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Tõnis Pintson

**MANAGEMENT TECHNIQUES IN STRATEGIC PLANNING:
ITS LINKS BETWEEN STRATEGY FORMULATION AND
(NON-FINANCIAL) PERFORMANCE IN ESTONIAN
ORGANIZATIONS**

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Juhendaja: prof. Maaja Vadi

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Tõnis Pintson

Faculty of Economics and Business Administration, University of Tartu

E-mail: pintson15@hotmail.ee

Supervisor: Maaja Vadi

Abstract¹

The purpose of this article is to empirically explore which associations do organizations who use certain management techniques have in strategic planning, considering the basis of strategy formulation and non-financial performance, in Estonia. The research concentrates on the *Learning Organization (LO)*, *Total Quality Management (TQM)* and *Customer Relationship Management (CRM)*. Data was collected from 204 CEOs and managers and was analysed using EFA and T-Test. Results showed that organizations who use LO, TQM or CRM prioritize *external processes* (e.g. competition analysis) more when formulating their strategies. Further, when organizations use LO, TQM or CRM, they have better assessments in *external communication*. In addition, LO and TQM bring better non-financial performance in *internal structure* and *control system*, but CRM was not significantly associated with respective factors.

Keywords: *strategic planning, strategy formulation, LO, TQM, CRM, non-financial performance, Estonia;*

¹ This article is written according to the guidelines of "APA: The Easy Way (2009). Second Edition", with exceptions- (i) Align text Justify (instead of Left); (ii) citing three or more authors as *et al.*, and (iii) single line spacing (instead of double line spacing)- in order to save space.

INTRODUCTION

The playing field for strategic planning is constantly changing and in order to be successful, organizations have to use their selected management techniques in compliance with the developed strategies. As business environment is becoming relentlessly more dynamic and complex, organizations have to analyze thoroughly their strategy formulation process to get the best results and achieve better performance (both, financial and non-financial). Strategic planning can be viewed as a dynamic process, which begins with formulating the strategy, then using means to implement it and evaluating the results (O'Regan & Ghobadian, 2002; Shraeder, 2002). Further, management techniques and tools are the main means for successful strategic planning (Ramanujam et al., 1985; Knott 2006; Potocan et al., 2012). But there is a considerable need for better understanding of management techniques (Webster et al., 1989; Afonina & Chalupsky, 2012), especially considering the associations with the strategy development and formulation process (Frost, 2003).

This paper explores if organizations who use certain management techniques (LO, TQM or CRM) have different associations in strategic planning, compared to organizations who do not use LO, TQM or CRM, considering the Estonian organizations. This will be carried out by two objectives:

- (i) find important links between management techniques (LO, TQM and CRM) and the basis of strategy formulation;
- (ii) examine if using LO, TQM or CRM brings better non-financial performance.

In this research, the basis of strategy formulation is seen as the core elements which are prioritized in strategic planning when developing strategies. It is not directly the mission and vision statements, but rather elements, which define the strategic choice and ambitions (*e.g.* financial indicators, market opportunities, customer satisfaction). Further, the non-financial performance is measured as an overall assessments of organization, as management techniques need tangible goals and constant monitoring to succeed (Rigby, 2001). More, this research do not directly compare the concepts of LO, TQM or CRM and their dimensions, but see them as a part of dynamic process, where organizations make their own decisions how to use certain technique. In this sense, the research will not try to answer which technique is better and more desirable. In conclusion, the latest Estonian Management Survey (2011) is employed in the empirical analysis process.

The results will help us to understand how certain management techniques are connected with core elements of strategy formulation process and if organizations should prefer these management techniques more in Estonia, compared to the organizations who do not use LO, TQM or CRM. The first research question will try to find what elements of strategy formulation are more valued and prioritized in organizations when using LO, TQM or CRM, as it will tell the ambition of strategic choices in Estonian organizations and if organizations have selected right means to implement their strategies. Further, finding the links between the management techniques and non-financial performance will tell us if using LO, TQM or CRM will bring higher assessments in Estonian organizations. In this paper, the second research question is based on the assumption that all three techniques are associated with better non-financial performance (*e.g.* Goh & Ryan, 2002; Hassan et al., 2013; Lam et al., 2011).

