



The Impact of Strategic Management on the Performance of Organizations in the Libyan Post, Telecommunications and Information Technology Holding Company

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Abstract

Original Research Article

The study aimed to explore the impact of strategic management on organizational performance, while analyzing the mediating role of organizational entrepreneurship. This was conducted through a case study of the Libyan Post, Telecommunications, and Information Technology Holding Company and its subsidiaries. The research problem stems from weak institutional performance within the Libyan telecommunications sector, which results from inadequate application of strategic management and organizational entrepreneurship concepts. The study adopted an analytical descriptive approach and employed a questionnaire as the primary tool for data collection from a study population of 400 individuals, including managers, administrative staff, and department heads. Data was analyzed using SPSS V.25 and AMOS V.24 software. The results revealed a positive correlation between the dimensions of strategic management (preparation, formulation, implementation, and control) and organizational performance, with a correlation coefficient of 86.3%. The study recommended enhancing the application of strategic management within institutions as an effective means to address challenges, intensifying awareness efforts among employees regarding its importance, and ensuring their involvement in formulating and implementing strategic plans, alongside improving internal communication channels. It also emphasized the importance of consulting experts when developing strategies, particularly in a dynamic environment such as the telecommunications sector.

Keywords: Strategic Management, The Performance of Organizations, The Libyan Post, Telecommunications and Information Technology Holding Company.

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INTRODUCTION

Most business organizations nowadays strive to achieve success, excellence, and excellence in all aspects of their business and activities. These organizations compete to achieve outstanding performance that helps them achieve their goals and achieve their vision. Organizations also seek to build a strong and distinguished strategic

position that helps them grow, survive, and improve their performance considering a changing work environment and intense competition for resources (Abu Sheikha et al., 2018). The concept of performance is of great importance in the management of business organizations, as it represents the main motivation for the survival of any organization, and is considered the most contributing factor to



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achieving its main goal, which is survival and continuity.

Organizations' performance refers to the organization's ability to achieve its goals and achieve the desired results. Organizations' performance refers to the results generated by the organization and consists of the way in which it expresses the set of aspects that contribute to achieving the goals set by the organization (Bahja Bin Dahman & Kamal Hosheen, 2021). In addition, the performance of organizations is related to making strategic decisions in order to directly influence the optimal management of human and material resources (Mounir, 2020).

Strategic management refers to the processes and practices that aim to achieve the organization's long-term goals. Strategic management includes setting the vision, mission, and strategic objectives, analyzing the external and internal environment, developing and implementing strategies, and monitoring performance and evaluation. Strategic management relates to the practice of managing organizational resources through integrated planning to achieve the organization's goal. According to a perception (Abdo, 2017), Strategic management is the total sum of a company's resource engineering that aims to ensure the achievement of the company's core objectives by carrying out all planned activities appropriately. This means that strategic management is simply an indispensable process in an organization, and an important factor for achieving performance (Awad et al. 2016). He also considered strategic management as a tool used to exploit an organization's resources by its managers on behalf of its owners to enhance performance.

The Libyan Post, Communications and Information Technology Holding Company faces many challenges, foremost of which is the administrative challenge of the senior management of these companies. The situation is further complicated by a constantly changing business environment, rapid technological evolution and intense competition for resources of all kinds. A study conducted by ESCWA (ESCWA, 2020) indicates that the Telecommunications Holding Company (TC), under whose umbrella the telecommunications companies in Libya are located, suffers from problems caused by the institutional

fragmentation, which has negatively impacted the performance of the sector. In another World Bank study, "Reviewing the Financial Sector in Libya," it was noted that the telecommunications sector is underperforming as a result of serious challenges, most notably the dominance of inefficient state-owned enterprises.

One such challenge is the impact of political turmoil and instability that the country has experienced over the past years, as it has caused the deterioration of telecommunications infrastructure and disrupted the development of the sector (World Bank, 2020). In the same context, the Administrative Control Report for the year (2023) pointed out several shortcomings in the Telecommunications Holding Company, which supervises all telecommunications companies, as the report monitored the poor performance of employees, the disproportionality of the qualifications of some employees with the leadership positions they occupy, in violation of the provisions of the company's administrative regulations, the failure of the company's control authority to hold its meetings every three months at a minimum, the failure to approve the contracts of employees from the office concerned with employment and employment, and their ratification by the Ministry of Labor and Rehabilitation, and the lack of reports Annual competency of performance evaluation of all employees in their personal profiles (Administrative Control Report, 2023, Mansour, 2024).

From this perspective, this study comes to address this problem in the field of strategic management and its impact on the performance of the mentioned company in Libya. It aims to clarify the impact of the application and practice of strategic management on the company's performance. Considering the above, the problem of the study is centered on the following main question:

- What is the impact of strategic management on the performance of organizations in the Libyan Post, Telecommunications and Information Technology Holding Company?

This paper seeks to achieve the following objective: -

- Demonstrating the impact of the dimensions of strategic management (preparation, formulation, implementation, control and evaluation of



strategic management) and the performance of the organizations in the Libyan Post, Communications and Information Technology Holding Company.

This study contributes to enriching the scientific and research aspect of the telecommunications sector, especially in the Libyan context, where telecommunications companies are one of the most important sectors. It also aims to provide exemplary paths for these companies to develop their services and make better

LITERATURE REVIEW

There have been numerous theoretical and applied studies that deal with the study of the relationship between strategic management in its various stages and the performance levels of the institution of various kinds, which proved the difference between the institutions that practice strategic management over those that do not, and which confirmed the existence of a strong positive relationship between the performance of institutions of various types and the adoption and application of the concept of strategic management. The current study aims to identify the impact of strategic management on the performance of organizations, and to achieve this goal, the researcher has reviewed many previous studies and research related to the impact of strategic management on performance.

This study of Al-Dhuwaib, Mouloud Ali Moussa, (2015) aimed to investigate the extent of the application of modern concepts of marketing and strategic planning. In this study, the descriptive-analytical method, and the data collection tool is the questionnaire. The study reached a set of results, the most important of which is that there is an impact of planning elements. Strategic planning strengthens cooperation between the various activities of the organization and contributes to the description of the expected growth of the organization's future.

