.000			

Extraction Method: Principal Component Analysis.

As an extra test to remedies CMV, we followed the suggestions by Bagozzi, et al., (1991).

Table 3 shows the intercorrelations among latent constructs and among informants. All latent constructs achieve discriminant validity in that each correlation is much less than 1.00, ranging from. 0.314to. 0.414. The respondents, which correspond to one method, correlate at a low moderate level ($r = .314, .377$ and 0.414), suggesting that they are relatively independent in their assessments.

Table 3: Correlation matrix

	Organizational effectiveness	Strategic planning	Top management support
Organizational effectiveness	1		
Strategic planning	0.414	1	
Top management support	0.377	0.314	1

4.2. Measurement models

The measurement model was validated by evaluating: individual item reliability, reliability of internal consistency of constructs, convergent validity, and discriminant validity.

Item reliability

As illustrated in Table 4, all the item loadings measuring the underlying latent variables are greater than the minimum cut-off value of 0.708 (Hair et al.,2017) indicate the expected sign and are significant at a 5% significance level. Therefore, this suggests satisfactory item reliability in the reflective measurement model and each indicator contributed to its latent construct.

Construct reliability

The results in Table IV show that all the Cronbach’s alpha coefficients and composite reliabilities have more than the minimum cut-off value of .70 and 0.80 respectively. Thus, internal consistency reliability for each reflective construct has been confirmed (Fornell and Larcker, 1981; Hair et al., 2017).

Convergent validity

The goal behind convergent validity is to ensure that the indicators that used in this study reflect effectively their corresponding latent constructs (Fornell and Larcker,1981). The average variance extracted for all latent variables in the reflective measurement model was greater than the minimum cut-off of .50 (Fornell and Larcker,1981), suggesting acceptable convergent validity.