According to Vihalemm (1997), the Estonian political, economic and cultural space is in general influenced by the path dependency. Therefore, it can be assumed that the context of management in Estonia is also noticeably influenced by the consequences of path dependency. More, the managerial practices have historically been influenced by communist ideology- the autocratic practices, rather than democratic, have dominated (Vadi & Lepisk,

2012, p. 86). The first Estonian Management Survey (2005, p. 104) supports the latter statement- one of the critical attitudes that need to be changed in managerial practices associates with autocratic leadership style, as it may considerably affect the effectiveness of management techniques by not supporting the innovation, not prioritizing learning or transparent communication. Although, Vadi & Lepisk (2012, p. 86) argue that the accession to the European Union has helped management practices to develop within a market economy and a democratic society, which has brought Western managerial experiences, this still may affect the variability of management techniques effectively used in Estonian organizations.

In addition, Teder & Venesaar (2005, p. 19) say that the Estonian transition from centralised planning to a market economy brought major instability of the environment, rapidly changing international contacts, high inflation, changes in price structure and in legislation. By becoming the member of the European Union, the competition increased and Estonian organizations had to find ways to expand exports to survive. This, in turn, had to express in the strategy formulation process, as organizations had to have high financial and internationalization ambitions for long-term plans.

Another force, organizational culture, has also been considered important, influencing organizational behavior and the overall performance of organizations in Estonia². As the post-Soviet era was characterised by the greater diversity (Vadi & Lepisk, 2012, p. 89; Üksväre, 1995), the post-European Union has prioritized the formalization and bureaucracy in Estonia. But the latest economic crisis showed that in the future, organizations need to be able to adjust fast and accordingly to the dynamic business environment, which can be achieved by implementing the flexible-oriented, rather than stability-oriented systems (Reino, 2009). Further, by favoring close relationships and trust between organizational members, it may courage people to be more creative and innovative, which, in turn, may help organizations to use certain means (*e.g.* put greater emphasis on the employee-centered management techniques (*Ibid.*)) to implement their strategies and achieve better performance.

To the author's knowledge, the links between management techniques and the basis of strategy formulation have not received any attention in the earlier literature and therefore, is not clearly acknowledged. This article will contribute immensely to this field. Considering the management techniques and LO, TQM or CRM in overall strategic planning, the main research has been about the usage of different management techniques (Kalkan & Bozkurt, 2013; Potocan et al., 2012; Gambi et al., 2013; Lee et al., 2012), direct relationship between the strategic planning and firm performance (Rudd et al., 2008; Arasa & K'Obonyo, 2012), management techniques and performance (Nzuve & Omolo, 2012; Josiassen et al., 2014; Gonzales et al., 2013) or management techniques and culture (Baird et al., 2011; Singh, 2010).

The article is divided into three main parts. The first part gives attention to the literature review on strategic planning, management techniques as the tools of strategic planning, the strategy formulation process and links between the techniques and non-financial performance. Further, two research questions and six hypothesis are developed. Secondly, the article describes the method of analysis, results of EFA and T-test and the results of hypothesis. The third and final part will discuss the results and main implications. In addition, the article brings out limitations of this study and possibilities for the further research.

² See for example: Reino, A. (2009). Manifestations of organizational culture based on the example of Estonian organizations. Tartu University Press, p. 273.

II. LITERATURE REVIEW AND DEVELOPMENT OF RESEARCH QUESTIONS

2.1. Strategic planning and management techniques as tools of strategic activity

Strategic planning is recognized as an important management tool for an organization to deal with developed strategies. In this article, the strategy is defined as *''the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources for carrying out these goals''* (Chandler, 1991, p. 2). Since strategic planning is one of the main separated processes in strategic management as a whole, it is interconnected with strategic implementation and strategic control (Mišankova et al., 2014). In addition, Teece et al. (1997) brings out that the fundamental question in strategic management is how organizations achieve and sustain competitive advantage. Therefore, strategic planning helps to carry out organizational goals, visions, resources and actions.