The study of Fares, Nadine Khaled, (2016) aimed to determine the level of availability of managerial characteristics among managers working in commercial banks in the Gaza Strip, and to determine the reality of strategic planning among managers working in commercial banks in the Gaza Strip and to reveal the relationship between entrepreneurial characteristics and their components and the strategic planning of

managers working in commercial banks in the Gaza Strip. The researcher adopted the descriptive-analytical approach to conduct the study, which is based on describing the phenomenon and then providing explanations related to it, and relied on the questionnaire method to collect data from the study sample. The study concluded with a set of results, the most important of which are: there is a relationship between entrepreneurial characteristics and strategic planning, and the availability of strategic planning was 82.93%, and the level of entrepreneurial characteristics was available at 77.15%.

Al-Akhras, Jabr Sayed Abdullah (2016) aimed to identify the reality of strategic management according to the European model of excellence in the Palestinian government sector, and to identify the reality of administrative creativity in the Palestinian government sector. The researcher used the descriptive-analytical method, an intentional sample was selected, and the researcher used the questionnaire tool to collect data. The study reached a set of results, the most important of which is that the reality of strategic management according to the European model of excellence in the Palestinian government sector came to a moderate degree, as well as the level of creativity in the Palestinian government sector to a great degree, and the existence of a positive relationship between the practice of strategic management according to the European model of excellence and the level of administrative creativity in the government sector Palestinian.

Al-Mutairi, Nawaf Bajad Al-Jibreen (2017) aimed to identify the concept of strategic management, its causes and dimensions, and to clarify the concept of strategic crisis management, its components, its importance, and the necessity of applying it in the educational organizations under study, and to identify the relationship between strategic crisis management and organizational performance. The study concluded that there is no information about performance available through the beneficiaries of its services, which prevents the identification of wasted opportunities as a result of lack of proper planning, and finally, building the strategy needs a long time.



Al-Dirawi Study (2018) aimed to analyze the impact of strategic management on the performance of NGOs operating in the Gaza Strip. The study focused on the dimensions of strategic management, including setting strategic objectives, formulating strategy, implementing it, monitoring and evaluating it. The descriptive-analytical approach was used through the application of a random sample of social organizations operating in the Gaza Strip based on a survey of 250 senior executives and heads of executive boards in NGOs, the study concluded that there is a significant statistical effect between strategic management and the performance of NGOs in the Gaza Strip.

Amr Mohamed Hassan et al. (2019) aimed to study the impact of strategy management on improving the administrative and financial performance of sports institutions. To achieve the objectives of the study, the survey method was used in the theoretical study, and a questionnaire was prepared for a sample of 150 individuals, and statistical analysis was used to verify the validity of the study hypotheses. The study reached the following results: There is a direct relationship with significant significance between the application of strategy management and the improvement of administrative performance. There is also a significant direct relationship between the application of strategy management and the improvement of financial performance.

Al-Ghashami (2023) aimed to explain and analyze the impact of strategic management on the development of the performance of public organizations (Police Academy case study), the study used the descriptive-analytical method to build the theoretical framework, and in the practical and applied part (practical framework). The study adopted the case study methodology and the McKinsey model, and to collect data from the research sample scientifically and referee it, the study used the method of observation with participation and questionnaire as the main tool after and testing its validity and consistency, where the researcher distributed (102) questionnaires to the research sample (senior management and middle management employees in the Academy) from which (81) questionnaires were approved, with a rate of 79.4%.. The study concluded: The lack of strategic management in the police academy is

due to the existence of obstacles, the most important of which is the practice of old administrative methods and an organizational culture that resists development and change. Low and weak level of performance development in the Academy. There is a positive relationship between the practice of strategic management and the development of performance in the Academy, and that there is a great role for the practice of strategic management in developing the performance of the Academy.

Khannous & Taeb (2024), aimed to determine the extent to which strategic management, as a management approach, contributes to improving the performance of institutions. The Abdelhafid Bou Souf University Center was chosen as a field of study, and adopted a descriptive-analytical approach, using interviews and reviewing a set of documents related to the subject. The results showed that strategic management contributes effectively and highly to raising the level of the organization's performance. Hence, this department should be effectively adopted, regardless of the type or nature of the organization, to enhance its development and keep pace with the continuous developments in its field of work.

Al-Zazai Study (2024), aimed to explore the role of strategic management in improving the level of institutional performance in the Youth and Sports Office, as one of the government organizations in Taiz Governorate, Yemen. To achieve the objectives of the study and test its hypotheses, the researcher followed the descriptive-analytical method, using the questionnaire as a tool for data collection. The questionnaire was distributed to the study population of 87 staff members in the office. The researcher used a set of statistical methods appropriate to the nature of the data and the study variables, including (IBMSPSSV.24) and (SMART) software. The study reached several results, most notably the existence of a statistically significant impact relationship between the dimensions of strategic management and the dimensions of institutional performance. The results also indicated a significant impact of strategic management on institutional performance, and that the level of application of strategic management dimensions in the Youth and Sports Office was medium, as well as the



level of application of institutional performance dimensions.

