

# Mediation Roles of Organizational Commitment and Teamwork on Strategic Management Practices and Public Organizations' Performance: Theoretical Framework

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To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v14-i7/22103>

DOI:10.6007/IJARBSS/v14-i7/22103

**Published Date:** 13 July 2024

## Abstract

In the rapidly changing economic environment driven by globalization, shifting customer and investor needs, and increasing product-market rivalry, public organizations face immense pressure to enhance their performance. Strategic management practices, which involve the planning, directing, organizing, and controlling of strategies, are essential for achieving organizational objectives. Despite the theoretical and empirical support for the positive impact of strategic management on organizational performance, there is limited understanding of the underlying mechanisms that mediate this relationship. This study explores the theoretical framework of the mediation roles of organizational commitment and teamwork in the relationship between strategic management practices and public organizations' performance. Strategic management, a continuous process encompassing the planning, directing, organizing, and controlling of strategies, is vital for achieving organizational objectives. It involves evaluating business environments, setting goals, and reassessing strategies to ensure their effectiveness. This study posits that organizational commitment enhances teamwork, as committed employees are more inclined to collaborate towards common goals, thus fostering effective team dynamics. Teamwork, in turn, facilitates the implementation of strategic management practices by enabling better information sharing, coordination, and conflict resolution. Consequently, effective teamwork and strong organizational commitment can significantly enhance the impact of strategic management on organizational performance. The findings indicate that cooperation and organizational commitment are essential mediators in the link between strategic management practices and organizational success. This theoretical framework highlights the importance of strategic management in improving organizational performance by reducing costs, developing innovative goods and processes, and enhancing quality, productivity, and market

responsiveness. The study underscores the need for advancements in leadership, cognitive ability, creativity, and ingenuity to develop successful strategic plans in today's dynamic economic environment.

**Keyword:** Organization Commitment, Theoretical Framework, Organization Performance.

### **Introduction**

Strategic management practices encompass a collection of choices and activities that direct the creation and execution of plans meant to accomplish organisational goals. Planning, directing, organising, and controlling a firm's strategy to reflect decisions and activities that strengthen a company's competitiveness is referred to as strategic management.

Strategic management is a continuous process that evaluates a company's business and industries, establishes objectives and plans of action to compete with both existing and future rivals, and periodically evaluates each plan of action to gauge its efficacy (Warshawsky et al., 2020). It involves various practices for the overall function of organisations, including strategy formulation, implementation, and evaluation (Fuertes et al., 2020; Ahmad & Ahmad, 2019). Formulated strategies are crucial for achieving short- and long-term objectives Khalid & Nusari (2020), while implementation involves gathering resources and motivating staff to achieve goals (Mohamed et al., 2019). Once strategies are formulated and implemented, they must be evaluated to identify strengths and weaknesses and areas for improvement to achieve the organisation's overall goal (Gure & Karugu, 2018).

Strategic management is essential in today's quickly evolving economic climate, fueled by globalisation, fluctuating consumer and investor requirements, and escalating product-market competition. Businesses may continuously improve their performance by reducing costs, creating new products and processes, and boosting quality, productivity, and time to market (Nzewi et al., 2021; Orishede, 2020). Strategic management strategies are necessary to support the plans, choices, and decisions that lead to competitive advantage, profitability, success, and wealth creation since the hypercompetitive business environment has stretched firms to their breaking point (Alukonya, 2021). This requires improvements in leadership, learning capacity, creativity, and inventive skills (Nkemchor & Ezeanolue, 2021; Ferreira et al., 2020).

An effective strategy is essential for creating a sustainable work environment and boosting organisational growth (Kulkarni, Mutkekar, & Ingalagi, 2020). Mintzberg et al. (2020) view it as aligning internal capabilities and external demands through plans, patterns, positions, perspectives, and plots. Classic management theories, such as Chandler's (1962), Child's (1972); Omalaja and Eruola (2011); Almazrouei and Yassin (2020), have been proven effective in addressing external restrictions (Al-Mansour, 2018; and Pasquier & Villeneuve, 2018). Hence, there is a need to identify the relevance of organizational commitment and teamwork on strategic management practices and public organizations' performance.