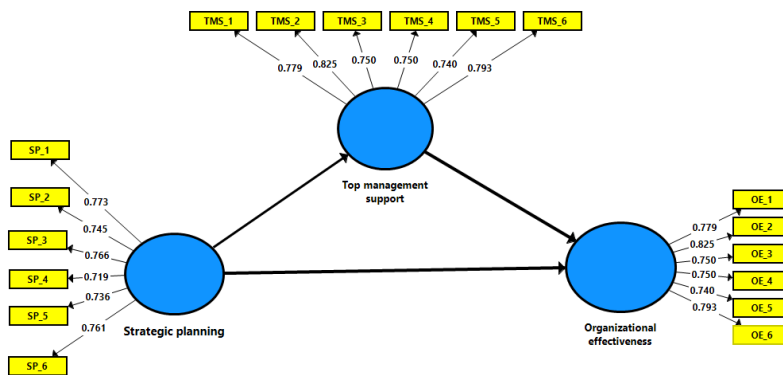


Figure 3: Measurement model outer loadings results

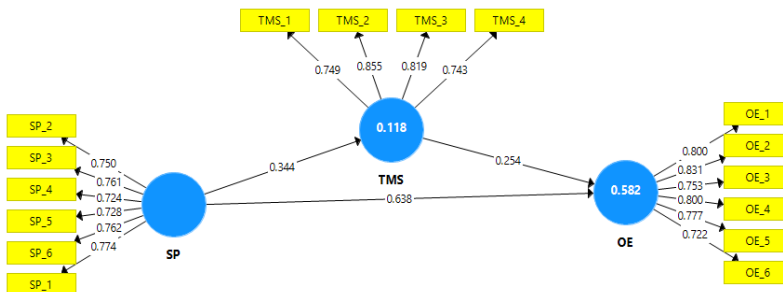


Figure 4: Measurement model after data reduction

Formative Convergent validity

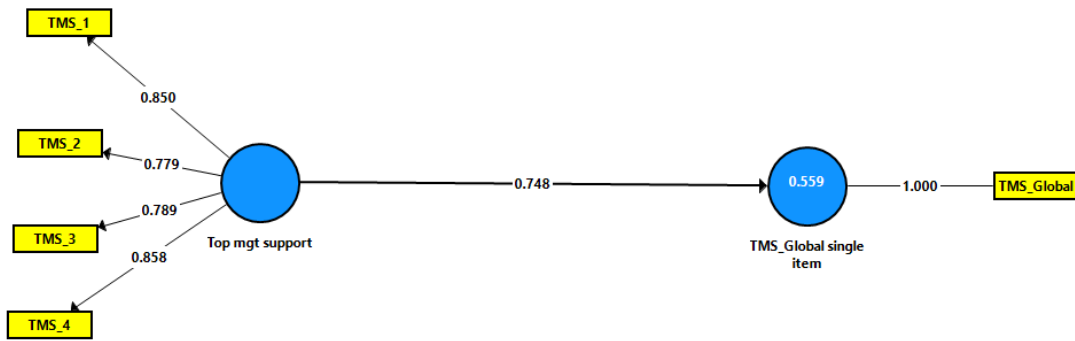


Figure 5: Redundancy analysis

Table 4: Measurement model results

Construct/Indicator	Loadings	Cronbach Alpha	Composite reliability	AVE	VIF	Decision
Organizational effectiveness		0.865	0.899	0.598	1	
OE_1	0.779				1.825	Retained
OE_2	0.825				2.255	Retained
OE_3	0.75				2.034	Retained
OE_4	0.75				2.03	Retained
OE_5	0.74				1.93	Retained
OE_6	0.793				2.069	Retained
Strategic planning		0.884	0.885	0.563	1	Retained
SP_1	0.773				1.758	Retained
SP_2	0.745				1.785	Retained
SP_3	0.766				2.299	Retained
SP_4	0.719				1.848	Retained
SP_5	0.736				2.096	Retained
SP_6	0.761				1.848	Retained
Top management support		0.865	0.894	0.580	1.000	Retained
TMS_1	0.779				1.825	Retained
TMS_2	0.825				2.255	Retained
TMS_3	0.750				2.034	Retained
TMS_4	0.750				2.030	Retained
TMS_5	0.740				1.930	Deleted to improve discriminant validity
TMS_6	0.793				2.069	Deleted to improve discriminant validity

Discriminant Validity

Discriminant validity evaluated whether two latent constructs are statistically different. As illustrated in Table 4, the square root of the AVE for each latent variable in orthogonal is more than the correlation coefficient between latent variables. In Table V, the HTMT of strategic planning to organizational effectiveness was 0.837, top management support to organizational effectiveness was 0.542, and strategic planning to top management support was 0.395 were below the recommended threshold of 0.85 (strictly cut off) or 0.90 (lenient cut off). Additionally, Following Benitez, *et al.*, (2019), the one-sided 95% bias-corrected confidence interval of HTMT does not cover 1, which is significantly different from 1. Thus, a satisfactory discriminant of the measurement has been established.

Table 5: Fornell-Larcker’s criterion results

No	Construct	1	2	3
1	Organizational effectiveness	0.781		
2	Strategic planning	0.725	0.75	
3	Top management support	0.473	0.344	0.793

Note: loadings shown in boldface signify the square root of average variance extracted. Off diagonal elements signify the correlation coefficient among latent variables.

Table 6: HTMT results

	Construct	1	2	3
1	Organizational effectiveness			
2	Strategic planning	0.837		
3	Top management support	0.542	0.395	

After confirming that the indicators of all variables were reliable and valid in the first step, our next step evaluated the results of our structural model and hypothesis testing.

4.3 The Structural Model

The structural model evaluated using five criteria: the path coefficient estimates, their significance, and coefficient of determination (R²) of endogenous latent constructs, the effect size f², prediction relevance Q², and PLSpredict estimates of the path coefficients (Aguinis et al., 2018).

