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**ORIGINAL**

## **Strategic planning and organizational performance of the Mypes of the manufacturing sector in the province of Cañete**

### **Planificación estratégica y desempeño organizacional de las Mypes del sector manufacturero de la provincia de Cañete**

María Del Carmen Emilia Ancaya-Martínez<sup>1</sup>  , Roxana Beatriz Gonzales-Huaytahuilca<sup>1</sup>  , Isabel Carire Soras<sup>2</sup>  , Freddy Antonio Ochoa-Tataje<sup>1</sup>  

<sup>1</sup>Universidad César Vallejo. Lima, Perú.

<sup>2</sup>Universidad Peruana Unión. Lima, Perú.

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#### **ABSTRACT**

The objective of this study was to determine the relationship between strategic planning and organizational performance of SMEs in the manufacturing sector in the province of Cañete, 2022. It was a quantitative, non-experimental, descriptive and correlational study. The sample included entrepreneurs from 325 MSEs. A survey was applied to collect information on the size, sector, organizational structure, strategic planning, and organizational performance of the MSEs, consisting of 24 items. According to the results, 60,9 % are microenterprises, 66,8 % are private, with a linear organizational structure (46,8 %). The value obtained was  $Rho= 0,902$ , indicating a perfect positive correlation between strategic planning and organizational development. As for the dimensions, the correlation was: organization (0,837), budget execution (0,897) and programmatic compliance (0,949). It is concluded that there is a significant correlation between strategic planning and the organizational performance of SMEs in the manufacturing sector in the province of Cañete in the year 2022.

**Keywords:** Strategic Planning; Smes; Organizational Performance; Manufacturing Sector.

#### **RESUMEN**

El objetivo de este estudio fue determinar la relación entre la planificación estratégica y el desempeño organizacional de las PYMES del sector manufacturero de la provincia de Cañete, 2022. Fue un estudio cuantitativo, no experimental, descriptivo y correlacional. La muestra incluyó a empresarios de 325 MYPES. Se aplicó una encuesta para recoger información sobre el tamaño, sector, estructura organizacional, planificación estratégica y desempeño organizacional de las MYPES, consistente en 24 ítems. Según los resultados, el 60,9 % son microempresas, el 66,8 % son privadas, con una estructura organizativa lineal (46,8 %). El valor obtenido fue  $Rho= 0,902$ , lo que indica una correlación positiva perfecta entre la planificación estratégica y el desarrollo organizativo. En cuanto a las dimensiones, la correlación fue: organización (0,837), ejecución presupuestaria (0,897) y cumplimiento programático

(0,949). Se concluye que existe una correlación significativa entre la planificación estratégica y el desempeño organizacional de las PYMES del sector manufacturero de la provincia de Cañete en el año 2022.

**Palabras clave:** Planeamiento Estratégico; Pymes; Desempeño Organizacional; Sector Manufacturero.

## INTRODUCTION

Today, the operational methods of organizations are directly related to their macro or strategic objectives (Peñafiel et al., 2020). To be successful, all companies, including manufacturing companies, must master operational and organizational management to be successful (Huertas et al., 2020). In addition, organizational management methods are necessary for all firms, even the smallest (Ore et al., 2020). Therefore, manufacturing companies should use these planning techniques to establish, implement, and evaluate plans that manage efficiency, production, and optimal results (Sumba & Arteaga, 2022).

As in the rest of the world, micro and small enterprises (MSEs) in Peru contribute to economic growth and long-term prosperity, generating entrepreneurial jobs and national economic development (Govea, 2021). Consequently, business growth is favored by strategic planning, as it helps to condition the company to its environment, establishes a rational system for decision making, reduces risks and capitalizes on opportunities (Chávez, 2020).

In that order of ideas, strategic planning (SP) is the basis of effective management, so any organization can create and implement strategic plans (Brume, 2017). Likewise, the management frameworks of this tool are crucial for companies, because they allow leaders to chart a course of action to realize the purpose, vision, goals and objectives of the organization (Gallardo, 2021).