Previous research has highlighted the importance of organizational commitment and teamwork in influencing organizational performance. Organizational commitment can lead to greater teamwork, as committed employees are more willing to collaborate towards common goals, fostering effective team dynamics. Effective teamwork, in turn, can facilitate the implementation of strategic management practices by enhancing information sharing, coordination, and conflict resolution. However, the specific mediating roles of organizational commitment and teamwork in the relationship between strategic management practices and public organizations' performance remain underexplored.

This study aims to address this gap by theoretically conceptualizing the mediating influence of organizational commitment and teamwork on the impact of strategic management practices on public organizations' performance. Understanding these mediating roles is crucial for developing strategies that not only focus on strategic management practices but also enhance organizational commitment and teamwork to achieve superior performance outcomes. This research seeks to contribute to the existing literature by providing a comprehensive framework that underscores the importance of these mediators in the strategic management-performance nexus, thereby offering valuable insights for public organizations aiming to thrive in today's competitive landscape.

### **Motivation**

The motivation for this study stems from the critical need for public organizations to enhance their performance in a rapidly evolving economic landscape characterized by globalization, shifting customer and investor expectations, and intensified market competition. Despite extensive research on strategic management practices, there remains a significant gap in understanding the mechanisms through which these practices influence organizational performance.

Public organizations often struggle with the effective implementation of strategic management practices, which can hinder their ability to achieve desired outcomes. This challenge is compounded by the need to foster organizational commitment and teamwork, both of which are crucial for successful strategy implementation. Committed employees are more likely to collaborate and work towards common goals, thereby enhancing teamwork and overall organizational performance. Effective teamwork, in turn, facilitates the sharing of information, coordination of activities, and resolution of conflicts, all of which are essential for implementing strategic management practices effectively.

This study is motivated by the potential to uncover the mediating roles of organizational commitment and teamwork in the relationship between strategic management practices and public organizations' performance. By providing a theoretical framework that elucidates these mediating roles, this research aims to offer practical insights for public organizations seeking to improve their performance. The findings of this study could help public organizations develop strategies that not only focus on the formulation and implementation of strategic management practices but also foster organizational commitment and teamwork, ultimately leading to enhanced performance.

Moreover, the study seeks to contribute to the academic literature by filling the gap in understanding the interplay between strategic management, organizational commitment, and teamwork. This comprehensive approach could pave the way for future research and practical applications, ensuring that public organizations are better equipped to navigate the complexities of the modern economic environment and achieve their strategic objectives.

### **Literature Review**

#### **Organisational Performance**

The aim of every organisation is the attainment of superior performance. Organisations, therefore, strive to carry out activities that will improve their performance. One such is the application of strategic management practices. Some studies linked strategic management

practices and organisational performance (Chungyas & Trinidad, 2022; Dahir & Paul, 2019; Ekon & Bemnet, 2022; Langat & Wainaima, 2019). Strategic management practices deal with strategic planning concerned with linking plans to objectives & organisational resources, governance that is open to employees' suggestions and input in decision-making and policy affairs, strategic staffing that is concerned with getting the right people for the right roles, and stability of financial resources and facilities which transform inputs into outputs (Bryson, 2018).

The Performance of an organisation is compared to its intended aims and objectives to determine its organisational performance. The balanced scorecard has been a popular tool for measuring organisational success for many years; by tracking and measuring performance in multiple dimensions such as social responsibility (community outreach), employee stewardship, and return on investment (ROI), among others. The variables tested by Maina (2019) to measure organisational performance in relation to strategic planning were: the effectiveness of strategic plans in meeting organisational objectives, the effectiveness of governance, staff retention and management of financial resources.

The difference between the input and the output is used to assess performance depending on how they relate to the organisation's objectives, purpose, and vision. Therefore, for sustainable competitive advantage, organisations must embrace strategic management practices. Performance is the output an organisation generates as the result of an input and is measured in financial or non-financial terms (Maina, 2019). According to Mohammed et al (2019), an organisation's performance serves as a baseline or indication for efficiency, effectiveness, and environmental obligations such as productivity, cycle time, waste reduction, and regulation compliance.