The overall model fits

Table 6 shows a saturated and estimated SRMR value is 0.050 smaller than the cut-off value of 0.058 shows an acceptable overall model fit (Benitez et al., 2019). These values are lower than the cut-off of 0.08 recommended by Hu and Bentler (1999) and)and much smaller than 0.10 suggested by Hair et al.(2017) and Ringle (2016). The model fits for d_G and d_{ULS} In Table VI all values of discrepancy measures were below 95% quantile of their relevant reference distribution (HI₉₅), demonstrating that the estimated model was not rejected at a 5% significance level.

Table 7: Results of Goodness of Overall Model Fits

Relationship	Saturated model	Estimated Model	H1 ₉₅	HI ₉₉
SRMR	0.050	0.050	0.058	0.062
d _{ULS}	0.343	0.343	0.462	0.519
d _G	0.128	0.128	0.153	0.168

Multicollinearity

Before analyzing the results, we first tested if there is a collinearity issue. Results in Table 7 show the Variances Inflation Factor (VIF) values < 3.3 or<5 remaining acceptable for all variable predictors in the model (Hair et al., 2017). Hence, there is no collinearity problem interfering with exogenous latent constructs.

Table 8: Collinearity

Construct	Organizational effectiveness	Top management support
Strategic planning	1.134	1
Top management support	1.134	

Coefficients of determination (R²)

The variance explained by the structural model, Table X, and Figure 10 show, the direct total effect model explains 37.5 % of the total variance in organizational effectiveness. Meaning that the exogenous latent constructs in the structural model explain 37.5 of the variation in Organizational effectiveness. Thus, the coefficient of determination R² also is referred in-sample predictive power, the value of 0.375 can be considered as moderate (Chin, 1998 and Hair et al., 2017).

Effect size f²

Results from f² values in Table X show that all values are greater than zero: values ranging from 0.124–0.892, which are classified as small to large (Cohen, 1988; Hair et al., 2018). Meaning that there is the effect of exogenous latent constructs on the endogenous latent construct.

Predictive relevance (Q²)

Results from Q² values in Table X show that all values are more than zero, thus, there is an in-sample predictive relevance or power of the exogenous latent constructs on endogenous latent construct in the model. Table X indicates Q² value is 0.348, 0.452 strategic planning to organization effectiveness and top management support respectively and from combined strategic planning and top management support to organizational effectiveness was 0.444 which suggest all relationships have medium prediction relevance of the direct effect models (Hair et al., 2018; Henseler et al., 2009).

Out-of-Sample predictive power (PLS predict)

For all indicators in Table 8 illustrates that Q²_{predict} > 0, which suggests that the measurement model has predictive power (Shmueli et al., 2019). The second step was to compare the PLS-SEM RMSE values with the naïve LM benchmarks. The results in Table 8 demonstrates that, PLS-SEM < LM for a majority of indicators, thus indicators in PLS-SEM analysis have yielded smaller prediction errors compared to the LM, which suggests a medium predictive power. We find out that, all endogenous constructs indicators outperform the most naïve benchmark (the training sample 's indicator means) as all the indicators produce Q²_{predict} > 0 (Table 8)

Table 9: Results of PLSpredict value evaluation or all endogenous indicators of measurement model (Original model).

Indicator	PLS-SEM		LM	PLS-SEM-LM RMSE	Outcomes
	RMSE	Q ² predict	RMSE		
OE 1	1.015	0.393	1.004	0.011	PLS-SEM > LM
OE 2	0.8	0.501	0.812	-0.012	PLS-SEM < LM
OE 3	0.925	0.447	0.933	-0.008	PLS-SEM < LM
OE 5	0.983	0.424	0.996	-0.013	PLS-SEM < LM
OE 4	0.952	0.386	0.962	-0.010	PLS-SEM < LM
OE 6	0.857	0.476	0.863	-0.006	PLS-SEM < LM

The study conducted a sample analysis of two indicators consisted of OE_3 and OE_6. The plot in Figures 6 and 7 (left panels) suggest that the PLS-SEM errors are non-normal distribution. That is why we based the prediction assessment on the RMSE. Comparing the RMSE values from the naïve LM benchmark analysis with the PLS-SEM (Table 8), we observe that the naïve LM yield higher prediction errors for the majority of indicators. Thus, we expect and results that suggest that the PLS-SEM model predicts sufficiently well.