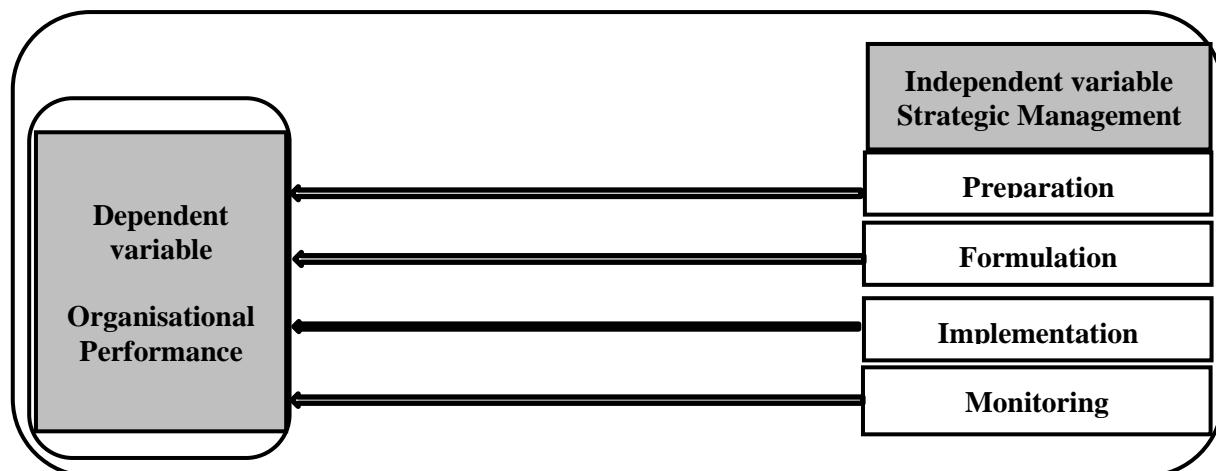
The present study deals with strategic management and organizational performance as main variables and interrelated sub-dimensions and seeks to provide a comprehensive view of the effective relationship between them in enhancing performance.

The researcher concludes through his analysis of the previous studies with the results of his comparison of the objectives of his study, that the main gap is that the previous studies did not address all the dimensions of strategic management and the study of its relationship with the performance of organizations, as it is considered one of the few studies to the researcher's knowledge in the company Libyan Post, Communications and Information Technology Holding and its subsidiaries, and from here we will clarify a summary of a set of points that reinforce the research gap and clarify the points of excellence of the current study, which are as follows: The present study sought to diagnose the reality of strategic management in the new geographical center (the State of Libya) to knowing the truth of this reality and seeking to develop it. Previous studies focused on one or more aspects of strategic management concepts, knowing that the current study dealt with the components and elements of strategic management in full.

STUDY MODEL

Based on the theoretical study like the previous studies related to the subject of this study, and in light of the problematic of the study, its hypotheses and objectives, and after consulting with experienced professors, a model of the study was formed, which is based on a basic idea about the impact of strategic management in its dimensions on the performance of organizations. The construction of this model was based on an integrated theoretical framework, which embodies the hypothetical causal relationships between the main research variables and provides a clear picture of how the dimensions of strategic management (e.g., environmental analysis, strategy formulation, implementation, and evaluation) interact with organizational performance indicators (e.g., profitability, growth, efficiency, and job satisfaction). The model also aims to provide an analytical diagram that connects the theoretical and applied aspects of the study, and represents a procedural guide whose relationships can be tested through field evidence. This model will be used as a frame of reference to guide subsequent stages of analysis, and to identify measurable indicators that the study will rely on to collect data and interpret the results. It will also contribute to determining the nature of the relationships between variables and developing logical explanations for any effect or correlation that may be detected. Figure (1) illustrates this model.

Figure (1)
The study model



Source: The model is designed by the researcher based on: -

Dimensions of the Independent Variable (Strategic Management) (Ibrahim & Musa, 2020), (Phina, 2020).

Dimensions of the dependent variable (performance of organizations): (Siam, 2010), (Jarrar, Dweikat, 2013), (Al-Amin, 2011), ((Ezeanolue, 2022)

METHODOLOGY

This section deals with a description of the methodology used, the population and sample of the study, as well as the study tool used, the method of preparing it, how to build and develop it, and the extent of its validity and consistency. A detailed description of these procedures is provided below.

STUDY METHOD

To achieve the objective of the paper, the researcher used the descriptive-analytical method through which he tries to describe the phenomenon under study, the relationship between its components and the opinions about which the processes it contains and the effects that limit it.

STUDY POPULATION AND SAMPLE

A. Study Population:

The study population consists of all employees of the Libyan Post, Communications and Information Technology Holding Company, which is the government entity supervising the telecommunications sector, which includes the following subsidiaries: New Orbit Company, Libyana Mobile Phone Company, Libya Communications and Technology Company, Libya Telephone Company, Libya Post Company and Telecommunications Company Libyan International, New Generation Technology Company, Al-Buniya Investment and Services Company. The study aims to highlight the impact of strategic management on the performance of organizations in the Libyan Post, Telecommunications and Information Technology Holding Company. The study population is 400 directors, senior management staff, and heads of departments in these companies.

B. Study Sample:

Due to the small size of the study population, the sample consisted of all members of the original community, consisting of individuals working in

senior management, including the officials (managers) of the upper and middle departments in these companies in the capital, Tripoli, as it consists of (the chairman of the board of directors, members of the board of directors, the general manager, and the directors of departments) of the above-mentioned companies. This is because senior management expresses the set of functions and tasks performed by individuals at the highest levels of organizations (CEOs, General Managers) that are relied upon to achieve goals that have strategic results for the organization (El-Ghazawi, 2021). Due to the small size of the study population, the sample consisted of all members of the original community, where (400) questionnaires were distributed to the study population, and (299) questionnaires were retrieved with a rate of 75%.

STUDY INSTRUMENT AND DATA COLLECTION PROCEDURES

The study used the questionnaire as the main tool for data collection, as the questionnaire is one of the most used data collection tools in strategic management and performance studies of organizations, due to its ability to collect reliable quantitative data from a wide sample, and analyze the relationship between variables in an accurate statistical way (Al-Shammary, 2024).

Validity and consistency of the study tool.

The truthfulness of the questionnaire means "that the questionnaire measures what it is designed to measure" (Al-Jarjawi, 2010) and honesty means "the inclusion of all the elements that must be included in the analysis on the one hand, and the clarity of its paragraphs and vocabulary on the other hand, so that it is understandable to all who use it".

