

# Mechanism of the Application of Strategic Planning and Impact on the Development of the Economic Plan 2030 in the Kingdom of Bahrain

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## **Abstract**

*Application of strategic planning plays an important role on the development of economic plan of any country. However, rapid economic and industrial changes as well as population growth in Bahrain are integral part of strategic planning. This research aimed to explore the impact of strategic planning on the development of the economic plan 2030 in the Kingdom of Bahrain. Additionally, not enough research has been conducted to ascertain the impacts of strategic planning on the development of economic plan in Bahrain. To do so, a structured survey was conducted for receiving observations of 384 government officials in Bahrain and to analyse the effect. The data is analysed and hypothesis is tested by using IBM-SPSS-AMOS package 25.0. The study found that the direct effects of strategic planning on the development of economic plan in Bahrain are positive and significant. The originality of the manuscript goes back to studying the concept in the Arab world. On the basis of the result, this research endorsed that, the development in Bahrain is heavily in line with consistent growth of industrialization and it was proposed to apply to the actors involved who work for Bahrain's Government Work the strategic planning and project management framework and to improve the know-how of government ministries and organisations with a view to executing the overall KBM processes.*

**Keywords:** Government, Strategic Planning, Economic Planning, AMOS, Bahrain

## **I. Introduction**

Bahrain's Kingdom is an archipelago of 33 Arab Gulf islands. These islands are 770 km<sup>2</sup> long and are connected west by the Fahd Causeway to the Kingdom of Saudi Arabia. A density of 2,100 (P / Km<sup>2</sup>) is present at the country with a population of approximately 1,6 million (Bahrain Human Development Report, 2018). Bahrain, governed by the HM King Hamad bin Isa Al-Khalifa, is a constitutional monarchy.

According to Bahrain Human Development Report (2018) before the modern era, the economy of Bahrain depended heavily on pearl plunge. Bahrain's economy has shifted since the 1930s to oil dependency

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and, since the 1970s, diversification has taken place in other industries including petroleum and processing, development of aluminum, catering, retail and banking and financial sectors, particularly Islamic finance (Shebeb & Al-Saleh, 2011). The economy of the country has expanded at 32 billion dollars in the last decade compared with 2016, with true GDP growth of 3.2% in 2015.

However, by his Majesty King Hamad bin Al Khalifa unveiled the 2030 economic vision plan in October 2008. This is a holistic economic view of Bahrain which provides a clear path for the Kingdom's continuous development and is a common aim of building a better life for all Bahrainis (BHDR, 2018).

Four years of intensive consultations with a number of public and private opinion leaders, including government agencies, external experts and organisations, have preceded the introduction of the project. The Economic Vision 2030 is focused on three guiding principles: prosperity, equity and productivity, defining the vision of states, society and the economy (BHDR, 2018). The Economic Development Board (EDB) has initiated an ongoing Economic and Institute Improvement Project following the launch of the Economic Plan 2030 (Shebeb & Al-Saleh, 2011). The EDB conducted the first national economic strategic plan, which acted as the framework for the adoption of the agenda, and operated with the ministries. The 2030 Strategy frequently outlines the Sustainable Development Goals 2030 (BHDR, 2018).

## **II. Literature Review**

The 2030 Bahrain strategic vision (prepared by and implemented by the EDB in 2008) describes the Bahrain's long-term development plan. The aim is "to move from a creative economy based on oil resources to a sustainable, globally competitive economy driven by a policy, a system that generates the greater middle class of Bahrener by improving competitiveness and high wage employment" (Economic Vision 2030, p. 3). This economy is built on energy and a global competitive economy. Initially it noted that in 2008, about 4,000 Bahraini (with a university degree) entrance into the labor market every year, while private industries could only accommodate around 1,100 annually, placing enormous pressure on the already over-size (unsustainable) public sector. In addition, there was a shortage of both adequate skills and quality jobs which reflected Bahraini's unwillingness in the private sectors. Therefore, the economy needed a great deal of change to generate sufficiently new employment in the private and the FDI field in the country both qualitatively and quantitatively.