According to Basantes et al. (2021), to achieve the organization's objective, managers must evolve through strategic planning, which requires a rigorous perspective to identify and study external aspects and compare them with the company's strengths. For their part, Chiavenato and Sapiro, (2017), consider it as a tool to assist companies to adapt to their current and future environment, to focus on practical professional objectives and to understand and use the elements of planning. Consequently, strategic planning affects organizational performance. In that sense, organizational performance is crucial because it shows management whether their efforts are yielding the expected results and whether they are being developed and maintained (Coaquira, 2018).

Compared to other nations, Peru ranks among the countries that generate a large number of new businesses, however, it also has the highest rate of entrepreneurial mortality, as half of all Mypes fail during their first year of existence. Therefore, the lack of understanding of management skills and their tools are factors that contribute to the high mortality rate of Mypes in Peru (Peñafiel et al., 2019). Given that Mypes represent almost 99.5 % of Peruvian companies (PRODUCE, 2017), they constitute a major economic challenge for the State, generating half of the economy's GDP and the majority of new jobs (Sánchez et al., 2021). However, more than 48.4 % of operations are informal, and expansion in both the formal and informal sectors is restricted by various regulations (PRODUCE, 2017).

On the other hand, Mypes and family businesses are the main sources of income in Cañete, but more than 45 % of manufacturing companies show signs of evolutionary delay due to the lack of strategic planning that would allow them to continue to perform well (Espinoza, 2019). This is aggravated by the growing improvisation and informality of their operations, low productivity and thus decreased competitiveness that impacts profitability and leads to bankruptcy. Consequently, the problems of MSEs

in Cañete are attributed to insufficient management resources, lack of operational resources, disarticulation of business operations and financing difficulties (Olórtegui et al., 2022).

Strategic planning is therefore central to discussions on corporate governance. In doing so, it drives firm performance, effectively directs organizational focus, and enables creative management and leadership actions, allowing individual firms to address their most pressing challenges, adapt to changing market conditions, and identify new opportunities and threats (Paredes & Quispe, 2022). The following study examines how the characteristics of a company (size, sector and organizational structure), affect the study variables. Based on this premise, the following general objective of the study is proposed: To determine the relationship between strategic planning and organizational performance of the Mypes of the manufacturing sector in the province of Cañete in the year 2022. Likewise, the specific objectives are: to determine the relationship between the strategic planning variable and the dimensions of organizational performance.

### ***State of the Art***

Arteaga's (2021) international study examined the current situation of the company through strategic planning and how it improves organizational performance (OD) and establishes the best method for creating a long-term vision. The methods employed include surveys and interviews, as well as analytical-synthetic, deductive, statistical and cross-sectional approaches based on a review of field studies. The results indicate that the organization is well connected to its supply chain, enjoys global recognition and employs a team of experienced professionals.

For his part, Chilon (2018) examined the strategic planning and organizational performance of the Operational Health Offices of the Regional Health Directorate San Martín. In this descriptive correlational study, 106 employees participated. The results showed that 37 % were "Initiated" and 25 % "Developing" for strategic planning, while 31 % and 43 % were at the "Poor" and "Fair" level for organizational performance. The study indicated an association of 0.842 between strategic planning and organizational performance.

Likewise, Baldeos et al. (2020) also state that MSMEs drive world economic growth. Their contributions are crucial because they reduce poverty, promote the economy, and improve the quality of life. Strategic planning indicators were used to quantify the competitiveness of the MSE sector in Huaura. The descriptive and correlational study used 390 MSEs. The findings show a high positive correlation ( $r=0,711$ ) ( $p=0,000 < 0,05$ ), evidencing that strategic, administrative, productive, human resources and financial planning increases the competitiveness of Huaura's MSEs.

Finally, Becerra and Blanco (2021) investigated how PE affects OD. A quantitative, correlational, non-experimental research used a questionnaire applied to 44 participants. According to the significance level and the probability level of the results, the alternative hypothesis was accepted, indicating a significant relationship between the dimensions of the PE variable and its dimensions; execution ( $r=0,603$ ), formulation ( $r=0,643$ ), and strategy evaluation ( $r=0,463$ ) with the OD variable.