Reliability:

The consistency of the questionnaire is meant to give the same results if it is repeated several times in a row, and it also means to what extent the scale gives close readings each time it is used,



or the degree of consistency, consistency and continuity when it is used repeatedly at different times (Al-Jarjawi, 2010), and this was done on the survey sample of 40 items. The researcher

verified the stability of the study resolution through Cronbach's Alpha Coefficient and the results were as shown in Table(1)

Table (1)
Cronbach's alpha coefficient to measure resolution stability

Domain	Self-Honesty*	Cronbach's alpha coefficient
Organisational Performance	.964	.895
Efficiency	.898	.808
Effectiveness	.881	0.777
Strategic management.	.813	.661
Preparing for Strategic Management	.803	.646
Strategic Management Formulation	.777	.605
Implementing Strategic Management	.813	.661
Strategic Management Monitoring and Evaluation	.824	.680
All Fields Together	.931	.868

*Self-truthfulness = positive square root of Cronbach's alpha coefficient

It is clear from the results shown in Table (1) that the value of Cronbach's alpha coefficient is high for each domain, ranging between (0.64 and 0.89), while it reached (0.86) for all items of the questionnaire. Also, the value of self-truthfulness is high for each domain, ranging between (0.77 and 0.96), while it reached (0.93) for all items of the questionnaire, and this means that the stability is high and statistically

significant. Thus, the questionnaire in its final form as in

Appendix (1) is distributable. The researcher has verified the truthfulness and consistency of the questionnaire of the study, which makes him fully confident in the validity of the questionnaire and its validity to analyze the results, answer the questions of the study, and test its hypotheses.

Analysis of Research Findings

1.4 Distribution of sample characteristics.

1- Distribution of the study sample by gender.

Table (2)
Distribution of the study sample by sex

Sex	Percentage	Number
male	89.6	268
female	10.4	31



Total	100.0	299
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2 . Distribution of the study sample by age.

Table (3)
Distribution of the study sample by age

Age	Percentage	Number
Under 30 years	15.7	47
to 30 to 40 years	25.1	75
to 50 years 41	34.4	103
to 60 years old 51	16.4	49
Over 60 years	8.4	25
Total	100.0	299

It is clear from Table (3) that 15.7% of the study sample are under the age of 30 years, 25.1% are between the ages of 30 and 40 years, 34.4% are between the ages of 41 and 50 years, 16.4% are between the ages of 51 and 60 years, and 8.4% are over the age of 60 years. Therefore, about 85% of the study sample is between the ages of 30 to 60 years and above, and this is justified and logical because the target group is a chairman, board member, executive director, or deputy executive director, and it is natural that the people who occupy these positions are in that age

group, because their managerial positions require them to have a lot of client and life experience.

The percentage of individuals under the age of 30 was 15.7%, which is also logical because the Libyan society is an educated society and the percentage of holders of higher degrees is rather large, and there is a percentage of holders of a higher degree and young people in Libya who head positions in telecommunications companies.

3- Distribution of the study sample according to marital status.

Table (4)
Distribution of the study sample by marital status

Gender	Percentage	Number
Married	81.2	243
Single	17.7	53
Divorced	0.006	2
Widowed	0.003	1
Total	100.0	299



It is clear from the table of distribution of the study sample by marital status that 81.2% of the participants are married, while 17.7% are single, 0.6% are divorced, and 0.3% are widows, for a total of 299 individuals.

These findings suggest that most study participants are married, which may reflect the

socioeconomic stability of these individuals. This stability can have a positive impact on job performance, as it is known that married individuals often take on more family responsibilities, which can enhance their commitment and stability at work.

4- Distribution of the study sample according to the academic qualification.

Table (5)

Distribution of the study sample by academic qualification

Academic Qualification	Percentage	Number
Intermediate Diploma	1.3	4
Bachelor's Degree	72.9	218
Higher Diploma	2	6
Master's Degree	18.4	55
Doctorate	5.4	16
Total	100.0	299

It is shown from Table (5) 1.3% of the study sample have an intermediate diploma, 72.9% have a bachelor's degree, 18.4% have a master's degree, and 5.4% have a doctorate.

The target group is those who occupy senior managerial positions, and therefore their academic qualifications should not be less than a bachelor's degree, and it is not necessary for their practical degrees to exceed this qualification because of the practical experience and life knowledge these jobs require, and the bachelor's degree represents the minimum required of those experiences and knowledge, and therefore the percentage of bachelor's holders was 72.9%.

Based on the above, it can be said that the distribution of the study sample by academic qualification shows that most individuals in senior management positions hold a bachelor's degree, which reflects the importance of education in achieving career success.

The high percentage of bachelor's degree can also be explained by being the most compatible qualification with the requirements of the labor market in the sector under study, as it combines sufficient theoretical foundation and flexibility to gain applied experience. On the other hand, the observed percentages of master's and doctoral holders indicate that a sector of leaders is moving towards specialization and in-depth research, which enriches the administrative environment with methodological knowledge and the ability to deal with strategic complexities.

This diversity of academic qualifications represents a wealth of knowledge for the Organization that can be invested in strengthening strategic planning and decision-making processes. It also emphasizes the need to adopt flexible management policies that take advantage of the diverse strengths of leaders from different academic backgrounds.



5. Distribution of the study sample according to the job title.

Table (6)

Distribution of the study sample by job title

Job Title	Percentage	Number
Chairman of the Board	1.3	4
Vice Chairman of the Board	2.3	7
Board Member	9.4	28
Chief Executive Officer (CEO)	2.3	7
Department Manager	11.4	34
Department Head	32.4	97
Unit Head	40.8	122
Total	100.0	299

It is clear from Table (6) that 1.3% of the study sample have a job title as Chairman of the Board of Directors, 2.3% as Vice Chairman of the Board of Directors, 2.3% as Executive Director, 11.4% as Director of Management, 32.4% as Head of Department, and 40.8% as Head of Department. % of their job title is the head of the

unit. It is clear from the above that 2.3% of the study sample is an executive director, and the executive director is the one who manages the business with broad powers to conduct these businesses, while the chairman or board member is more supervisory and often does not require their presence in organizations.