Having Bahraini staff with better qualifications (as Tamkeen reinforced), will render Bahrainis preferred by the private sector. This explores how Bahrain's private sector is impacted by globalization and increased competition. The private industry in Bahrain rely mainly upon poorly paid employees, however, as the global manufacturing units have also shifted towards those low cost countries, this competitive advantage has slowed. In addition, it affirms that "innovation and efficiency have become primary drivers of competitive benefits. In the following two areas, Bahrain is to increase its performance: countries around the world have increased their labor productivity by 21% on average during the past 25 years, while the increase of Bahrain has only been 17%. The production of creativity from Bahrain is actually negligible on a global scale "(Economic Vision 2030, p. 9).

The dream therefore reflects Bahrain's private sector's significance in increasing productivity and creativity. The private sector will gain an advantageous role in the global value chain by reaching an improved level of sophistication and creativity. This emphasizes the position of the public and private sectors in particular to help them to accelerate economic growth by increasing productivity and expertise. It would provide Bahrainis with new medium-to high-salary jobs. Through expanding the non-oil industries, Bahrain diversifies the economy. Through promoting expenditure beyond the financial sector in the numerous non-Oil industries, such as manufacturing and logistics, business services and tourism, government will create economic opportunities. All these measures will contribute to the plan's ultimate goal of doubling the disposable income by 2030 for each Bahraini household.

### **Strategic Planning**

In the sense of governmental organizations, strategic planning relates to the main government strategies used for completing their projects, goals and objectives. Strategic planning is a systemic mechanism that involves the choosing of the long-term priorities that determines an organisation's approach. The government's strategic approach allows us to assess whether an organization meets its goals even if it lives by programs, legislation and budgets effectively executed (Onwuchekwa, 2000).

Alkhafaji (2004) claimed that strategic planning is an internal evaluation process and climate to accomplish the organization's long-term goals. This includes a number of planning decisions that assess the long-term goals and the strategies to accomplish them. Once an objective is identified, methods for achieving it are created. To control these strategies, an organization must develop a form of strategic planning.

Onwuchekwa (2000) describes strategic planning as a method of positioning that incorporates institutional structures, processes and flows through strategic transition. Due to the lack of a Strategic Planning System in conjunction with a new strategy, the organization implemented the appropriate structures and processes in order to improve organizational productivity, strategic planning emerged. Strategic planning reflects on how the strategic strategy of the company responds to climate adjustments, so that the enterprise is not stunned to lose the effects or the overall result of environmental changes as a consequence of the incapacity to predict and to take the necessary steps.

Since strategic planning is viewed as a force for the government organization and its environment, government organisations ' commitment to improving its productivity has become highly necessary (Shebeb & Al-Saleh, 2011). Adequate strategic planning is important for any government organization to succeed in the current volatile climate and to withstand its intense competition. It describes and establishes the methods for fulfilling basic goals and priorities in specific terms. Strategic preparation, particularly in a volatile environment, can therefore be said to have a strong influence on government sustainability and development. Because strategic planning is directed at finding ways of effectively competitive a governmental entity in a volatile climate, strategic planning is focused on the effective use of resources in strategic planning growth. This is important for the sustainability and development of competitively intensive state organizations. With the many obstacles that governments face, strategic planning aims to improve competitiveness as well as to ensure their stability and development.

The guiding principles of the strategic planning of economic vision 2030 are sustainability, competitiveness, and fairness.