### ***Strategic planning***

To achieve their objectives and take the necessary steps at the right time, leaders undertake a process known as strategic planning. According to Cardenas (2022) it is a way for the organization's top executives to collaborate in making decisions that will affect the entire organization. Also, any discussion of long-term planning must begin with an examination of the strategy formulation process. Consequently, managers are responsible for a wide variety of tasks, but one of the most crucial and foundational is the strategic process, which is what enables an organization to look ahead and ultimately achieve its stated mission and goal (Chiavenato & Sapiro, 2017).

### **Organizational development**

The most competitive companies prioritize effective internal and external communication, and know that this requires a focus on strategic alignment (Dávila et al., 2022). For Pinedo and Delgado (2020), the relevance of organizational performance lies in the fact that it serves as a reference for the entire organization and opens the door to a driving force that promotes or stimulates creativity and new ideas. Likewise, according to Barradas et al. (2021), organizational performance is the most important element for predicting the effectiveness of organizations, being the extent to which the mission, objectives, goals, procedures, activities, goods and services of an organization have been achieved or fulfilled according to the plans drawn up for its administration, which depending on the situation, interact and affect the quality and satisfaction of the organization's internal and external customers, as well as stakeholders such as society, the State or other groups.

## **METHOD**

### **Type of research**

Since it is research that collects and analyzes information to find solutions to research problems and confirm or refute hypotheses, the study adopts a quantitative approach (Hernández-Sampieri & Mendoza, 2018). Also, it is of a basic type given that the research builds, reconstructs or extends current scientific knowledge (Escudero & Cortez, 2018). In addition, it conforms to a non-experimental and cross-sectional design, since the variables are not deliberately manipulated and the data are collected in a single period of time (Díaz-Narváez & Calzadilla-Núñez, 2018).

Likewise, the study is descriptive, because it shows the underlying nature of the variables through its thorough description of the graphic representation of these variables and the relationships between them. In addition, it is correlational, according to Hernández-Sampieri and Mendoza (2018), these studies seek to connect phenomena, concepts or facts, and to quantify variables and their statistical relationship, identifying the degree of association between several ideas, groups or variables in a given environment.

### **Population and sample**

The population considered is made up of entrepreneurs from 2107 MSEs in the province of Cañete, which carry out economic activities in the manufacturing sector. Based on the above, simple random sampling was used using the finite population equation.

$$n = \frac{N * Z^2 * p * q}{d^2(N - 1) + Z^2 * p * q}$$

Replacing the data, we have:

$$n = \frac{2107 * 1,96^2 * 0.5 * 0.5}{0.05^2(2107 - 1) + 1.96^2 * 0.5 * 0.5} = 325$$

From the calculations made, a representative sample was obtained for the study of 325 entrepreneurs from the Mypes of the manufacturing sector in the province of Cañete.

### **Instrument**

Specifically, the technique applied was the survey and a questionnaire was used as a collection instrument. It consisted of two main parts: the first on the characteristics of the company (size, sector and organizational structure), and the second part of 24 items, which evaluate the behavior of the MSEs with respect to strategic planning (12 items) and organizational performance (12 items). In addition, the measurement scale was Likert type.

The questionnaire was subjected to a reliability test through Cronbach's alpha, which determined its internal consistency, obtaining a reliability of 0,826 for the instrument.

### **Data analysis**

For the processing of the information, the automated use of computer tools was required, as well as the SPSS 26.0 statistical package, which allowed the treatment of the data obtained. Regarding the presentation of the information, Office tools were used to have a clearer vision of the study through its graphic and tabulated functions, facilitating the interpretation of the descriptive statistics and the Spearman's Rho correlation test in the inferential analysis of the data in the hypothesis test.