Organisational success is determined by a variety of elements, including finances, internal operations, clients, learning, and growth. Exceptional strategy and top-notch resources are typically credited with the organisation's effective performance and success (Mohamed et al., 2019). An important element that is examined in research studies on organisational management is the aspect of organisational performance. The effectiveness, efficiency, and environmental obligations, such as cycle time, productivity, waste reduction, and compliance with all standards, were considered as indicators or benchmarks for organisational performance (Aldhafer et al., 2020; Alshamsi et al., 2019). Additionally, learning and growth are used to gauge how well an organisation is performing. Excellent resources and original strategies were the foundation for the organisation's performance and success (Aldhafer et al., 2020).

The operational performance of firms is just as significant to management research as their financial success. The operational performance serves as an indication or standard for environmental obligations, including waste reduction, cycle time, productivity, and regulation compliance. So, according to Khalid and Nusari (2020), operational performance was a crucial component in determining how well the companies, organisational activities, and surroundings where people worked were performing. Both factual and subjective metrics can be used to assess organisational success. Profit margin, sales volume, return on investment, and inventory turnover are objective measurements whose data may be examined from financial statements like the balance sheet and income statement. In contrast, the subjective measure depends on how the managers or owners view the firm's success, such as the rise in members or customers and customer satisfaction (Chungyas & Trinidad, 2022).

**Strategic Management Practices**

Strategic management deals with employing certain practices by organisations to achieve their long-term goals and objectives. Although there is no general list of strategic management practices, the practices can be summarised into three. These are strategy formulation, strategy implementation and strategy evaluations. Other scholars presented similar practices or extended them. For instance, Gure and Karugu (2018) presented strategy formulation, implementation, evaluation and control as the three basic elements of strategic management practices. This is also corroborated by (Aldhafer et al., 2020). On the other hand, Maina (2019) presented strategic planning, strategy formulation, implementation and evaluation as strategic management practices. Similarly, Khalid & Nusari (2020) also mentioned strategic planning as a strategic management practice.

Other studies extended the classification of strategic management practices. Williams Jr et al (2019) mentioned strategic management practices as strategic management practices: strategic planning, goal-setting, financial ratio analysis, total quality management, social capital, and entrepreneurial orientation. Chungyas and Trinidad (2022) also considered strategic management practices to include setting vision, mission and goals, strategy formulation, environmental scanning, monitoring and evaluation of performance, and conducting internal and external audits. On the other hand, Mohamed et al (2019) considered strategic management practices as employee motivation, devising organisational policies, establishing organisational objectives, and assigning resources for executing the formulated strategies. They defined strategy implementation based on a strategy, structure and human resources tripod. No matter the number of practices, they can be summarised under strategy formulation, implementation and evaluation.

**Strategic Management in Public Organisations**

In any public institution, strategic management is crucial. According to studies, public organisations need to develop and put into practice successful strategies (Aldhafer et al., 2020). The applicability and thoroughness of strategy creation and implementation are largely determined by the emphasis on certain strategies and their outcomes. A public employee's desire and competence in selecting future courses of action are vital for successful implementation since formulation and execution plans need considerable intellectual effort as well as discipline. The organisation's implementation and formulation methods will not be successful if it does not have a clear objective, vision, or mission, as well as employee and public support and thorough knowledge (Aldhafer et al., 2020; Ameen et al., 2019; Ameen et al., 2020). According to published research, firms that were more dedicated to formulating and implementing their strategies had better organisational performance (Aldhafer et al., 2020). The strategy's creation and implementation demonstrate a more effective framework that may direct management tasks. The most important factor is the efficient use of formulation and execution techniques that raise government sector performance (Kang 2006). The second element is the likelihood that public employees would view all the useful advice as an extra instrument to boost their productivity. As a result, public officials must view the implementation and formulation strategies as a tool for enhancing their performance Kang (2006) for them to be successfully applied.