### **Sustainability**

In the last two decades, the public sector has powered a substantial part of the country's development. The trend is weakening as public finances are stronger and the rivalry in a global economy grows. In 2030, Bahrain's economic growth should be largely guided by the private sector (BHDR, 2018). The dream of Bahrain is focused on a firm foundation for economic prosperity. Government finances must stick to the sustainability concept, ensuring a framework that is secure and future-oriented. Bahrain will use its resources to invest and strengthen its human capital, particularly in applied sciences, through education and training. In a market that is increasingly growing corporate development, creativity and competition in the area of digital technology and new global entrants from around the globe, a thriving private sector can retain sustainability (BHDR, 2018). Nevertheless, economic growth should never be at the cost of Bahrainis' climate and long-term well-being (Shebeb & Al-Saleh, 2011). There will be no effort to protect the climate in Bahrain and conserve the cultural heritage of the Kingdom. The above-mentioned intertemporal vision of human development is related to economic diversification and environmentally friendly production. In addition to addressing disparities in Bahrain at a specific time, policymakers should also look at differences over time, in the quality of life today versus Bahraini in several years to come (Shebeb & Al-Saleh, 2011). Whenever they are interested, they will look at disparity throughout Bahrain. The study reflects most on human development with this latter intertemporal view on deprivation, since it explores the possibility Bahraini can lead productive lives of tomorrow in the light of sustainability of the market and the protection of the climate core pillars of the economic vision 2030.

### **Competitiveness**

In a global economy, Bahrain must reach a high level of competitiveness. In a competitive environment, improved efficiency is accomplished much more easily, increasing economic growth, competitiveness and incomes (Shebeb & Al-Saleh, 2011). The only way companies will increase their employee wages is to continue to improve productivity. For each job, higher productivity needs people with the right skills. Bahrain will do its best to educate its nationals, retain qualified personnel and attract foreign staff with the necessary skills (Shebeb & Al-Saleh, 2011). The aim is for Bahrain to be a perfect location for both local and foreign companies to do business. There are several factors that make a nation desirable to high value-added business investors: good-quality public sector, state-of-the-art technology and an enticing climate (BHDR, 2018).

### **Fairness**

Bahrain's dream is to have a more pervasive impact on society and a broad base for stability for the future economic growth (Shebeb & Al-Saleh, 2011). Everyone can, given the means and the motivation, make a positive contribution to society. All purchases, both public and private, must be open in order to promote justice (BHDR, 2018). Free and fair competition must be established, whether it concerns work, land for public auction or the outcome of a tender with open private and public activities. Bahrain's role is to provide the legal and regulatory environment to ensure that business owners—including foreign investors—are protected by and equal

treatment for consumers. It includes eradicating injustice and maintaining the proper enforcement of laws. Fairness in society means that everyone has fair access to services, including healthcare and treatment, and that those in need are helped by adequate job training and a tailored social safety net; that they are treated equally by the law, in line with international human rights.

### **Bahrain Government's Action Plan**

According to BHDR (2018) The government action plan will focus on the achievements of Kingdom and its people in the light of the fiscal balance between expenses and revenues, the continuous positive economic growth, cash stability, and sustainable, comprehensive development. The Government Action Plan was developed in line with main instructions, policies, and initiatives desired to be achieved during the next four years to maintain security and stability, provide necessary services to the citizen (Shebeb & Al-Saleh, 2011). This will be achieved by maintaining the current gains, avoiding any future burdens on the citizen, and improving citizen's living conditions to enhance citizen-driven development. Bahrain is looking forward to achieving the following general objectives by the Government Action Plan:

- Invest in citizens through enhancing, improving, and sustaining the government services in education, health, and other sectors
- Create a safe and stable society
- Enhance the sustainable, comprehensive development to achieve fiscal balance and maintain positive economic growth.
- Support the private sector to become the most significant motive in the development to create quality opportunities for citizens and investors
- Establish rules for optimal use of resources and ensure its sustainability for the next coming generations.
- Sustain social and economic development by adopting legislation and initiatives supporting family stability and achieving gender equity
- Continue financing development projects and infrastructure enhancing growth and serving citizens
- Redefine the role of the public sector from the main driver to a regulator and partner, developing and facilitating the government procedures
- Support creativity, excellence, the role of woman, youth, and sports in all government programs and initiatives

When Bahrain creates a stable society, this will lead to a sustainable community. Positive economic growth, economic development, gender equity, better education system, and creativity, are all present in the Sustainable Development Goals 2030 (SDGs). The Government Action Plan (2019-2022) objectives are reflection of the Sustainable Development Goals 2030 (SDGs) (BHDR, 2018).