## **RESULTS**

The following are the descriptive results on the characteristics and behavior of the research variables: strategic planning and organizational performance of manufacturing SMEs in the province of Cañete in the year 2022.

Regarding the main characteristics of the selected manufacturing MSMEs, Table 1 shows that 60,9 % of the size of the MSMEs are micro-enterprises. Likewise, 66,8 % of the MSEs belong to the private sector. In addition, in terms of organizational structure, most of them follow a linear model (46,8 %), followed by a functional structure (28,6 %). Meanwhile, 14,2 % have a horizontal, matrix (5.8 %) or divisional (4,6 %) structure.

<b>Characteristics of the company</b>	<b>No.</b>	<b>%</b>
<b>Size</b>		
Microenterprise	198	60,9
Small	127	39,1
<b>Sector</b>		
Public	108	33,2
Private	217	66,8
<b>Organizational structure</b>		
Linear	152	46,8
Horizontal	46	14,2
Functional	93	28,6
Divisional	15	4,6
Matrix	19	5,8

Table 2 and Figure 1 show the levels and frequencies corresponding to the perception of the entrepreneurs of the manufacturing MSMEs in the province of Cañete with respect to the PE variable and its dimensions (institutional, spatial and temporal). Regarding the study variable, 64,9 % of the MSEs have a high level of strategic planning. For the dimensions, the following levels are observed: 69,2 % of the MSEs have a high level of institutional participation. As for the second dimension, 61,2 % have a high spatial level of coverage. Finally, the third dimension shows that 55,1 % of the MSEs have a high level of planning temporality.

The results in Table 3 and Figure 2 show the levels and frequencies corresponding to the perception of the entrepreneurs with respect to the OD variable and its dimensions (organization, budget execution and programmatic compliance). It is evident that 70.2 % of the selected MSEs have a good level of organizational performance. In terms of the dimensions, the following levels are shown: 74,5 % of the MSEs have a good level of organization. Meanwhile, 57,8 % have a good level of budget execution. Finally, 62,2 % have a good level of programmatic compliance.

Table 2. Descriptive analysis of the PE variable and its dimensions								
Levels	Variable PE		Institutional		Space		Temporary	
	No.	%	F	%	F	%	F	%
Under	42	12,9	35	10,8	28	8,6	42	12,9
Regular	72	22,2	65	20,0	98	30,2	104	32,0
High	211	64,9	225	69,2	199	61,2	179	55,1
Total	325	100,0	325	100,0	325	100,0	325	100,0