Planning process is a way including various techniques and factors to perform specific tasks systematically (Kalkan & Bozkurt, 2013). The two complementary definitions of strategic planning can be presented:

- (i) *''Evolution of managerial response to environmental change in a focus moving from internal structure and production efficiency to the integration of strategy and structure and production innovation, multinational expansion and diversification''* (Hofer and Schendel, 1978).
- (ii) *''Conscious and systematic process during which decisions are made about the goals and activities that an individual, group, work unit or organization will pursue in the future''* (Bateman and Zeithaml, 1993)

In this sense, strategic planning is a dynamic and systemic process, where management techniques can be seen as means for implementing developed strategies. Ramanujam et al. (1985) suggests seven dimensions for strategic planning process- (i) system capability (ability to adapt to unforeseen changes); (ii) use of management techniques; (iii) attention to internal facets (strengths and weaknesses in the internal environment, e.g. internal processes, managerial ethics, corporate social responsibility); (iv) attention to external facets (opportunities and threats in the external environment, e.g. competition, nature of industry, external forces); (v) functional coverage (degree of emphasis to various functional areas); (vi) importance of resources (both, tangible and intangible); and (vii) resistance to planning (overcoming the sources of resistance). In addition, Parnell (2009) emphasizes the importance of contingency theory in strategic planning, as strategy is most successful when organizations have beneficial fit with their environment and it is consistent with the mission, its competitive environment and its resources. Further, Arasa and K'Obonye (2012) describe that strategic planning is a process of selecting organizational goals, visions and strategies, while determining the necessary means and appropriate strategy to achieve specific objectives and make sure that policies are implemented and chosen strategies translated into actionable forms. In conclusion, Aldehayyat and Anchor (2009) summarize some benefits of strategic planning- progress toward objectives, identifying market opportunities and enhancing co-ordination and internal communication- which can be measured as an overall assessments of organization.

A variety of management tools and techniques have been developed to help organizations to identify and deal with the decisions of strategic planning (Ramanujam et al., 1985). In addition, there have been several studies summarizing popular strategic management tools or techniques and their usage. Rigby (2013) and Bain&Company have described the most popular tools and techniques varied by different regions since 1993. Kalkan and Bozkurt (2013) bring out the most used tools and techniques in Turkey. Afonina and Chalupsky (2012) add the current situation about management tools and techniques in Czech Republic.

Aldehayyat and Anchor (2009) give review about usage in Jordan. Webster et al. (1989) presents 30 planning techniques and tools for managerial use. Potocan et al (2012) summarize the usage of techniques in Slovenian organizations. In addition, Alas et al. (2012) have established types of management techniques used in Estonian organizations and their connections between the reasons to change organizational strategies and an overall assessments of organization. More, Zernand-Vilson and Elenurm (2010) have found directions of management and organizational development, considering management innovation in Estonia. But more comprehensive approach for management techniques as strategy tools is needed.

Knutt (2006) defines "strategy tools" as the full range of concepts, ideas, techniques and approaches which structure or influence strategic activity. Afonina and Chalupsky (2012) add that management tools and techniques have three different qualities:

- (i) to support strategic decision-making;
- (ii) to simplify and represent a complex situation;
- (iii) to support different phases of strategic management process.

As strategic activity is non-routine, unique and creative, the tools are part of the activity, guiding the thinking and structuring strategic activity, rather than providing a blueprint or substitute for the capabilities (Whittington, 1996). Further, Knutt (2006) describes techniques as a specific idea with limited purposes that forms the basis for detailed work. Therefore, LO, TQM and CRM are also needed to look as part of the strategic activity, with certain restrictions for their dynamic, but value-adding processes.

Since this research do not directly compare the concepts of LO, TQM and CRM, these techniques can be seen as a one wider approach for management fashions or fads (Abrahamson, 1996). But some similar relations are still needed to consider. Senge (1994) argues that TQM is very first step to move forward being LO, as TQM strategy helps promote learning (Lam et al., 2011) and LO encourages creative thinking, which is best managed with the practice of TQM (Lee et al., 2012). Further, the initiatives of TQM will help putting CRM into practice (Chen & Popovich, 2003). More, managing and interpreting knowledge is also important part of CRM strategy (Garrido & Padilla, 2011). In conclusion, the creation and transmission of knowledge can be seen as strategically significant processes for LO, TQM and CRM and in a wider perspective, these techniques are centered around systemic approach. Next, LO, TQM and CRM are briefly described.

2.1.1. Learning Organization (LO)

Nzuve and Omolo (2012) say that learning is considered to be the only way of obtaining and keeping competitive advantage in organizations. Senge (1994) describes five elements of LO, which consists of personal mastery, mental models, shared vision, team learning and systems thinking. Nonaka (1991) adds that LO should be viewed in the perspective of knowledge creation, where tacit-knowledge is converted into explicit-knowledge. The latter results in innovation and in new products, services or systems. Further, Kerka (1995) describes that LO has to provide continuous learning opportunities, use learning to reach goals, link individual performance to organizational performance and foster open communication. Therefore, LO is about "systemic approach" (Nzuve & Omolo 2012), where its elements are interconnected.