Figures 6 and 7 also compare the distribution of OE_3 and OE_6 prediction errors from PLS-SEM (left panels) from the LM (right panels). These panels correspond closely, suggesting that LM and PLS-SEM yield the same prediction errors. Deviations result almost in negative errors from – 0.013 through 0.011, whereas PLS-SEM result prediction errors are likely to reflect the multimodal distribution, whereas the naïve LM does not. Indeed, the results were expected, as PLS modeling analysis considered the mediating effect of the top management support latent construct, while this is not the case for naïve LM benchmark.

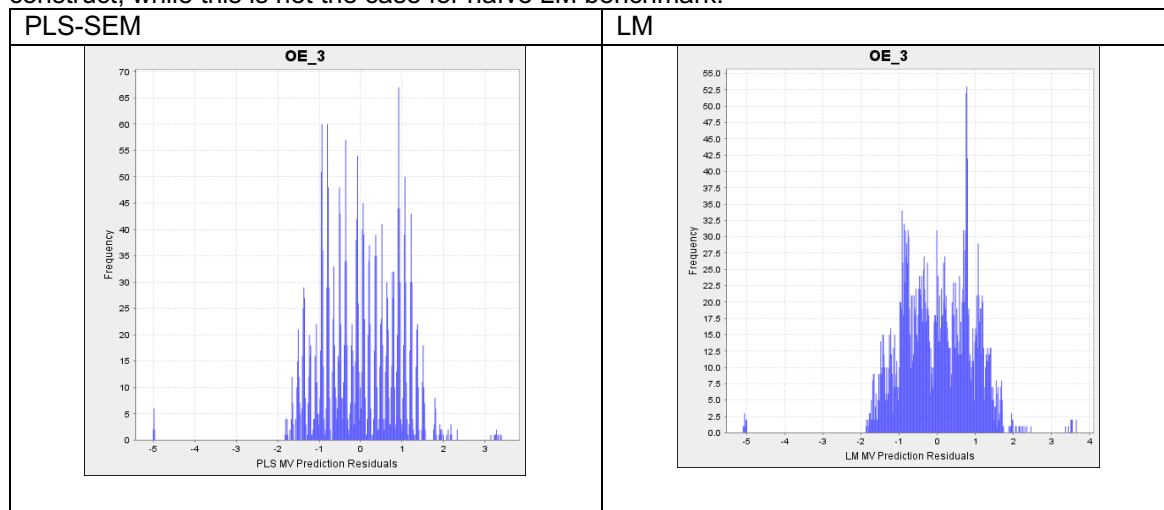


Figure 6: Residual plot of OE_3

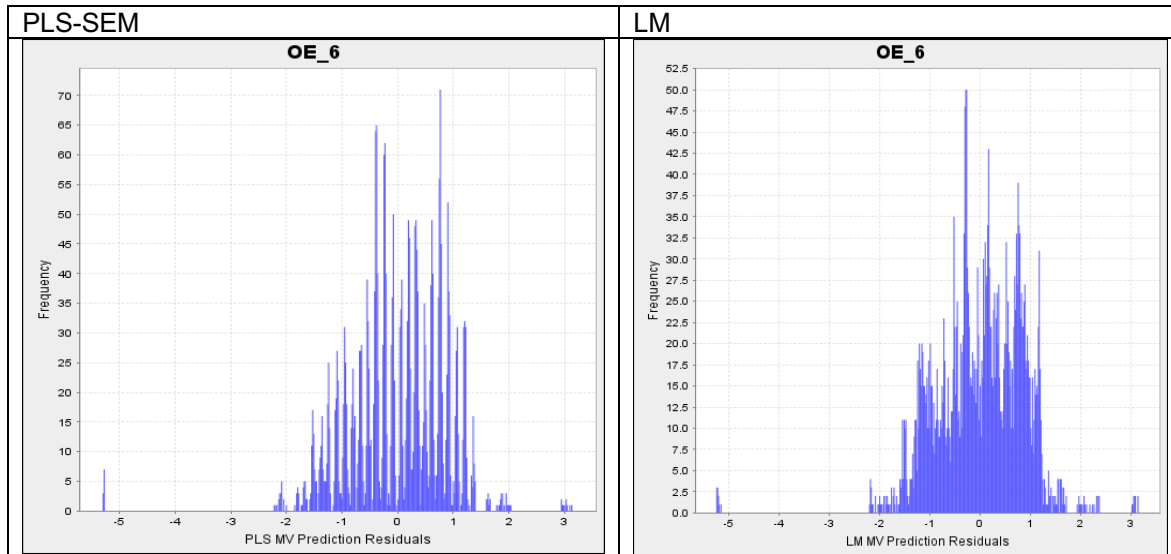


Figure 7: Residual plot of OE_6

The significance value of the SPSS test in Table 9 (Significance less than 0.05) indicates deviation from normality, positively skewed distribution of the PLS-SEM errors which results of the Shapiro-Wilk test with “Lilliefors significance correction” has been applied also support, A Shapiro-Wilk test showed that the test scores were not normally distributed $p = .000$. But visual observation of the prediction errors illustrates that the distribution is not highly non-symmetric.

Table10: SPSS output
Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Efficiency	.224	304	.000	.874	304	.000
Quality	.298	304	.000	.793	304	.000
Quantity	.202	304	.000	.848	304	.000
Cust satisfaction	.278	304	.000	.787	304	.000
Empl_satisfaction	.224	304	.000	.823	304	.000
Wellbeing people	.270	304	.000	.776	304	.000

a. Lilliefors Significance Correction

4.3.4 Results of path coefficient, significance, and hypothesis testing.