### **Underpinning Theory**

This study has been formulated based on Resource Based View (RBV) of development of economic plan which claims that strategic plan is valuable and intangible resources that lead towards the better economic development. Hence, the constructs under investigation in this study are shown in the following schematic diagram.

### The Conceptual Framework

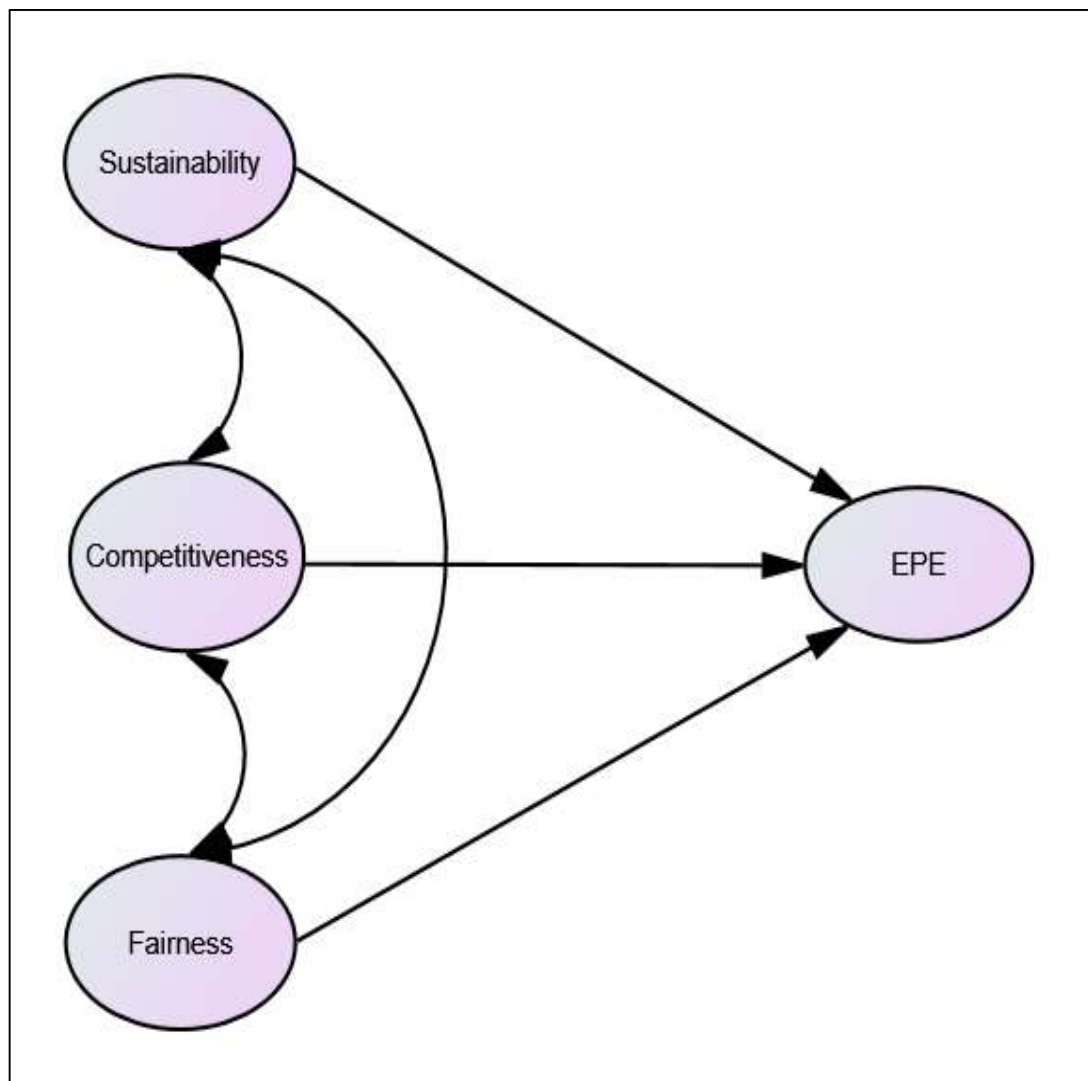


Figure 1: Research Framework

### III. Research Methodology

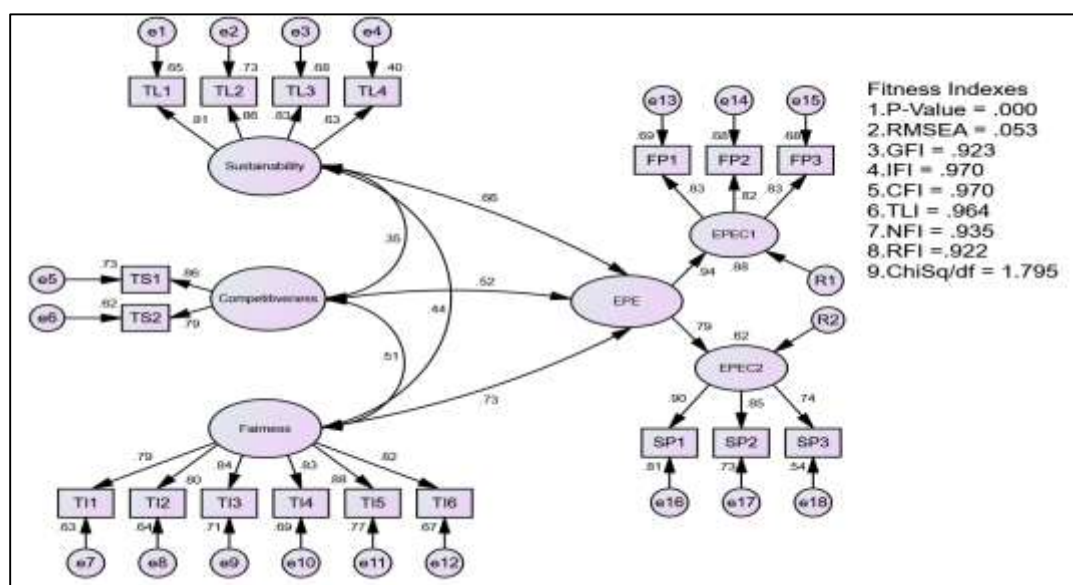
In five different areas of Bahrain a self-administered survey was conducted, and a maximum of 384 available questionnaires were issued. Based on gender, male accounted for 86.23%, while 13.77% of the sample population was women. Strategic planning is assessed by means of a measuring tool developed by Nimfa and Buruche (2017) with 3 components (i.e. sustainability, competitiveness, and fairness). In this research, Hoque and Awang (2017) have also used a 6-point scale divided into two dimensions for the calculation of economic

planning efficiency (EPE). Answers are rendered with a 5-point interval scale, 1 being very disagreeable and 5 strongly agreeing with the assertion of things. SEM is a second generation technique of multivariate analysis (Hoque et al., 2017) used for the researchers of this study using IBM-SPSS-AMOS 25.00 software for the analysis and the testing of hypothesis. In SEM, after validating the measurement model, the researchers execute the path model procedure.