6. Distribute the study sample according to the number of years of experience in the organization.

Table (7)

Distribution of the study sample according to the number of years of experience in organizations

Number of years of experience in the organization	Percentage	Number
Less than 5 years	31.1	93
6 to 10 years	28.4	85
11 to 15 years	14	42
16 to 20 years	14	42
More than 20 years	12.4	37
Total	100.0	299

It is clear from Table (7) that 31.1% of the study sample have years of experience in companies less than 5 years, 28.4% have years of experience in organizations ranging from 6 to 10 years, 14% have years of experience in organizations

ranging from 11 to 15 and 16 to 20 years respectively, while 12.4% have more than 20 years of experience in organizations. The above table shows that 28.4% of the study sample have 5 years of experience and 10 years or more, and



this level of experience is essential for the jobs held by the sample members and the nature of the tasks and responsibilities associated with them.

Based on the above, it can be said that the distribution of the study sample by number of years of experience shows that most of the individuals in the sample have between 5 and 10 years of experience, which is considered an essential level in managerial positions. While the limited number of individuals with long experience shows the need to strengthen training and development programs to ensure the availability of qualified leaders in the future. This requires effective strategies to develop skills and foster work environments that support learning and growth.

2.4 Presentation and Analysis of Findings Pertaining to Research Question.

1- Analysis of the themes of the questionnaire.

To analyze the paragraphs of the T questionnaire, the arithmetic and relative mean, standard deviation and the T-test of one sample were used to find out whether the average response score reached the mean degree of agreement of 3 or

not. If the SIG < is 0.05 (Sig is less than 0.005), then the average opinion of individuals about the phenomenon in question is not substantially different from the average agree, which is 3, but if the SIG is 3, then the SIG is not substantially different from the average agree, which is 3. > 0.05 (SIG greater than 0.005), the average of the opinions of individuals is substantially different from the average approval score, in which case it can be determined whether the average answer is substantially higher or lower than the average approval score. This is through the test value, and if the test value is positive, it means that the arithmetic mean of the answer is higher than the average approval score and vice versa.

ANALYSIS OF THE "ORGANIZATIONS' PERFORMANCE"

Analysis of the paragraphs in the field of "Organizational Performance" (Efficiency).

The arithmetic mean, relative and standard deviation of the T-test were used to determine whether the average response score reached the mean approval score of 3 or not. The results are shown in Table (8).

Table (8)

Arithmetic and relative means, standard deviation, and T-test for each of the paragraphs of the field of "performance of systems efficiency"

Order	Probability value). Sig(The value of the test	Relative arithmetic average	Standard deviation	Arithmetic Average	Paragraph	M
4	*0.000	44.06	84.4	0.46	4.24	The organization invests its financial and human resources in an optimal way to achieve its goals	.1
3	*0.000	42.22	85.0	0.51	4.25	It shall carry out its activities in an appropriate manner that is commensurate with the outputs of these activities	.2



2	*0.000	42.43	85.4	0.50	4.27	It implements its plans and activities in a sufficient period .of time	.3
1	*0.000	71.02	95.0	0.42	4.75	The outputs of the programs and activities are commensurate with the size of the organization's .employees	.4
3	*0.000	42.22	85.0	0.51	4.25	Provides the necessary communication channels to ensure that its objectives are .accurately achieved	.5
	*0.000	63.29	86.8	0.36	4.34	All Domain Items Together	

* The arithmetic mean is statistically significant at the significance level of $\geq 0.05 \alpha$.

From Table (8), the following can be deduced:

The arithmetic average of the paragraph "The outputs of programs and activities are appropriate to the size of the organization's employees" is equal to 7.4 (the overall score of 5), i.e. the relative arithmetic average is 95.0, the test value is 71.02, and the probability value is 71.02. (Sig) is equal to 0.000, so this paragraph is considered statistically significant at the significance level of $0.05 \geq \alpha$, which indicates that the average degree of response to this paragraph has exceeded the average approval score of 3, which means that there is a very high degree of approval by the sample members on this paragraph, and this shows that the most important performance indicators in organizations are the compatibility of the outputs of programs and activities with the size of the organization's employees. This means that the Libyan Post, Telecommunications and Information Technology Holding Company Its subsidiaries are keen to provide their services to the target groups.

The arithmetic average of the paragraph "The organization invests its financial and human resources in an optimal way to achieve its goals" is 4.24, i.e. the relative arithmetic average is 84.4%, the test value is 44.06, and the probability value is 44.06. (Sig) is equal to 0.000, so this paragraph is considered a statistical function at the significance level of $0.05 \geq \alpha$, which shows that the average response score of this paragraph has exceeded the average approval score of 3, which means that there is a great degree of approval by the sample members on this paragraph, and this is justified due to the urgent need of the Libyan Post, Telecommunications and Information Technology Holding Company and its subsidiaries for changes due to the speed of changes at all levels in Libya. In general, it can be said that the arithmetic mean is 4.34, the relative arithmetic mean is 86.8%, the test value is 63.29, and the probability value is equal to 86.8%. (Sig) is equal to 0.000, so the "competency" domain is statistically significant at the significance level of $0.05 \geq \alpha$, which



indicates that the average response score of this field is fundamentally different from the average approval score of 3, which means that there is a high degree of agreement by the sample members on the paragraphs of this field.

Analysis of the paragraphs of the "effectiveness" field.

The arithmetic mean, relative and standard deviation were used to test whether the mean response score reached the mean agreement score of 3 or not. The results are shown in C in Table 9.

Table (9)

The arithmetic average, relative average, standard deviation, and T-test for each of the "effectiveness" field paragraphs

Order	Probability value). Sig(The value of the test	Relative arithmetic average	Deviation Normative	Arithmetic Average	Paragraph	M
2	*0.000	48.38	0.868	0.51	4.34	The organization is keen to achieve its set goals.	.1
3	*0.000	42.18	0.85	0.51	4.25	New risks are avoided during the implementation of their programs.	.2
1	*0.000	45.03	0.86	0.47	4.32	It continuously follows up its programs and works to achieve development for the target groups.	.3
4	*0.000	43.94	0.84	0.48	4.24	Its procedures and processes are developed in light of its understanding of the surrounding environmental.	.4
5	*0.000	44.06	0.85	0.49	4.25	It is keen to achieve job satisfaction for all its employees.	.5
	*0.000	61.54	0.856	0.36	4.28	All the fields together	

* The arithmetic mean is statistically significant at the significance level of $0.05 \geq \alpha$.