2.1.2.Total Quality Management (TQM)

One of the most important drivers for successful organizational performance is quality, as there is increasing demand for higher quality products and services by customers (Hassan et al., 2013). TQM strategy covers foremost dealing with quality and customer satisfaction. Baird et al. (2011) adds that TQM is aimed towards continuously improving processes in order to meet or exceed customer expectations. In addition, Hassan et al. (2013) describes six elements of TQM, which are leadership, people management, customer focus, process management, information and strategic planning. These six elements are interrelated and have to be managed systematically.

2.1.3.Customer Relationship Management (CRM)

CRM combines relationship marketing and customer satisfaction, which are created through the business process management and technology (Chen & Popovich, 2003). Payne and Frow (2005) describe the relationship between CRM and strategic planning as an interrelated process- formulating CRM strategy begins with establishing vision and goals, adding the analysis of industry and competitive environment. Developing customer strategy comes next, where it is important to put emphasis on individualized marketing, examine the existing and identify the potential customers. In the value creation process, organizations need to determine what value they can provide to and what value they can receive from customers. Multichannel integration process means managing the integrated channels and creating perfect customer experience. Information management process is dealing with the analysis and usage of customer information to generate insights and marketing strategies. In the end, performance assessment process is measuring the strategic aims, monitoring and evaluating the results.

2.2.Strategy formulation process and the basis

Strategy formulation is part of strategic planning and it refers to the process through which an organization defines its long-term direction and scope (Gimbert et al., 2010, p. 479). Formulation process consists of performing a situational analysis, self-evaluation and competitor analysis, while setting the objectives concurrent with the assessment (Hadighi et al., 2013, p. 38). There are many supporting tools for decision-making in the strategy formulation process and most of these tools are used to systematically analyse organizational internal and external environments. However, Hadighi et al. (2013) argues that one of the tools deficiencies lies in the evaluation of prioritization of the factors and strategies. Further, Gimbert et al. (2010, p. 479) add that strategy implementation refers to the process of turning strategy into action and monitoring and assessing the results. More, since strategy formulation is interconnected with strategy implementation, the management techniques can be looked as tools for implementing the formulated strategies.

Bordean et al. (2010, p. 28) describe that strategy formulation is influenced by different factors- (i) evaluating the internal and external organization; (ii) establishing the predetermined mission and goals of the organization; (iii) setting the organizational strategic policies or guidelines; (iv) developing strategic objectives. In addition, Ansoff (1977) sees the strategy formulation as a learning process (because of the dynamic environment) and Rokholt (1971, p. 10-11) sees it as a systemic approach. Further, Rokholt (1971, p. 21) illustrates that before organization can deal with complete formulation process, it needs to deal with analysis

process. This is the process, where the basis of strategy formulation are named – besides naming the objectives, organization need to identify the core elements (*Ibid.*, p. 22).

Strategy formulation process is beneficial to solve the problems organization has identified. Ulwick (1999, p. 39) proposes three larger groups that developed strategy should enable solutions for- (i) regarding the constraints of (fixed or limited) resources; (ii) achieving desired competitive position, and (iii) satisfying the largest number of important outcomes. Honoring the constraints ensures that chosen strategy is practical and can be implemented. Further, Rokholt (1971, p. 12) describes that objectives have to be consistent with the opportunities and constraints facing the organization. In this study, the indicators of limited resources are related mostly to economical indicators (financial indicators, opportunities and statistical analysis), because organizations need to understand their financial potential and ambition, when dealing with *internal processes*. Competitive position regards that chosen strategy strengthens organizational strategic position and enables to achieve sustainable competitive advantage. Therefore, principles of market and competitive analysis are related with *external processes*. Lastly, the chosen strategy should create the maximum amount of value for those involved and affected by the strategy. This deals with *overall satisfaction*, as value is created for both, employee satisfaction and customer satisfaction. In addition, Rokholt (1971, p. 27) adds product quality and effectiveness as a marketing activity and is directly associated with the customer satisfaction.