## IV. Results

### Measurement Model

At the beginning of the validity, reliability and unidimensionality study, the validation of the measurement model is required (Hoque et al., 2017b; Hoque et al., 2017c; Yusof et al., 2017; Awang et al. 2015). Hoque et al. (2017a); Hair et al. (2014); mentioned in their studies the unidimensional charging of all items as positive as 0.6. Whereas, if the measurement model meets the Incremental fit, Absolute fit, and Parsimonious fit criteria then the Construct validity is achieved. Furthermore, the Discriminant validity is achieved where no correlation exists between all constructs (Awang 2015; Hair et al. 2014; Fornell and Larcker 1981). On the other hand, Awang et al. (2017a); Awang et al. (2017b); Awang (2015); Hair et al. (2014); Fornell and Larcker (1981) stated that Construct reliability is achieved through the values of CR and AVE and for that the minimum value requirement is 0.6 and 0.5 correspondingly.



**Figure II: Pooled CFA Results and All Fitness Indexes**

In this analysis the inner reliability of the items is achieved because the minimum value of Cronbach Alpha is 0.7 or above (Fornell and Larcker, 1981; Nunnally, 1978). As, P-Value=.000; RMSEA=.053; IFI=.970; CFI=.970; TLI=.964; NFI=.935; RFI=.922; ChiSq/df=1.795 (shown in Figure II) thus the measurement model of the sustainability, competitiveness, fairness of strategic planning and development economic planning efficiency latent constructs have met the requirement as well as signifies a satisfactory fit to the data and result

of all indexes was good. The construct accuracy of this thesis has therefore been reached (Hoque and Awang, 2016a; Awang et al., 2017a; Awang et al., 2017b; Awang, 2015).

**Table I: Cronbach's Alpha, CR and AVE**

| <b>Construct &amp; Dimensions</b> | <b>Dimensions &amp; Items</b> | <b>Item Factor Loading</b> | <b>Cronbach's Alpha</b> | <b>CR (above 0.6)</b> | <b>AVE (above 0.5)</b> |
|-----------------------------------|-------------------------------|----------------------------|-------------------------|-----------------------|------------------------|
| Sustainability                    | TL1                           | .81                        | 0.849                   | .866                  | .620                   |
|                                   | TL2                           | .86                        |                         |                       |                        |
|                                   | TL3                           | .83                        |                         |                       |                        |
|                                   | TL4                           | .63                        |                         |                       |                        |
| Competitiveness                   | TS1                           | .86                        | 0.746                   | .811                  | .682                   |
|                                   | TS2                           | .79                        |                         |                       |                        |
| Fairness                          | TI1                           | .79                        | 0.827                   | .928                  | .684                   |
|                                   | TI2                           | .80                        |                         |                       |                        |
|                                   | TI3                           | .84                        |                         |                       |                        |
|                                   | TI4                           | .83                        |                         |                       |                        |
|                                   | TI5                           | .88                        |                         |                       |                        |
|                                   | TI6                           | .82                        |                         |                       |                        |
| Sustainable Development           | EPEC1                         | .94                        | 0.814                   | .859                  | .754                   |
|                                   | EPEC2                         | .79                        |                         |                       |                        |
| EPEC1                             | FP1                           | .83                        | 0.796                   | .866                  | .683                   |
|                                   | FP2                           | .82                        |                         |                       |                        |
|                                   | FP3                           | .83                        |                         |                       |                        |
| EPEC2                             | SP1                           | .90                        | 0.807                   | .871                  | .693                   |



|  |     |     |  |  |  |
|--|-----|-----|--|--|--|
|  | SP2 | .85 |  |  |  |
|  | SP3 | .74 |  |  |  |

Unidimensionality; Convergent Validity, Internal and Construct Reliability have achieved variable charging for every component of three constructs comprising industry, reality and sustainability together with Cronbach Alpha, CR and AVE for every framework as shown in Table I showing all latent constructs. For the respective constructs, the diagonal value in the Discriminant Validity Index Table II is the value of square-root of AVE, whereas other values represent the correlation between constructs. Since the square-root of AVE for the respective structures is greater than their rows and columns in relation values, Discrimination in constructs validity for the model is thus achieved (Hoque et al., 2018a, Hoque et al., 2018b; Awang et al., 2017a; Hoque et al., 2017c, Hoque et al., 2017d; Yusof et al., 2017; Hoque and Awang, 2016a; Hoque and Awang, 2016b; Awang et al., 2015; Fornell and Larcker, 1981).