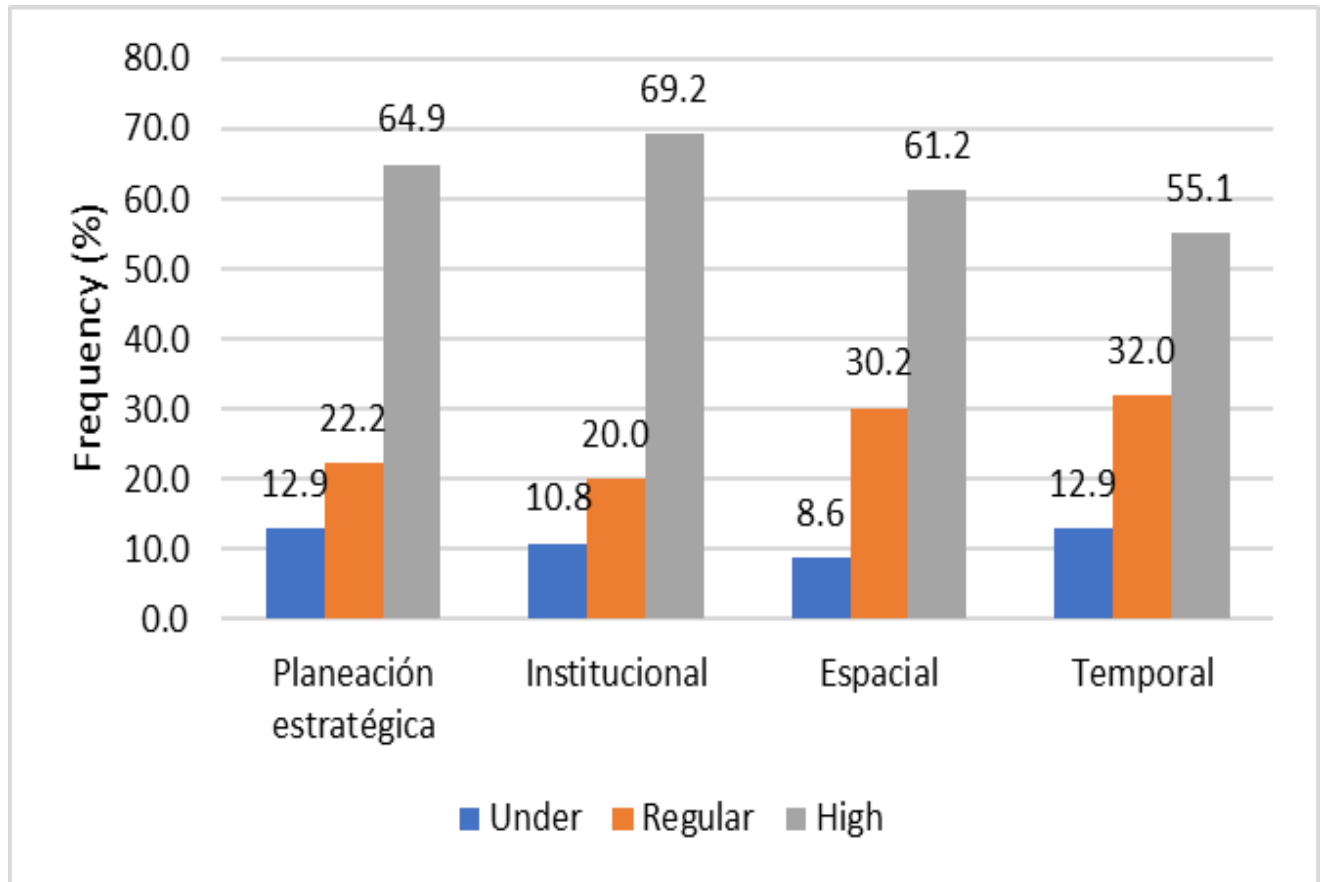


Figure 1. PE variable and its dimensions

Table 3. Descriptive analysis of the variable OD and its dimensions									
Levels	Variable DO		Organization		Budget execution		Programmatic compliance		
	No.	%	No.	%	No.	%	No.	%	
Malo	33	10,2	29	8,9	43	13,2	33	10,2	
Regular	64	19,7	54	16,6	94	28,9	90	27,7	
Good	228	70,2	242	74,5	188	57,8	202	62,2	
Total	325	100,0	325	100,0	325	100,0	325	100,0	