It has to be acknowledged, that this study does not take *the factor of vision* into consideration. Main explanation is that vision is a logical factor and long-term planning is built on the vision and on the future (Mintzberg, 1994; Andron et al., 2013; Buekens, 2013, p. 208). More, LO, TQM or CRM techniques are not strongly linked with valuing enough *internal processes*, but rather the most valuable indicators in the strategy formulation process are linked to *external processes* (market and competition analysis) and *overall satisfaction* (both, customer and employee satisfaction). Therefore, the following first research question and hypothesis for this study are established:

RQ1- Which basis of strategy formulation are significantly associated with the LO, TQM or CRM techniques in Estonia?

H1- Organizations, who do use LO, TQM or CRM, do not value more internal processes as the basis of strategy formulation than organizations, who do not use selected techniques.

H2- Organizations, who do use LO, TQM or CRM, value more external processes as the basis of strategy formulation than organizations, who do not use selected techniques.

H3- Organizations, who do use LO, TQM or CRM, value more overall satisfaction as the basis of strategy formulation than organizations, who do not use selected techniques.

2.3. Links between management techniques and non-financial performance

Organizational performance is at the core of all activities and when assessing performance, key indicators have to be developed (Nzuve & Omolo, 2012). Key performance indicators are critical in evaluating an overall performance and can either be financial or non-financial indicators. Hofmann (2001) argues that although non-financial indicators do not have same value for accounting measures as financial indicators, they are leading indicators that provide valuable information on future performance and further managerial actions. The main reason for this is that there are many interest groups involved who have different goals and expectations (*e.g.* relationship with stakeholders, social responsibility, network system).

Considering the earlier research about the links between LO, TQM, CRM and performance, Goh & Ryan (2002, p. 10) finds that LO is not directly linked to financial performance, but has positive impact on employee job satisfaction and morale (*internal structure*). Further, Dimovski & Škerlavaj (n.d., p. 13-14) has found that learning capability has positive relationship with the "relationship with stakeholders" (*external communication*). Hassan et al. (2013, p. 5) summarize different empirical findings about TQM elements and positive relationship with performance- the more you implement the TQM (*e.g.* satisfying customers, motivating employees), the greater would be the performance (both, financial and non-financial). Further, TQM elements- leadership, process management and customer focus- is positively related to the quality performance (*control system*). More, supporting the TQM strategy would increase the overall performance- mainly associated with the *internal structure* (work culture, employee development, management commitment) (*Ibid.*, p. 6). Earlier research has also found that using CRM increases the competitiveness of organization with the control system of results (higher revenues and lower operational costs) (Josiassen et al., 2013), boosts sales (Rodriquez & Honeycutt, 2011) and help access customer satisfaction and loyalty (Lam et al., 2011).

Therefore, the assumption that LO, TQM or CRM brings better non-financial performance and better assessments is made. The indicators of non-financial performance are grouped as *internal structure*, *control system* and *external communication*. The second research question and hypothesis are established as:

RQ2- Which indicators of non-financial performance are significantly associated with the LO, TQM or CRM techniques in Estonia?

H4- Organizations, who do use LO, TQM or CRM, have better assessments in the internal structure than organizations, who do not use selected techniques.

H5- Organizations, who do use LO, TQM or CRM, have better assessments in the control system than organizations, who do not use selected techniques.

H6- Organizations, who do use LO, TQM or CRM, have better assessments in the external communication than organizations, who do not use selected techniques.

The complete theoretical framework for this study is illustrated in Figure 1:

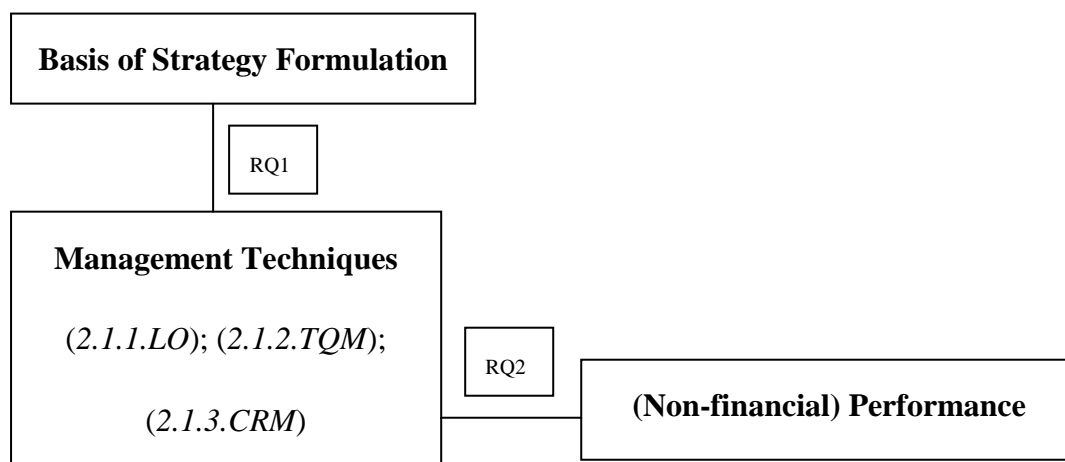


Figure 1. Theoretical framework for research study.