From Table (9), the following can be deduced:

The arithmetic average of the first paragraph, the organization is keen to achieve its goals equal to 4.42 (the total score of 5), that is, the relative arithmetic average is 0.86, and the test value is

48.38, and the probability value is equal to 0.000, so this paragraph is considered a statistical function at the significance level of 0.05, which indicates that the average response score in normal for this paragraph is more than the



average degree of approval, which is 3, and this means that there is a very high degree of agreement by the sample members, and this shows that The company is keen to achieve its goals, which is a proof of the company's keenness to continue providing its services to its target groups , and the company's keenness to have written and clear strategic goals as an expected result in the presence of strategic plans.

The arithmetic average of the fourth paragraph "its procedures and processes are developed in the light of its understanding of the surrounding conditions" is equal to 4.24, i.e. the relative arithmetic average is equal to 0.84, the test value is 43.94, and the probability value is equal to 0.000, so this paragraph is considered a statistical function with a significance level of 0.05, which indicates that the average degree of response to this paragraph has exceeded the average degree of approval, which is 3, and this means that there is a great degree of agreement by the sample members on this paragraph, it is low. Somewhat compared to achieving the goals of companies, this is due to the degree of companies' awareness that there is a difference between them, and that the goals must be ambitious and achieve with the long term, as well as due to the rapid changes in the labor market inside Libya, specifically due to the unstable security situation, which resulted in repeated wars, which made the focus of companies on achieving the goals greater than achieving their procedures and operations.

In general, it can be said that the arithmetic mean is equal to 4.28, the relative arithmetic mean is equal to 0.85 , the test value is 61.54, and the probability value is equal to 0.000, so the area of effectiveness is considered statistically significant at the significance level of 0.05,

which indicates that the average degree of response to this field is fundamentally different from the average degree of approval, which is 3, and this means that there is a great degree of agreement by the sample members on the paragraphs of this field. The researcher believes that there is a consensus among the respondents on the importance of effectiveness as an element of the performance of the Libyan Post, Telecommunications and Information Technology Holding Company and its subsidiaries , by avoiding the company from being exposed to new risks during the implementation of its programs, following up on its programs continuously, and the company's keenness to achieve development for the target groups, and the company's development of its procedures and operations in light of its understanding of the market reality, and the company's keenness to achieve job satisfaction for all employees.

These findings are consistent with studies such as Raduwan et al, (2008), Robert and Peter (2012), Alaka, et al., (2011), and Mansour, 2016. These studies confirmed that performance effectiveness is achieved when the organization succeeds in achieving its goals and the rate of achieving the goals is high.

Analysis of the "Strategic Management"

Analyze the paragraphs of the "Preparing for Strategic Management"

Arithmetic mean, relative mean, standard deviation, and T-test were used to determine whether the average response score reached the median approval score of 3. The results are shown in Table 10.



Table (10)

Arithmetic and relative mean, standard deviation, and T-test for each of the paragraphs of the "Preparation for Strategic Management" field

Order	Value Probability .). Sig(The value of the test	Relative arithmetic average	Standard deviation	Arithmetic Average	Paragraph	M
4	*0.000	48.83	0.864	0.47	4.32	The organization develops a written strategic plan	.1
2	*0.000	53.90	0.90	0.49	4.50	It studies the internal environment to identify strengths and weaknesses and study the external environment to identify opportunities and threats	.2
3	*0.000	46.60	0.892	0.54	4.46	The organization develops a set of appropriate policies and procedures necessary to implement activities and achieve planned outcomes	.3
1	*0.000	54.18	0.91	0.49	4.55	Selects strategies in line with its vision, mission and planned goals	.4
5	*0.000	52.27	0.81	0.51	4.05	The organization introduces staff opinions and suggestions when developing its plans	.5
	*0.000	80.03	0.8752	0.32	4.37	All Domain Paragraphs Together	



From Table 10 the following can be deduced:

The arithmetic average of the fourth paragraph "Strategies are chosen in line with their vision, mission and planned goals" is equal to 4.55 (the overall score of 5) i.e. the relative arithmetic average is 0.91, the test value is 54.18 and the probability value is equal to 0.000, so this paragraph is considered a statistical function at the significance level of 0.05, which indicates that the average response score of this paragraph has exceeded the average degree of approval which is 3, which means that there is a very high degree of agreement by the sample members on this paragraph.

This is because companies usually develop their strategies based on the vision and convictions of their senior management and boards of directors, which relate to their expected performance in the medium and long term.

The arithmetic average of the fifth paragraph "The organization extrapolates the opinions and suggestions of the employees to develop its plans" is equal to 4.05, i.e. the relative arithmetic average is 0.81, the test value is 52.27, and the probability value is equal to 0.000, so this paragraph is considered a statistical function at the significance level of 0.05, which indicates that the average response score in this paragraph has exceeded the average degree of agreement which is 3, which means that there is a great degree of agreement by the sample members on this paragraph, according to the researcher's analysis, the pattern the bureaucracy followed by the management leadership in these companies leads to a major problem.

In general, it can be said that the arithmetic mean is equal to 4.37, and the relative arithmetic mean is equal to 87% of the test value of 80.03, and that the probability value is equal to 0.000, so the field of preparation for strategic management is considered statistically significant at the significance level of 0.05, which indicates that the average response scores for this field is fundamentally different from the average degree of approval, which is three, which means that there is a great degree of agreement by the sample members on the paragraphs of this field.

The researcher believes that there is a consensus among the researchers on the importance of preparing strategic management. This consists of companies developing a written strategic plan, studying the internal environment to identify strengths and weaknesses, as well as studying the external environment to identify opportunities and risks.