In most nations, structural issues with the efficiency of public service delivery are frequently attributed to the public sector. The security sector's bureaucratic procedures and erratic performance are two difficulties (Almazrouei & Yassin, 2020). Therefore, Strategic management is just as important in public as private enterprises. As a result, several research



on strategic management from the perspective of a public organisation were conducted. For instance, Daudi and Mbagua (2018) looked at strategic management in Kenya's public transport system, which was marked by a failure to adhere to traffic laws, resulting in many road accidents and the deaths and injuries they cause.

### **Strategy Evaluation**

Organisations must evaluate their strategies after formulating and implementing them to identify areas of strength and weaknesses and areas where corrective actions are needed to achieve the organisation's overall goal. This evaluation can be achieved through various methods, such as financial ratio analysis, which examines financial results as multiples or proportions (Gure and Karugu, 2018). According to Delen et al (2013), important financial ratios include gross margin to sales, net profit to sales, net profit to inventory, inventory turnover, current assets to current liabilities, net sales to inventory, total liabilities to net worth, return on assets, return on equity, return on investment, and days in accounts receivable and payable.

Using financial ratio analysis, business managers may better comprehend leverage, liquidity, operational effectiveness, returns, and profitability. Business executives may use it to help them make strategic decisions and communicate the need for change (Delen et al., 2013; Williams Jr. et al., 2019). Financial ratios complement accounting data that help decision-makers make judgments based on numbers rather than judgments (Liang et al., 2016). This allows small business leaders to understand their current state and future, evaluate decision outcomes, develop strategies and performance targets in quantifiable ways, and evaluate the returns of capital investments (William Jr et al., 2019).

Benchmarking compares an organisation with its peers in terms of implemented strategies (Demir & Ugurluoglu, 2019). Utilising appropriate and effective organisational strategies, strategic management, and a contemporary extension of management, assures the profitability of organisations. Effective strategies are created in response to the organisation's requirements at a particular time. Strategic managers need to be able to plan and manage activities since managing activities calls for effective planning. Implementation procedures may be watched using the right tactics (Daft, 2010).

In conclusion, strategic management is a method that entails a strategic viewpoint, enabling managers to identify and assess the strategic issues facing an organisation and comprehend its goals to select the most appropriate approach.

### **Strategic Management Practices and Organisational Performance**

Numerous academic studies, including those conducted in the United Arab Emirates, have examined and established the link between strategic management and organisational success. For instance, (Mohamed et al., 2019) looked into how the Abu Dhabi Police UAE organisation performed after using strategic management. They found a significant relationship between strategic management implementations (strategy, structure, and human resources) and Abu Dhabi police performance. Strategic management practices are very critical to the performance of every organisation. Failure to formulate, implement and evaluate effective strategies is linked to poor performance of organisations (Mohamed et al., 2019). Langat and Wainaima (2019) also investigate how strategic management practises affect organisational performance. Using quantitative means, they found that strategic management practices positively affect organisational performance. The findings added that

organisational structure and employee competence significantly affect organisational performance.

Similarly, Chungyas and Trinidad (2022) also investigated the effect of strategic management practices on business performance. They precisely assess the influence of strategic management practices on organisations' operational and financial performance. They found a positive effect of strategic management practices on financial performance and operational performance.

### ***Strategic Management Practice, Competitive Advantage and Organisational Performance***

According to the ideas of competitive advantage and resource-based theory, the organisation can use its resources to outperform other firms. When a company is adopting a value-creating strategy that none of its existing or future rivals are doing simultaneously, it is said to have a competitive edge. This suggests that an organisation's strategic management techniques support its competitive advantage. Strategic management practices are related to organisations' competitive advantage, giving them the edge on the number of customers, the volume of transactions and market share, thereby improving their overall performance (Agwu, 2018). Thus, strategic management practices may indirectly affect organisational performance through competitive advantage.