III. METHOD OF ANALYSIS AND RESULTS

3.1. Sample and Data Collection

The survey of this study, ordered by Enterprise Estonia (EAS), was conducted between 2010 and 2011, on 204 firms operating in Estonia. The goal of this survey was to evaluate the managerial awareness and capabilities, define the main problems and address shortcomings in the field of management in Estonia. The main criteria for participating in the survey was the size of the organization- those firms, who had less than 10 employees (micro-entreprises) were excluded from the survey. This criteria can be explained by the theory of management- management functions and consultancy needs are directly associated with the size of organization (*Estonian Management Survey, 2011, p. 135*).

Data were gathered through e-mail system using a questionnaire survey³, which was divided into three main parts- (i) questions about usage of managerial practice; (ii) questions about training and consultancy; (iii) questions about the organization and respondent. For this study, the most important part is the first one, which included the information about the basis of strategy formulation, usage of selected management techniques and overall assessments of organization (hence, indicators of non-financial performance). According to the respondents, the Estonian organizations use LO 54 %, TQM 62 % and CRM 58 %. Table 1 (see TABLE A) displays the characteristics of respondents and spheres of organizations in the survey.

[INSERT TABLE A HERE]

As Table 1 illustrates, the four general spheres of organizations are service (56,9 %), production (26,5 %), mixed (5,4 %) and agriculture (2,5 %). It is important to point out that the sphere of service is more than half of the respondents and therefore, may alter the understanding of Estonian organization context. Problems with collecting data should be taken into consideration as well as the initial response rate for the survey was too small (20 companies in the first week) and this compelled to extend the period of data collecting and use more institutional and personal contacts. Next section will describe the method of analysis and brings out the main results.

3.2. Methodology and Results

3.2.1. Grouping Indicators as Factors (EFA)

Operating in SPSS, *Exploratory Factor Analysis (EFA)* and *Independent Samples T-Test (ISTT)* were used for analyses. The primary objective using *EFA* for this study was to determine and group the number of common factors influencing a set of measures (DeCoster 1998). Prior to conducting data analysis, it is important to check if the assumptions for *EFA* are met. According to Field (2005), (i) data should be numerical (or binary); (ii) sample size should be over 300⁴; (iii) variables should correlate moderately with other variables⁵; and (iv)

³ See sample questions in Appendix A and sample answers in Appendix B.

⁴ The only assumption that is not directly met is sample size over 300. But since MacCallum *et al* (1999) argue that if sample size is around 200 and communalities after extraction are above 0,5, it is still possible to get adequate results with well-determined factors.

⁵ The two variables- (1.7, see Appendix B) guidelines of owners/shareholders and (1.11, see Appendix B) labour availability correlated very highly with other variables and since it is important to avoid extreme multicollinearity (Field 2005), the two variables were eliminated.

variables should have normal distributions. Next, Table 2a (see TABLE B) describes the results of factor analysis of the first component- the basis of strategy formulation:

[INSERT TABLE B HERE]

The determinant 0,067 shows that multicollinearity is not a problem for these data. Also, it can be seen that *Kaiser-Meyer-Olkin (KMO)* measure of sampling adequacy is good (0,761) and *Bartlett's Test* is highly significant ($p < 0,05$). Therefore, factor analysis is appropriate. Figure 3 illustrates the scree plot (see FIGURE A). As the results of Table 2a show, three factors for the basis of strategy formulation are named, accordingly to theoretical concepts- (i) *Internal Processes*; (ii) *External Processes*; and (iii) *Overall Satisfaction*. Next, Table 2b (see TABLE C) describes the results of *EFA* for the indicators of non-financial performance.