It also includes the development of a set of appropriate policies and procedures for organizations to implement activities and achieve the desired results. In addition, it involves organizations soliciting staff feedback and suggestions when developing plans and involving all levels of management in the strategic management process.

These results are consistent with the study of (Sabri, 2010). Studies have confirmed that preparation for strategic management is the organization's choice of strategies that are in line with its vision and goals. This also includes linking performance appraisal to clear and specific goals.

TESTING THE HYPOTHESES OF THE STUDY

Normal distribution test.

Before hypothesis testing is performed that the normal distribution of data has been verified, a data distribution test is used to determine whether it follows a normal distribution, which is essential for the application of statistical tests such as the regression analysis test. These tests require that the data be naturally distributed. Therefore, the researcher performed the Kolmogorov-Smirnov test, to verify the nature of the data distribution. The following two hypotheses were made: -

Nothingness hypothesis (H0): The data follows a natural distribution.

Alternative hypothesis (H1): The data do not follow a normal distribution.

The following table shows the results.



Table (11)
Kolmogorov-Smirnov Test Results

Factor	Decision	Statistical Significance Value (p-value)	Kolmogorov-Smirnov z-value
Preparing for Strategic Management	Not Significant	1.32	1.15
Strategic Management Formulation	Not Significant	1.26	1.11
Implementing Strategic Management	Not Significant	0.23	1.04
Strategic Management Monitoring and Evaluation	Not Significant	1.41	1.83
Total Dimensions of Strategic Management	Not Significant	1.48	1.83
Organisational Performance	Not Significant	0.21	1.09

From the previous table, the statistical significance values of the Kolmogorov-Smirnov test for each of the axes of the resolution are greater than (0.05). Thus, it can be concluded that the data follows the normal distribution. This allows for the use of parametric statistical methods (e.g., T, F and Pearson coefficients) that assume a normal distribution of data on an arithmetic basis, thereby enhancing the reliability of the results and the accuracy of statistical inference.

To test the first hypothesis, we used multiple linear regression equations, by verifying the validity of the study model to test the first hypothesis based on the values of (F), as well as testing the correlation between the independent variables combined and the dependent variable, and the Pearson linear correlation coefficient was also used to measure the correlation between each independent variable separately and the dependent variable.

Then, determining the impact of strategic management in its different dimensions on the

level of performance based on the values of (T) and regression coefficients.

The main hypothesis: There is a statistically significant effect of strategic management in terms of its dimensions on the performance of the organizations in the Libyan Post, Telecommunications and Information Technology Holding Company.

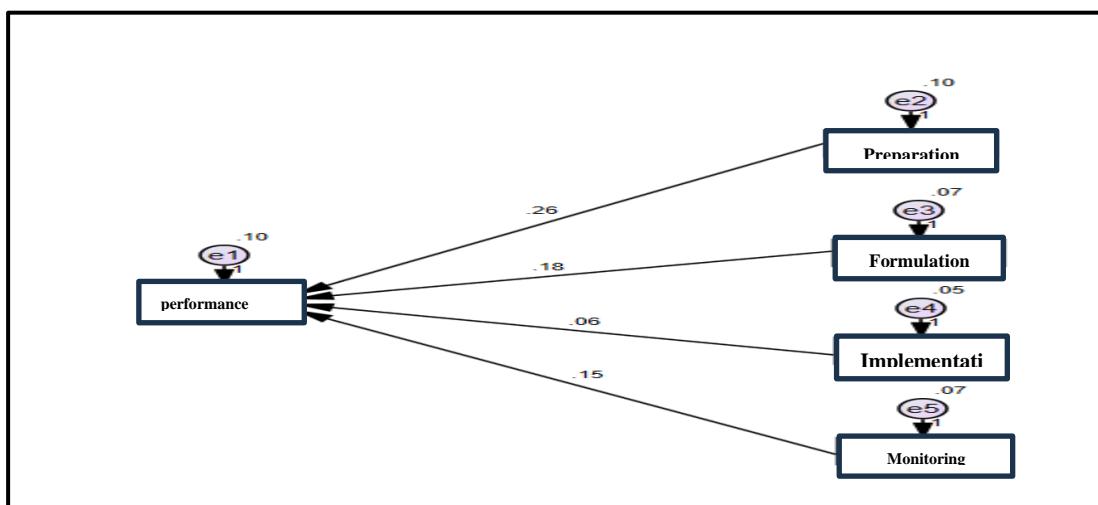
To test this hypothesis, multiple linear regression and Pearson's correlation coefficient were used, to determine the extent of an impact and a statistically significant relationship between strategic management in terms of its dimensions and the performance of the organization in terms of its dimensions in the Libyan Post, Telecommunications and Information Technology Holding Company. The predictive strength of the model was evaluated by the coefficient of determination (R^2) to understand the percentage of variation in performance explained by the dimensions combined.



Table (12)
Linear Regression Analysis - Hypothesis I

Independent variables	Probability value Sig.	T-test value	Regression coefficients
Constant	0.00	3.68	1.47
Strategic Management Setup1x	0.01	4.141	0.263
Formulating Strategic Management 2x	0.04	1.888	0.180
3x Strategic Management App	0.05	0.550	0.061
Strategic Management Control & Evaluation x4	0.07	1.503	0.153
	Determining coefficient = 0.16		Correlation coefficient = 0.40
	Probability value = 0.000		Test Value F = 13.88

Figure (2)
The Constructivist Model of the First Hypothesis



Source: Student Preparation, Results of Statistical Analysis Using AMOS Software.

To test this main hypothesis, multiple linear regression was used to determine the impact of strategic management in terms of its dimensions on the performance of the Libyan Post, Telecommunications and Information Technology Holding Company in Libya, and it was found that the following:

The correlation coefficient is 0.40, and the coefficient of determination is 0.16. This means that 16% of the variables in the performance of the Libyan Post, Telecommunications and Information Technology Holding Company were explained by the linear relationship, and the remaining 84% may be due to other factors affecting the performance of the

Libyan Post, Telecommunications and Information Technology Holding Company. The calculated test value was 13.88, and the probability value is equal to 0.000, which means that the null hypothesis is rejected and the acceptance of the existence of a statistically significant relationship between strategic management and the company's performance. This confirms the validity of the first main hypothesis, which states that there is a statistically significant effect at the level of 0.005 of strategic management in improving the performance of the Libyan Post, Communications and Information Technology Holding Company.