### **Team Work**

Teamwork was previously studied as employees combining their efforts to achieve a common objective by keeping in mind the interest of the overall group instead of individual interests (Chukwudi, 2014; Samwel, 2019). Teamwork is formed when individuals with common goals come together on a platform. According to Virtaneva Feshchenko, Hossain, Kariluoto, Himmanen, Kaitila & Abrahamsson (2021), a lot of academics and practitioners have conducted significant research on the impact of teamwork on the performance of public organisations in the past years. As a result, it is crucial to comprehend how teamwork affects performance because some researchers believe that it is one of the main factors that contribute to an improvement in a firm's performance. Organisational teams can be set up in various ways and given various tasks to complete (Alkheyi et al., 2020). (Accordingly, several organisations of teamwork types have been innovative in the literature (Marion & Fixson, 2021; Abuelhassan et al., 2018). Therefore, teamwork has become the basic unit for many organisations around the world (Buljac-Samardzic, Doekhie & van Wijngaarden, 2020) and delegate responsibilities such as projects, budgets, or essential research to work for teams to face competition and meet demands. Organisations have been employing work teams more frequently over the past few years to replace them with the completion of challenging jobs and deal duties (Hassan & Jiang, 2021). The use of teamwork has become the representation of an ideal model of work and working behaviour for organisations (Luis Daniel 2010; Alkheyi et al., 2020). However, this review discovered that teamwork is not quickly built and requires specific concerns to become successful and efficient. Improving teamwork has therefore received top priority.

### ***Strategic management practices, organisational commitment and organisational performance***

Strategic management practices involve strategies to be executed by the organisation's employees. Thus, strategies that favour the employees will likely positively affect their attitude and commitment towards the organisation, going by social exchange theory (Taha,

2018). The theory is based on reciprocity. Some of the strategic management practices involved motivating the employees. This gives the employee a sense of belonging in the organisation which they cognitively and intuitively reciprocate in the form of more commitment to the organisation. On the other hand, increased commitment improved the organisation's performance (Alansaari et al., 2019; Hunt, 2021; Osman et al., 2017). The impact of organisation commitment on organisational success was previously studied empirically. For instance, Alansaari et al.'s research from 2019 examined the potential connection between employee dedication and organisational success. They discovered a link between employee dedication and organisational performance. According to the study, employee commitment has a considerable and beneficial causal influence on organisational performance (Taha, 2018). In light of this, it may be inferred that strategic management techniques may substantially impact organisational commitment, directly impacting organisational performance. It is indicated that strategic management techniques may indirectly impact organisational performance through organisational commitment.

**Mediation Role of Organisational Commitment**

Although organisational commitment has been well-researched, there is still a dearth of empirical studies in developing nations (Vega Martinez et al., 2020). According to Morshidi et al (2002), organisational commitment is a psychological state that is associated with several organisational and behavioural outcomes. In a recent paper, Chiu et al. (2019) claimed that the link between internal marketing and job performance is mediated by organisational commitment. Because of this, organisational commitment influences job performance favourably and acts as a partial mediator between internal marketing and work performance.