[INSERT TABLE C HERE]

Similarly, determinant 0,001 shows that multicollinearity is not a problem for these data and no original variables are excluded. Also, *KMO* is very good (0,867) and *Bartlett's Test* is highly significant ($p < 0,05$), which indicates that *EFA* is appropriate. Figure 4 illustrates the scree plot (see FIGURE B). Three factors⁶ are labeled for the indicators of non-financial performance- (i) *Internal Structure*; (ii) *Control System*; and (iii) *External Communication*. Next, the values of *Cronbach Alpha* are presented (see Table 3).

Table 3.

Values of Cronbach Alpha

Concepts	Number of Items	Scale Format	Cronbach Alpha
1.Internal Processes	4	LRF* ^a	0,671
2.External Processes	3	LRF* ^a	0,732
3.Overall Satisfaction	3	LRF* ^a	0,639
4.Internal Structure	8	LRF* ^b	0,848
5.Control System	6	LRF* ^b	0,757
6.External Communication	3	LRF* ^b	0,692

Note. LRF*^a - Likert Response Format (Five Point Scale: 1- not important to 5- very important); LRF*^b - Likert Response Format (Five Point Scale: 1- unsatisfying to 5- great).

According to George and Mallorej (2003, as cited in Gliem & Gliem 2003), the value of *Cronbach Alpha* between 0,5-0,6 is poor and between 0,6-0,7 is questionable. Although the *Cronbach Alpha* values of *Internal Processes* and *Overall Satisfaction* are questionable (0,671 and 0,639, respectively), these factors will not be eliminated, but their limitations because of low value of *Alpha* are considered.

⁶ Since using factor scores in *EFA* are optional (DiStefano et al., 2009), this study does not take factor scores into consideration.

3.2.2. Comparing Group Values and Testing Hypothesis

Independent Samples T-Test (ISTT) was used to test the difference between two different groups⁷. According to Park (2009), the following key assumptions for *ISTT* have to be met- (i) random sampling; (ii) random variables; (iii) statistical independence; (iv) population normality, (v) equal variances for two independent samples. These key assumptions for this study are met. Table 4 (see TABLE D) describes the results of *ISTT* for group statistics.

[INSERT TABLE D HERE]

Previous Table 4 describes that the mean values are higher for organizations who have used the LO, TQM or CRM, compared to organizations who have not used the selected management techniques. Further, it can be pointed out that standard deviations are not considerably different. Considering the basis of strategy formulation, the highest mean with *Internal Processes* is linked to TQM ($m=4,12$), with *External Processes* to CRM ($m=3,91$) and with overall satisfaction to LO and TQM ($m=4,18$). When dealing with non-financial performance, the highest mean in *Internal Structure* and *Control System* is achieved with LO ($m=3,68$ and $m=3,55$, respectively) and in *External Communication* with LO and TQM ($m=3,34$). Table 5 brings out the final results of *ISTT* for t-test equality of means for LO when equal variances are assumed.

Table 5.

Learning Organization: Association with Factors (Equal variances assumed)

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig (2-tailed)
Internal Processes	0,239	0,625	-1,352	180	0,178
External Processes	1,426	0,234	-2,351	180	0,020*
Overall Satisfaction	0,436	0,510	-2,160	179	0,032*
Internal Structure	0,468	0,495	-2,705	179	0,007*
Control System	0,019	0,890	-3,029	176	0,003*
External Communication	1,763	0,186	-2,560	182	0,011*

Note. * $p < 0,05$

Previous Table 5 brings out the results of using LO technique. Organizations who did use LO, value more *External Processes* ($p < 0,05$) and *Overall Satisfaction* ($p < 0,05$) in strategy formulation process and have higher assessments in *Internal Structure* ($p < 0,05$), in *Control System* ($p < 0,05$) and in *External Communication* ($p < 0,05$), compared to organizations who did not use LO technique. *Internal Processes* ($p > 0,05$) was found not statistically significant

⁷ In this study, organizations who did use selected management techniques-LO, TQM or CRM- are defined as 1, and those who did not use selected management techniques are defined as 2.

when using LO. Next, Table 6 have final results of *ISTT* for t-test equality of means for TQM when equal variances are assumed.

Table 6.