In step three, the researcher tested the direct and indirect or quadratic hypotheses, before testing the interaction hypothesis and performing group segmentation comparisons. Hypothesis testing was conducted using a bootstrapping process, with a resample amount of 5,000 and employing a 95% bias-corrected and accelerated (BCa) confidence interval (CI) (Hair *et al.*, 2017). The results of this analysis are presented in Table 10 ,the path coefficients estimate for the hypothesized relationships range from 0.245 to 0.683, and all significant at a 5% significance level. The path coefficients are statistically significantly different from zero because all its p - values are less than 0.05, but also bootstrap bias-corrected confidence interval developed around the estimate does not include the zero.

Concerning the estimates of the path coefficients, Chin (1998) suggests that for a path coefficient to be considered meaningful, it should be at least .20 and preferably above .30. Table 10 and Figure 10 demonstrate direct total effects path coefficients of $\beta = 0.612$. It could be recalled that Hypothesis 1 stated that strategic planning has a positive and significant effect on organizational effectiveness. As can be seen in Table 9, the positive effect of strategic planning on organizational effectiveness was significantly different from zero, 95 % confidence Interval Bias Corrected (0.404:0.768), Point estimate ($\beta = .612$, $p < 0.05$, $t = 6.681$). The results of bootstrapping procedures with 5000 samples and using no sign change option reveal that all the structural model relationships are significant (Shmueli *et al.*, 2019), see Table 10.

Thus, it can be concluded that strategic planning was significantly and positively related to top management support and organizational effectiveness, thereby lending support for Hypothesis 1 and 2, as is the contingency theory proposed by Ginsberg and Venkatraman (1985).