The variable of preparation for strategic management, the value of the test of t-test is equal to 4.14 and the probability value is equal to 0.01, which is less than 0.05, which means that there is a positive effect of the preparation for strategic management on the performance of the Libyan Post, Telecommunications and Information Technology Holding Company. The value of the effect score was also 0.26, which indicates that the increase in the preparation of strategic management leads to an increase in the level of performance improvement in the company.

The variable of the formulation of strategic management is equal to the value of the t-test is equal to 1.888 and the probability value is equal to 0.04, which is less than 5%, which means that there is a positive effect of the formulation of strategic management on the performance of the organization or telecommunications companies

operating in Libya. The value of the effect score was also 0.18, which indicates that the increase in the formulation of strategic management leads to an increase in the level of performance improvement in the company.

The variable of applying strategic management, the value of the T-test is equal to 3.6 and the probability value is equal to 0.05, which is 5%, which means that there is a positive effect of the application of strategic management on the company's performance. The impact score was 0.06, which indicates that the increase in the application of strategic management leads to a very small increase in the level of performance improvement in the company.

The variable of strategic control and performance evaluation, the value of the T test is equal to 1.503, and the probability value is equal to 0.07, although it is greater than 5%, indicates that there is a positive effect of control and evaluation of strategic management on the performance of the company. The value of the effect score was 0.153, which indicates that the increase in the application of strategic management leads to an increase in the level of performance improvement in the company.

The researcher attributes that the strategic management adopted by the Libyan Post, Telecommunications and Information Technology Holding Company in Libya is characterized by comprehensiveness and applicability, as it possesses all the basic elements that contribute to improving its performance and enhance the pioneering and administrative aspect in it. The researcher confirms that increasing the interest of companies in strategic management leads to improving the performance of the Libyan Post, Telecommunications and Information Technology Holding Company. Strategic management is based on a realistic and deep understanding of the internal environment of organizations, with a focus on identifying strengths and weaknesses, working to strengthen strengths and address weaknesses. It also focuses on understanding the external environment of the company, with the aim of identifying opportunities and risks, seizing opportunities and avoiding risks as much as possible.



These findings are consistent with Sabri's (2010) study on the performance of Jordanian commercial banks, where it concluded that strategic management contributes positively to improving the performance of Jordanian commercial banks, both socially and individually, by paying attention to the key elements of strategic management. These findings are also consistent with a study (Yasir et al., 2015), which found that the impact of strategic management on the performance of private and public organizations or hospitals in the UAE is high, and the researcher attributes this to the UAE's use of open external expertise.

These findings are consistent with the study of Alaka et al. (2011), which indicated that the impact of strategic management on the performance of insurance companies in Nigeria was high, due to the awareness of insurance company managers of the importance of a well-thought-out future vision that clarifies the long-term trends of companies, which positively impacts their performance.

These results are consistent with the study of Raduwan et al (2011), which found a positive effect between strategic management and the performance of Malaysian companies. These results differed from the study of Al-Khatib (2010), which found that the impact of strategic management on the performance of institutions in the pharmaceutical industry in Jordan was low. The researcher attributes this to the lack of clarity on the concept of strategic management in this sector.

CONCLUSION

In the paper, data were presented and analysed and its hypotheses tested using SPSS and AMOS software. General information about respondents was addressed, including gender, age, educational qualification, job title, and years of experience. The results showed that 89.6% of the sample was male, reflecting the gender gap in senior positions, while 85% of individuals were between the ages of 30 and 60, demonstrating the importance of experience. The data also showed that 72.9% of the participants hold a bachelor's degree of S, indicating the importance of education in career success. The questionnaire axes were analyzed using the arithmetic mean, standard deviation, and T-test, which showed

strong agreement with the average approval score, especially in the areas of efficiency, effectiveness, preparation, formulation, and application of strategic management. Regarding the hypothesis testing, the results showed that there is a statistically significant effect of strategic management on the performance of organizations.

The results showed that there is a positive and statistically significant relationship between strategic management in its various dimensions and the performance of organizations in the Libyan Post, Telecommunications and Information Technology Holding Company. The data suggests that 16% of changes in performance can be explained by this relationship. These findings are in line with what Sabri (2010) found in his study of commercial banks, demonstrating the importance of strategic management in enhancing institutional performance. These findings are also in line with what Al-Dhubayb (2015) found that emphasized the impact of strategic planning elements on the performance of organizations, reflecting the importance of continuous enhancement of these elements to achieve positive results.

These findings are very important, as they indicate that companies should rely on strategic management as a key tool to improve performance. It is important for organizations to invest in developing strategies that are tailored to the needs of the market and help achieve the set goals. Such strategies must also include a careful analysis of the internal and external environment of the organization. The researcher believes that reinforcing this trend will contribute to improving the efficiency of the use of resources and reducing randomness in decision-making, especially in a complex environment such as the Libyan sector.

Based on the results of the study, several recommendations were reached that express how to benefit from them, to simulate reaching leading organizations with distinguished performance, the most important of which are:

1. The Organization should promote the integration between planning and implementation by developing practical mechanisms to transform written strategic plans into time-bound and



resource-specific operational action programmes, with clear responsibilities to ensure that the strategy does not remain undocumented.

2. Activate an integrated system for strategic control and indicators through the establishment and management of a control system based on clear and measurable key performance indicators, directly related to strategic objectives, and provide continuous feedback to take corrective actions in a timely manner.
3. Develop policies to attract and motivate talent by designing an innovative incentive package, which is not limited to material rewards, but also includes recognition, career development, and participation in success, to attract and retain highly skilled and entrepreneurial human resources.

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