Figure 2. DO variable and its dimensions

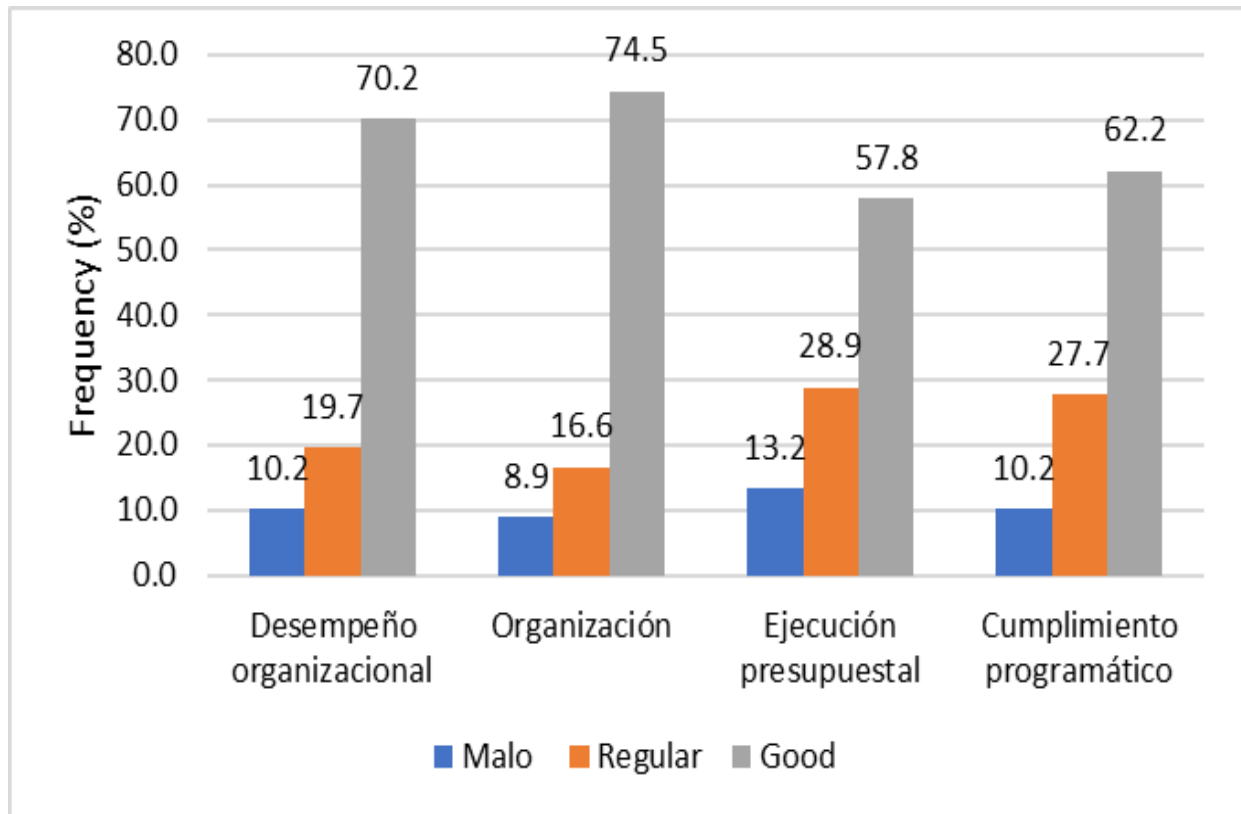


Table 4 shows the distribution in the perception of the entrepreneurs of the manufacturing MSEs in the province of Cañete, in the levels of SP with respect to the levels of OD. It is evident that the highest percentage of MSEs (64,6 %) that have a high level of strategic planning achieved good organizational performance. Likewise, 16,6 % of MSEs that developed regular strategic planning achieved the same level of organizational performance; in addition, 10,2 % of MSEs that achieved a low level of strategic planning had a poor level of organizational performance.

**Table 4, Contingency table between EP and OD**

		Organizational performance			Total
		Malo	Regular	Good	
Strategic planning	Under	33 10,2 %	9 2,8 %	0 0,0 %	42 12,9 %
	Regular	0 0,0 %	54 16,6 %	18 5,5 %	72 22,2 %
	High	0 0,0 %	1 0,3 %	210 64,6 %	211 64,9 %
Total		33 10,2 %	64 19,7 %	228 70,2 %	325 100,0 %

### **Normality test**

It was determined whether the data follow a normal distribution based on the results of the Kolmogorov-Smirnov normality test performed on the study sample, which determines the type of inferential statistical analysis (parametric or nonparametric) used for the study.

As can be seen in Table 5, for the PE variable, the value obtained was 0,399 with a significance of 0,000, while for the OD variable, the value obtained was 0,427 ( $p=0,000$ ). This suggests that the study

data do not follow a normal distribution, since the *p-value* is less than 0,05. For this reason, Spearman's non-parametric Rho statistic is used to determine the correlation hypothesis.