Figure 1: below

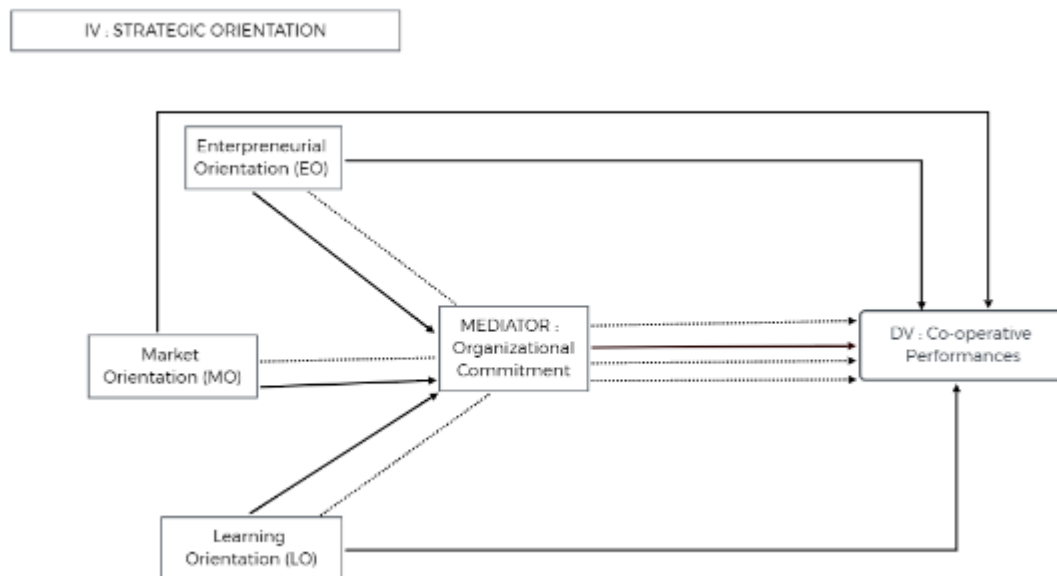


Figure 1: Mediation Role of Organisational Commitment (OC) (Arasanmi & Krishna, 2019).

**Theoretical Underpinning**

Several theories underpin the interrelationships between strategic management practices, organisational commitment and organisational performance. These theories are reviewed in the following subsections. In this review, the social exchange theory and the competitive advantage theories are used to underpin the deductions.



### **Social Exchange Theory**

According to the theory, workers' behaviour relating to their jobs should be reciprocal in the form of strategic management techniques and attitudes for enhancing organisational performance. Because employees are prone to view the organisation's delivery of some advantageous strategies as a sign of concern and gratitude for their efforts, strategic management practices are essential for increasing organisational commitment.

### **Teamwork Theory**

According to Grosz and Kraus's (2003) theoretical work on collaboration in the field of strategic management, teams exhibit the following characteristics: The team members must first communicate their shared objectives, the general strategy they follow, and, to some extent, their shared understanding of the environment (situation awareness) in which they are working. The agents must also have the same purpose to carry out the plan in order to accomplish the same objective. Third, team members need to understand their duties within the high-level strategy and how they can fulfil them. Fourth, team members should be able to keep track of their progress towards the group's objective and their colleagues' actions and intents (Cohen & Levesque, 1991). Teams enabling human cooperation Chalupsky & Electric Elves (2001), teams for strategic management Nair et al (2003), and teams for performance Sycara et al (1990) have all been effectively implemented using these fundamental teamwork concepts.

### **Methodology**

The literature review for this journal article was conducted using a systematic and structured approach to ensure a comprehensive and unbiased analysis of the existing research on the mediating roles of organizational commitment and teamwork in the relationship between strategic management practices and public organizations' performance. The following steps were undertaken:

**Defining Research Objectives and Questions:** The primary research objectives and questions were clearly defined to provide a focused direction for the literature review. This involved identifying the key constructs of interest: strategic management practices, organizational commitment, teamwork, and organizational performance.

**Identifying Sources:** A selection of reputable academic databases was chosen for the literature search, including Google Scholar, JSTOR, PubMed, and Web of Science. These databases were selected for their extensive collections of peer-reviewed articles, books, and conference papers relevant to the research topic.

**Search Strategy:** A comprehensive search strategy was developed using keywords and phrases such as "strategic management practices," "organizational commitment," "teamwork," "public organizations," and "organizational performance." Boolean operators (AND, OR) were employed to refine and broaden the search results.

**Inclusion and Exclusion Criteria:** Inclusion criteria were established to ensure the relevance and quality of the selected studies. Studies published in the last 20 years, written in English, and relevant to the research questions were included. Both empirical and theoretical works that examined the relationships among the key variables were considered. Studies that did not meet these criteria were excluded.

**Screening and Selection:** The titles and abstracts of the identified studies were screened for relevance to the research questions. Full texts of potentially relevant articles were

retrieved and assessed against the inclusion criteria. This screening process ensured that only the most pertinent studies were included in the review.

**Data Extraction and Organization:** Key information from the selected studies was extracted, including details on theoretical frameworks, methodologies, findings, and conclusions. This information was organized thematically to identify patterns, key themes, and gaps in the literature.

**Synthesis and Analysis:** The findings from the reviewed studies were synthesized to provide a comprehensive understanding of the current state of research. This synthesis highlighted the mediating roles of organizational commitment and teamwork in the relationship between strategic management practices and organizational performance. The analysis also identified areas where further research is needed.