4.3.5 Results of the assessment of mediation effects

The fourth step of our data analysis examined the mediation effect of contingency factor on the strategic planning-organizational effectiveness relationship, to understand the significant role played by contingency factor (Ginsberg and Venkatraman, 1985). We followed the approaches required to fully test the mediation effect are demonstrated by Cepeda *et al.* (2017). Mediation processes consist of one mediating latent construct we refer to simple mediation effect as illustrated in Figure 10. The indirect effect of the causal effect of strategic planning on organizational effectiveness through top management support and its direct effect on organizational effectiveness (path c'), while path b is the effect of top management support on organizational effectiveness partialling out the effect of strategic planning and path a represents the effect of strategic planning on a mediator, top management support.

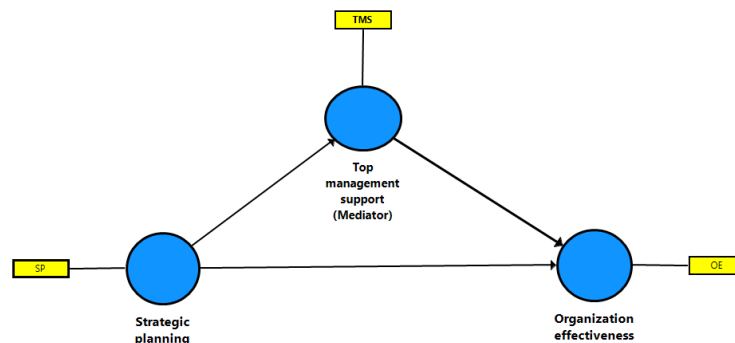


Figure 8: Latent variable score structural model

The total effect of strategic planning on organizational effectiveness is operationalized with unstandardized regression weight c, as illustrated in Figure 9. The total effect of strategic planning on organizational effectiveness is denoted as the sum of direct effect and indirect effects: $c = c' + ab$

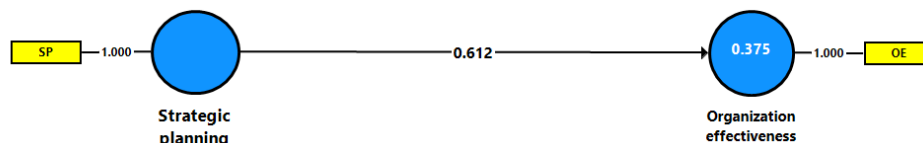


Figure 9: Total effects (c) PLS algorithm for a direct effect, strategic planning affects organizational effectiveness.

Having tested the direct effect model, we then assessed the indirect effect model, which incorporates top management support structural as a mediator latent construct. Figure 10 and Table 10 showed the detailed results of the indirect effect PLS path model. As shown in Figure 10 and Table 10, the coefficient of determination (R^2) of the indirect effect model were 0.446 and 0.444 for top management support and organizational effectiveness, respectively. This demonstrates that the indirect effect model explains 44.6% and 44.4% of the total variances in top management support and organizational effectiveness, respectively, as such these R^2 values of 0.374 and 0.381 can be considered as a medium following Chin (1998) and Hair *et al.* (2018) benchmark for assessing coefficient of determination. Additionally, Table 10 showed that the direct effect size f^2 of strategic planning on top management support was 0.892 can be considered as large and the direct effect size f^2 of top management support on organization effectiveness was 0.124 can be considered as small (Cohen, 1988). Table X10 in a similar vein showed that the Q^2 value for the indirect effect model was 0.452 for top management support and 0.404 for organizational effectiveness, which indicates large prediction relevance (Hair *et al.*, 2018; Henseler et al., 2009). In terms of determining significant effect indirect effect ($a \times b$) of the path coefficients, the indirect effect model showed a path coefficient of 0.204, which has exceeded Chin's (1998) minimum benchmark of 0.20. The bias-corrected CI% for an indirect effect $a \times b$ was (0.168:0.55) it has no zero between these statistics. Thus, lending support for Hypothesis 3. Top management support is partially mediated between strategic planning and organizational effectiveness.