Variables	Kolmogorov-Smirnov <sup>a</sup>		
	Statistician	gl	Sig.
Strategic planning	0,399	325	0,000
Organizational performance	0,427	325	0,000

### Hypothesis testing

In this section, the hypotheses investigated are compared and validated to determine whether they are accepted or not, by virtue of which the following rules and decision criteria are used:

- 1) If  $p > 0,05$  alternative hypothesis is rejected and null hypothesis is accepted.
- 2) If  $p < 0,05$  null hypothesis is rejected and alternative hypothesis is accepted.

The results of the general hypothesis test are shown in Table 6. The correlation value was 0,902, which implies a perfect positive correlation between the variables PE and OD. Likewise, it had a significance (0,000) lower than  $p = 0,05$ , which is why the alternative hypothesis is accepted, rejecting the null hypothesis. Affirming that there is a significant relationship between strategic planning and the organizational performance of the Mypes of the manufacturing sector in the province of Cañete in the year 2022.

Type of hypothesis	Variable 1	Variable 2	Spearman's Rho	Sig.	Interpretation
General hypothesis	Strategic planning	Organizational performance	0,902**	0,000	Perfect positive correlation

Regarding the specific hypotheses, Table 8 shows the results corresponding to the relationship between the PE variable and the OD dimensions.

Consequently, the correlation value obtained for the organization dimension was 0,837, a very strong positive correlation. Likewise, budget execution had a value of 0,897 and programmatic compliance 0,949 (perfect positive correlation), all with a significance level (0,000) lower than the  $p = 0,05$  value, which is why the alternative hypotheses of the study are accepted, rejecting the null hypotheses. Affirming that there is a significant relationship between PE and the dimensions, organization, budget execution and programmatic compliance of MSMEs in the manufacturing sector in the province of Cañete in the year 2022.

Type of hypothesis	Variable 1	Dimensions	Spearman's Rho	Sig.	Interpretation
Specific hypotheses	Strategic planning	Organization	0,837**	0,000	Very strong positive correlation
		Budget execution	0,897**	0,000	Very strong positive correlation
		Programmatic compliance	0,949**	0,000	Perfect positive correlation



## DISCUSSION

According to the findings of the study in relation to the sample of 325 manufacturing MSMEs in the province of Cañete, it is evident that 60,9 % are microenterprises with 1 to 10 workers, which generate a maximum annual sales of 150 Tax Units (UIT). This promotes the growth of the regional economy in the manufacturing sector, satisfying the needs of the community and adapting to changes in the economic environment. Likewise, 66,8 % of the Mypes belong to the private sector (companies that do not belong to the State), and have a linear organizational structure (46,8 %), being the simplest and simplest organizational form of small companies.

Along these lines, the research by González et al. (2022) agrees that a country's economy benefits from the presence of microenterprises, which create jobs and increase the wealth of the State. Adan et al. (2022), for their part, state that most emerging economies depend heavily on small and medium-sized enterprises in the private sector, because they provide the tax revenues needed to finance projects and the creation of greater employment opportunities. Likewise, Ferreira et al. (2021), agrees that the linear organizational structure facilitates decision making and action. Consequently, according to Tóala et al. (2022), companies of all sizes, fields and organizational structure can benefit administratively from PE. By helping to set the direction of the organization, outlining its current position, its desired future state and the steps needed to get there.

The descriptive results show a high level in the behavior of the SP variable (64,9 %) and its dimensions: institutional participation (69,2 %), spatial coverage (61,2 %) and planning temporality (55,1 %). Likewise, a good level was observed for the OD variable (70,2 %) and its dimensions: organization (74,5 %), budget execution (57,8 %) and programmatic compliance (62,2 %). In addition, it was found that manufacturing MSMEs with a high level of strategic planning have a good organizational performance. In turn, the results are consistent with the research of Jaramillo and Tenorio (2019), who state that PE at advanced levels favors OD, improving the competitiveness of companies. Likewise, the study by Canaza et al. (2020), agrees that strategic management plays a crucial role in helping companies improve their organizational performance.