**Table II: Discriminant Validity Index Summary**

| Construct       | Sustainability | Competitiveness | Fairness | EPE  |
|-----------------|----------------|-----------------|----------|------|
| Sustainability  | .787           |                 |          |      |
| Competitiveness | .348           | .825            |          |      |
| Fairness        | .436           | .512            | .827     |      |
| EPE             | .659           | .516            | .732     | .868 |

### **The Structural Model**

The theory H1 is endorsed, as shown in Figure III. In H1, the direct effect of sustainability on development of economic planning efficiency in Bahrain is significantly positive ( $\beta=0.371$ ,  $P=.05$ ). In H2, the direct effect of competitiveness on development of economic planning efficiency in Bahrain is significantly positive ( $\beta=0.093$  and  $P=.001$ ). In H3, the direct effect of fairness on development of economic planning efficiency in Bahrain is significantly positive ( $\beta=0.403$  and  $P=.001$ ). The structural model explains 69.2% variance in economic planning efficiency.

**Table III: Squared Multiple Correlations ( $R^2$ )**

| Variable                           | Estimate ( $R^2$ ) |
|------------------------------------|--------------------|
| Economic Planning Efficiency (EPE) | 0.692              |

Table III above indicates that 69.2% of its variation is explained by the predictor variables (i.e. sustainability, competitiveness, and fairness). In other statements, approximately 30.8 percent of the variance for sustainable development is the error variance.

**Table IV: Standardized Regression Weights of Sustainability, Competitiveness, Fairness on EPE**

| Variable                     | Path | Variable        | Estimate |
|------------------------------|------|-----------------|----------|
| Economic Planning Efficiency | ←    | Sustainability  | 0.400    |
| Economic Planning Efficiency | ←    | Competitiveness | 0.125    |
| Economic Planning Efficiency | ←    | Fairness        | 0.493    |

In Table IV of Figure III it has been shown that sustainability has a 40.0 percent effect on economic planning efficiency and 60 percent have no effect. Competitiveness has a 12.5 percent effect on economic planning efficiency and 81.5 percent have no effect. Moreover, the influence of fairness on economic planning efficiency was 49.3 percent while 51.7 percent does not influence economic planning efficiency.