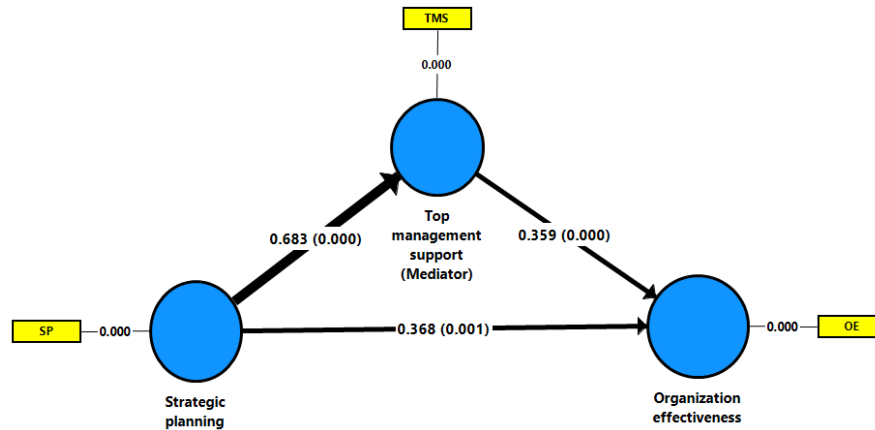


Figure 10: Bootstrapping results for structural latent variable scores

Table 11: Significance testing of the Structural model results

Path	Beta	T-values	P-values	95% CI bias corrected		R ²	f ²	Q ²	Q ² _predict	RMSE (PLS/LM)	Significance (p < 0.05)
				2.5%	97.5%						
Strategic planning -> Organization effectiveness (c-)	0.61	6.68	0.00	0.40	0.76	0.375	0.600	0.348	0.358	0.803	*
Strategic planning -> Top management support (Mediator) (a)	0.683	10.532	0.00	0.539	0.791	0.466	0.892	0.452	0.446	0.747	*
Top management support (Mediator) -> Organization effectiveness (b)	0.359	3.685	0.00	0.168	0.55	0.444	0.124	0.404			*
Strategic planning -> Organization effectiveness (c')	0.368		0.00	0.168	0.606	0.444	0.130	0.404	0.357	0.805	*
Strategic planning -> Top management support (Mediator) -> Organization effectiveness (a x b)	0.245	3.323	0.001	0.113	0.403						*

* P < 0.05 = significant

4.3.6 Results of hypothesis testing

Our results established and confirmed all four of the relationship postulated in the research model (Table 11). We must accept all the hypotheses.

Table 12: Hypothesis testing

Hypothesis	Suggested effects	Path coefficient	t-values (Bootstrap)	Accepted?
H1: strategic planning positively and significantly affects organizational effectiveness	(+)	0.612	6.681	Yes
H2: strategic planning positively and significantly affects top management support	(+)	0.359	10.532	Yes
H3: Top management support positively and significant influences organizational effectiveness	(+)	0.683	3.685	Yes
H4: Top management support positively and significantly mediates the relationship between strategic planning and organizational effectiveness.	(+)	0.245	3.323	Yes

5.0 CONCLUSION

The current paper investigated the relationship between strategic planning and top management support on organizational effectiveness. The results indicate that strategic planning and top management support positively and significantly contribute to organizational effectiveness. The results imply that local governments' heads of departments should understand support from the top management to enhance organizational effectiveness.

Drawing upon contingency theory, the influence of top management as mediating latent construct, and the extant literature on strategic planning and organization effectiveness were developed and tested an organizational effectiveness model in the context of local government authorities in Dar es Salaam, Tanzania. We also attempted to test top management support mediates the effect of strategic planning on organizational effectiveness has been supported by empirical data. Thus, analyses based on 5 LGAs support all the hypothesized relationships in the model.