Regarding the results of the general hypothesis, it is observed that there is a perfect positive correlation between strategic planning and organizational performance ( $Rho=0,902$ ). The results coincide with Chilón (2018), who states in his study that SP shows 37 % progress, while organizational performance is regular at 43 %, there being a correlation (0,842) between SP and OD. In addition, the research by Baldeos et al. (2020) agrees with the results obtained, showing a positive correlation ( $Rho=0,711$ ), affirming that strategic planning has a significant impact on the performance and competitiveness of small and medium-sized enterprises.

On the other hand, the results of the specific hypotheses show very strong or perfect positive correlations between SP and the dimensions of the OD variable, such as: organization ( $Rho=0,837$ ), budget execution ( $Rho=0,897$ ) and programmatic compliance ( $Rho=0,949$ ). Finally, Arteaga's (2021) research affirms that strategic planning improves the different aspects of organizational performance by establishing a long-term vision. On the other hand, the results coincide with the study by Becerra and Blanco (2021), who state that there is a significant correlation between the SP variable and the dimensions, execution (0,603), formulation (0,643), and strategy evaluation (0,463), affecting OD.

## CONCLUSIONS

The main characteristics of the selected manufacturing MSMEs are as follows: 60,9 % are microenterprises, 66,8 % belong to the private sector and have a linear organizational structure (46,8 %). In addition, microenterprises promote the growth of the economy and generate jobs; therefore, regardless of their size, sector and organizational structure, they can benefit from SP to improve their OD.

According to the general objective, there is a perfect positive and statistically significant relationship ( $Rho=0,902$ ) between PE and OD of the Mypes in the manufacturing sector in the province of Cañete in 2022.

In the case of specific objective 1, there is a very strong and significant positive relationship ( $Rho=0,837$ ) between PE and the organization of SMEs in the manufacturing sector in the province of Cañete in the year 2022.

On the other hand, for specific objective 2, there is a very strong and significant positive relationship ( $Rho=0,897$ ) between the PE and the budget execution of MSMEs in the manufacturing sector in the province of Cañete in the year 2022.

Finally, for specific objective 3, there is a perfect and significant positive relationship ( $Rho=0,949$ ) between PE and the programmatic compliance of SMEs in the manufacturing sector in the province of Cañete in the year 2022.

Based on the findings of the study, it is proposed that MSMEs create a management and control structure to help update long-term strategies. In addition, they must have the necessary administrative capacity to supervise the tools and assets that are essential for the organization's competitive growth. Therefore, the use of strategic planning in small and medium-sized companies must guarantee the development of knowledge that leads to competitive organizational performance.

## RECOMMENDATIONS

It is recommended that the effectiveness of the planning process be measured by the performance of the parties that make up the organization, since they would be the main actors in the execution of the strategies.

It is recommended to foster an environment conducive to learning, where knowledge is constantly shared and absorbed to remain competitive in the long term, and where members of the organization work together to understand and adapt to changes in the environment.

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### **AUTHORSHIP CONTRIBUTION**

*Conceptualization:* María Del Carmen Emilia Ancaya-Martínez, Roxana Beatriz Gonzales-Huaytahuilca, Isabel Carire Soras, Freddy Antonio Ochoa-Tataje.

*Investigation:* María Del Carmen Emilia Ancaya-Martínez, Roxana Beatriz Gonzales-Huaytahuilca, Isabel Carire Soras, Freddy Antonio Ochoa-Tataje.

*Methodology:* María Del Carmen Emilia Ancaya-Martínez, Roxana Beatriz Gonzales-Huaytahuilca, Isabel Carire Soras, Freddy Antonio Ochoa-Tataje.

*Writing - original draft:* María Del Carmen Emilia Ancaya-Martínez, Roxana Beatriz Gonzales-Huaytahuilca, Isabel Carire Soras, Freddy Antonio Ochoa-Tataje.

*Writing - review and editing:* María Del Carmen Emilia Ancaya-Martínez, Roxana Beatriz Gonzales-Huaytahuilca, Isabel Carire Soras, Freddy Antonio Ochoa-Tataje.