**Critical Evaluation:** The quality and rigor of the included studies were critically evaluated. This involved assessing the validity, reliability, and generalizability of their findings to determine their contributions to the research questions.

**Reporting:** The results of the literature review were systematically reported, summarizing key insights, theoretical contributions, and recommendations for future research. This report provided a solid foundation for understanding the mediating roles of organizational commitment and teamwork in the strategic management-performance nexus.

By following this systematic approach, the literature review ensured a thorough and unbiased examination of the existing research, contributing valuable insights to the understanding of strategic management practices and their impact on public organizations' performance.

## **Finding**

In order to deal with unforeseen challenges and prepare for future coping mechanisms, this circumstance required all the important stakeholders in the organisation to embrace good strategic planning and management practises. The literature on strategic management practises, and their effects on organisational effectiveness and financial performance have exploded in recent years, with several empirical types of research concentrating on financial organisations. Therefore, it should come as no surprise that strategic planning and management, a relatively recent phenomenon in the literature, still requires in-depth research, as suggested by various academics (Metcalf et al., 2020; Hammad et al., 2022; Rajasekar & Al Raee, 2014). Additionally, this review has shown that despite being one of the key factors affecting performance and an organisation's success, customer satisfaction, a crucial non-financial metric, was found to be insufficient. For instance, Hawkins and Hoon (2019) contend that a company's capacity to please its consumers and develop methods to boost customer satisfaction is essential to its survival.

Besides the direct influence of strategic management practices on organisational performance, strategic management practices may indirectly affect organisational performance through competitive advantage and organisational commitment. Drawing from the social exchange theory, strategic management practices involves motivating employees who reciprocate the gesture through a positive attitude and commitment towards the organisation, which improves the performance of the organisation (Alansaari et al., 2019; Fakhari et al., 2021; Taha, 2018). The literature does not address the possible mediation effect of organisational commitment on the relationship between strategic management practices and organisational performance. This review recommendations will attempt to close this important gap in the literature.

Similarly, the resource-based and competitive advantage theories allude to the role of strategic management practices in attaining competitive advantage by organisations over other organisations. Such competitive advantage gives an organisation edge over other organisations, thereby allowing it to improve its performance (Agwu, 2018; Omalaja & Eruola, 2011). Despite this supposed relationship, the possible mediation effect of competitive advantage in the relationship between strategic management practices and organisational performance has not been established in public organisations. The research gap based on the literature review is summarised in Table 1.

**Table 1**  
*Summary of Literature Review regarding the research gap*

| <b>Factors</b>            | <b>Related Paper</b>            | <b>Literature Review</b>  |
|---------------------------|---------------------------------|---|
| Strategy Formulation      | (Khalid & Nusari, 2020)         | Literature supports the impact of strategy formulation on organisational performance. However, some studies go contrary to this and there are controversies surrounding the approaches to strategy formulation. Similarly, most of the literature is on private organisations, thus leaving a gap for public organisations. |
|                           | (Elbanna, 2013)                 |   |
|                           | (Gure & Karugu, 2018)           |   |
|                           | (Maina, 2019)                   |   |
|                           | (Demir & Ugurluoglu, 2019)      |   |
|                           | (Pearce & Robinson, 2013)       |   |
|                           | (Aldhafer et al., 2020)         |   |
|                           | (Johnson et al., 2018)          |   |
|                           | Omalaja and Eruola, (2011)      |   |
| Strategy Implementation   | (Mohamed et al., 2019)          | Strategy implementation has also been supported in literature. However, there is no conclusive evidence on its impact as most studies studied it in isolation from the other practices and concentrated on the private sector.  |
|                           | (Islam, 2022)                   |   |
|                           | (Palladan & Adamu, 2020)        |   |
|                           | (Murugi & Ongoto, 2018)         |   |
|                           | (Sethuraman & Suresh, 2014)     |   |
|                           | (Muscalu, 2014)                 |   |
|                           | (Williams Jr et al., 2019)      |   |
| Strategy Evaluation       | (Gure and Karugu, 2018)         | Strategy evaluation impact has also been supported in literature. However, like the other practices, it is mostly studied from the private organisations' point. Most of the studies did not evaluate public organisational performance.  |
|                           | (Delen, Kuzey, & Uyar, 2013)    |   |
|                           | (Williams Jr. et al., 2019)     |   |
|                           | (Liang, Lu, Tsai, & Shih, 2016) |   |
|                           | (Demir & Ugurluoglu, 2019)      |   |
| Organisational Commitment | (Maina, 2019)                   | Though organisational commitment has been separately related to strategic management and performance, its possible mediation role has not been established.   |
|                           | (Alansaari et al., 2019)        |   |
|                           | (Taha, 2018)                    |   |
|                           | (Iqra & Yahya 2013)             |   |
| Competitive Advantage     | (Agwu, 2018)                    | As with organisational commitment, the mediatory role of competitive  |
|                           | (Kraja & Osmani, 2013)          |   |