The finding of this study is supported by the extant literature. Thus, the estimation or theoretical model validates all 4 relationships hypothesized in the study conceptual framework at a 0.05 significance level. With a statistical power of 80%, the R^2 value for the final model hypothesized was 0.444 seems to be an excellent value. The model of Karim, *et al.* (2007) explains 43.9% and 49% of the variance in business process outcomes. In our study, strategic planning and top management support explain 44.4% of the variance in local government organizational effectiveness, which are almost similar Karim's findings. About the best overall fit measures, results indicated that conceptual framework was fit for SRMR, d_{ULS} , and for d_G discrepancy are below the cut off value for SRMR, d_{ULS} , and for d_G suggested by Hair *et al.* (2017), therefore, it is likely that the study model is true.

These findings are particularly interesting for the following reasons. Firstly, as noted at the outset, previous research has established a robust positive association between top management support and Organizational effectiveness (Yu *et al.*, 2004). Hence, the present study provides preliminary support for the generalizability of prior studies linking strategic planning to organizational effectiveness mediated by top management support, which was mostly conducted in western contexts.

5.1 Theoretical implication

Current research made a significant theoretical contribution in terms of critically considering the effect of strategic planning on organizational effectiveness with the involvement of the mediating role of top management support that previous studies ignore. By integrating three latent constructs into one model, the present study has been able to answer further research on these latent constructs. Indeed, in the current study top management supports are employed as mediating latent construct to explain the relationship between strategic planning and organization effectiveness. It considers a theoretical contribution to organizational effectiveness and contingency theory. The present study is a pioneer study that examines the effect of strategic planning on organizational effectiveness with the help of contingency factors, namely top management support as mediating latent construct. In the current study, we have deliberately concentrated on top management support in change, relation, and task behavior. Top management support has partially been used in other studies, up now they yet to be depicted as potential sub latent constructs that can be included to enhance organizational effectiveness.

5.2 Practical implication

The results of the present study have several practical implications for top management in local government authorities. The study illuminated that some items play an important role in influencing organizational effectiveness. For example, strategic planning formulation and implementation significant and positive influence on top management support (mediator) that consequently affects organizational effectiveness. The current study recommends that top management support should focus on task behaviors but should also focus on relationships and change behaviors because employees need tangible and intangible behaviors.

According to contingency theory, organizational contingency factors, such as top management support should "align" effectively with the strategic planning process to attains enhanced organizational effectiveness (Ginsberg and Venkatraman, 1985). The findings illuminated that our results strongly support and confirm the contingency theory. Top management support must "fit" with the strategic planning process to enhance LGAs' organizational effectiveness.

5.3. Limitations

Our study has three important limitations that should be considered. First, the study was conducted in Tanzania that is a developing country and in LGAs. Future studies may consider these latent constructs in countries like Kenya and Uganda. Second, this study was a cross-sectional research design. Indeed, it would be helpful for future studies to conduct longitudinal research design to examine these relationships. Third, our study only

considers contingency factors as a third variable in the strategic planning -organizational effectiveness relationship, while a meta-analysis study conducted by Ginsberg and Venkatraman, (1985); Grewatsch and Kleindienst (2015) highlights many other important mediation latent constructs which also demand consideration in future studies. Finally, despite we have employed prediction and predictive evaluation in this study, PLS prediction applications are still limited. This study has offered an illustration of it useful and contributes to using PLSpredict to enhance researchers' and practitioners' awareness of how to use PLSpredict in the field of strategic management.

PLS-SEM has emerged as a superfine statistical tool for empirical study in strategic management and several other disciplines of the public sector, business, and social sciences studies. To cope with the ever-increasing researchers, demand in terms of scientific rigors, theorists, and methodologists have perpetually been enhancing PLS-SEM. This study assists circulate these improvements and capacitate users of PLS-SEM to be familiar with and accomplish the contemporary theoretical and methodological standards.

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