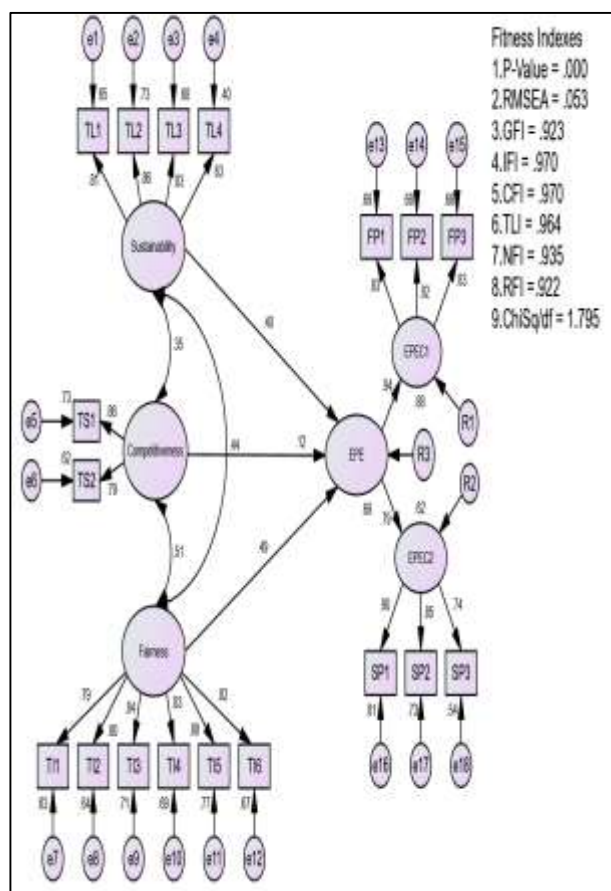


Figure III: Standardized Regression Path Coefficient

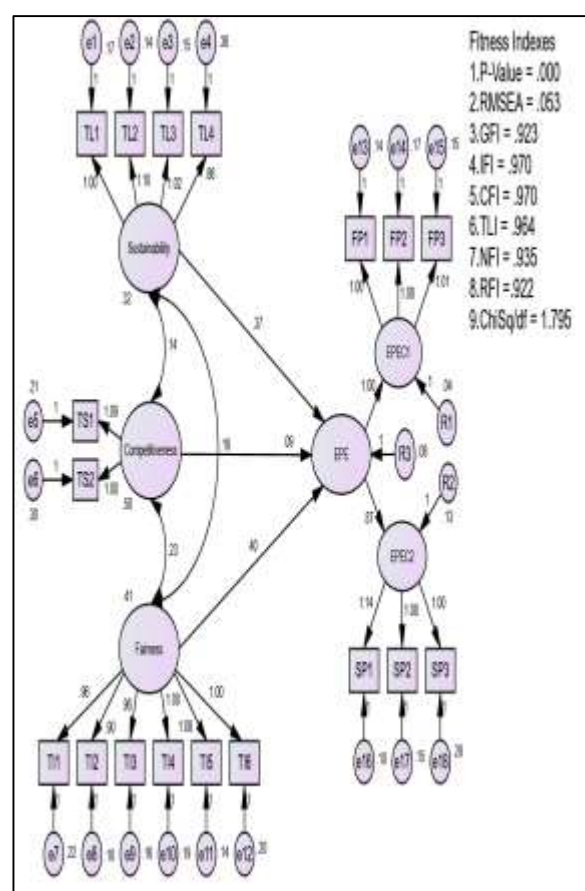


Figure IV: Unstandardized Regression Path Coefficient

The unstandardized weight of regression (that is, Figure IV) shows that the beta coefficient calculation that measures the effects of Sustainability, Competitiveness, Fairness on EPE.

TABLE V: Regression Weight for Path Estimate

|     |   |                 | Estimate | S.E. | C.R.  | P     | Result      |
|-----|---|-----------------|----------|------|-------|-------|-------------|
| EPE | ← | Sustainability  | .371     | .056 | 6.670 | 0.047 | Significant |
| EPE | ← | Competitiveness | .093     | .047 | 1.985 | 0.001 | Significant |
| EPE | ← | Fairness        | .403     | .057 | 7.100 | 0.001 | Significant |

This study's hypotheses were defined as: H1: The impact of sustainability on development of EPE in Bahrain is positive and significant. H2: The impact of competitiveness on development of EPE in Bahrain is positive and significant. H3: The impact of fairness on development of EPE in Bahrain is positive and significant.

## V. Conclusion

The paper examines the effect on sustainability, competitiveness and fairness effect on development of economic planning efficiency in Bahrain. The result of this report is that the impact on economic planning efficiency in Bahrain from sustainability, competitiveness and fairness are promising and very important. It can therefore be established that the sustainability, competitiveness and fairness can play major role on the development of economic planning efficiency in Bahrain. However, future research can be done on the fact of what strategy could provide more support and what could help to mediate or regulate the strategies of enhancing efficiency and development of Bahrain. While this analysis has demonstrated the significance of the position of sustainability, competitiveness and fairness as the key factors of the strategy for developing economic planning efficiency in Bahrain and further work is also directed at improving the awareness of sustainability, competitiveness and fairness for gaining better economic planning efficiency.

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