|  |                          |  |
|--|--------------------------|--|
|  | (Makanga & Paul, 2017)   | advantage has not been established even though previous studies have studied its links with strategic management and performance |
|  | (Ahmed & Mukhongo, 2017) |  |

**Research Gap**

Based on the systematic literature review conducted, several gaps in the existing research on the mediating roles of organizational commitment and teamwork in the context of strategic management practices and public organizations' performance were identified: While studies acknowledge the importance of organizational commitment and teamwork, there is a lack of comprehensive integration of these factors as mediators in the relationship between strategic management practices and organizational performance. Future research could delve deeper into how these variables interact within the strategic management process to enhance performance outcomes. Many studies generalize findings across different types of organizations without considering the unique contexts of public organizations. There is a need for research that examines how the dynamics of organizational commitment and teamwork vary in public sector settings, where organizational structures, goals, and stakeholder expectations may differ significantly from private sector counterparts.

Most existing research relies on cross-sectional data, limiting the ability to establish causal relationships and assess the long-term effects of strategic management practices on organizational performance. Future studies could benefit from longitudinal approaches to capture changes over time and provide insights into the sustainability of performance improvements. Variability in the measurement of constructs such as organizational commitment and teamwork across studies poses challenges for synthesizing findings and drawing robust conclusions. Future research could focus on developing standardized measures and employing rigorous methodologies to enhance the validity and reliability of research findings. While organizational commitment and teamwork are prominent mediators, other potential mediators (e.g., leadership styles, organizational culture) in the relationship between strategic management practices and organizational performance remain underexplored. Investigating these factors could provide a more comprehensive understanding of the mechanisms influencing performance outcomes.

Addressing these research gaps could advance theoretical insights and practical implications for enhancing the effectiveness of strategic management practices in public organizations, ultimately contributing to improved organizational performance and sustainability.

**Conclusion and Recommendation**

In conclusion, this study has explored the theoretical framework regarding the mediating roles of organizational commitment and teamwork in the context of strategic management practices and the performance of public organizations. Strategic management, encompassing planning, implementation, and evaluation of strategies, emerges as vital for achieving organizational goals amid dynamic economic landscapes. Organizational commitment fosters teamwork, enhancing collaborative efforts towards common objectives and thereby improving overall organizational performance. Effective teamwork, in turn, facilitates the efficient implementation of strategic management practices, including resource allocation, coordination, and conflict resolution.

Moving forward, future research should emphasize longitudinal studies to capture the evolving dynamics of organizational commitment, teamwork, and strategic management over time. Context-specific investigations tailored to the unique challenges and structures of public organizations are essential for developing targeted strategies. Methodologically, employing robust measures and mixed-method approaches will enhance the validity and comprehensiveness of findings, providing deeper insights into the mechanisms linking strategic management practices to organizational success. Practically, public organizations are encouraged to invest in leadership development and foster a supportive organizational culture that values commitment and teamwork. By enhancing these foundational elements, organizations can optimize their strategic initiatives, achieve operational efficiencies, and respond effectively to market demands and stakeholder expectations. This proactive approach will enable public organizations to navigate complexities and sustain competitive advantages in an increasingly globalized and competitive environment.

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