Total Quality Management: Association with Factors (Equal variances assumed)

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig (2-tailed)
Internal Processes	0,112	0,739	-3,540	178	0,001*
External Processes	0,213	0,645	-2,180	178	0,031*
Overall Satisfaction	0,013	0,911	-2,664	177	0,008*
Internal Structure	0,000	0,982	-2,242	177	0,026*
Control System	0,170	0,681	-2,611	175	0,010*
External Communication	0,798	0,373	-3,215	181	0,002*

Note. * $p < 0,05$

When organizations did use TQM, *Internal Processes* ($p < 0,05$), *External Processes* ($p < 0,05$) and *Overall Satisfaction* ($p < 0,05$) are more valued in strategy formulation process, compared to organizations who did not use TQM. Further, using TQM brings higher assessments in every factor- *Internal Structure* ($p < 0,05$), *Control System* ($p < 0,05$) and *External Communication* ($p < 0,05$). Finally, Table 7 describes the results of *ISTT* for CRM when equal variances are assumed.

Table 7.

Customer Relationship Management: Association with Factors (Equal variances assumed)

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig (2-tailed)
Internal Processes	0,002	0,967	-1,641	174	0,103
External Processes	1,928	0,167	-2,587	175	0,010*
Overall Satisfaction	0,263	0,609	-1,952	173	0,053
Internal Structure	1,099	0,296	-1,757	177	0,081
Control System	0,128	0,721	-1,683	175	0,94
External Communication	0,015	0,901	-2,150	179	0,033*

Note. * $p < 0,05$

Table 7 concerns information about using CRM technique- *External Processes* ($p < 0,05$) and *External Communication* ($p < 0,05$) are the only factors which are statistically significant⁸. Results of research hypothesis are described in the Table 8.

Table 8.

Results of research hypothesis and remarks

Hypothesis	Item	Results		Research remarks
		Technique	p-value	
H1	Do not value internal processes more	LO	0,178	Supported
		TQM	0,001*	
		CRM	0,103	
H2	Value external processes more	LO	0,020*	Supported
		TQM	0,031*	
		CRM	0,010*	
H3	Value overall satisfaction more	LO	0,032*	(Partially) Supported
		TQM	0,008*	
		CRM	0,053	
H4	Better assessments in internal structure	LO	0,007*	(Partially) Supported
		TQM	0,008*	
		CRM	0,081	
H5	Better assessments in control system	LO	0,003*	(Partially) Supported
		TQM	0,010*	
		CRM	0,094	
H6	Better assessments in external communication	LO	0,011*	Supported
		TQM	0,002*	
		CRM	0,033*	

Note. * $p < 0,05$

Results of hypothesis 1 shows that organizations who use LO, TQM or CRM do not value *internal processes* more than organizations who do not use these techniques. Although TQM alone was significantly associated with valuing *internal processes* more, this factor had questionable values of *Cronbach Alpha*. Hence, H1 is supported. Outcome of hypothesis 2 show that organizations who use LO, TQM or CRM value *external processes* more than organizations who do not use these techniques. Hence, H2 is supported. Hypothesis 3 describes that LO and TQM are, but CRM is not significantly associated with *overall satisfaction* and therefore, H3 is partially supported. Likewise, hypothesis 4 and 5 are partially supported, because LO and TQM are, but CRM is not significantly associated with achieving better assessments in *internal structure* or *control system*, compared to organizations who do not use CRM. The results of hypothesis 6 shows that when organizations use LO, TQM or CRM, they will have better assessments in *external communication*. Hence, H6 is supported.

Following section will discuss the implications of the results in the context of Estonia and attempt to propose improvements. Further, the shortcomings of this study and further research will be addressed.

⁸ *Overall Satisfaction* ($t = -1,952$; $df = 173$; $p < 0,05$) shows weak significance, but this factor had questionable values of *Cronbach Alpha*.

IV. CONCLUSION

4.1. Discussion

The purpose of this research was to empirically explore which associations certain management techniques- LO, TQM and CRM- have in strategic planning, considering the basis of strategy formulation and non-financial performance in Estonian organizations. The research goal was carried out by two objectives. The first objective was to explore the relationship between the techniques and the basis of strategy formulation. Based on the earlier literature, three factors- *internal processes*, *external processes* and *overall satisfaction*- were grouped as the core elements to analyse which indicators do organizations who use LO, TQM or CRM prioritize in the formulation process. The results of hypothesis 1 showed that when valuing *internal processes* more as their starting points for strategic planning, there are no significant associations between LO or CRM. Although TQM was significantly associated, the value of *Cronbach Alpha* was questionable. As the nature of management techniques and attention to internal facets are part of strategic planning process (Ramanujam et al., 1985), they have to be interrelated. Since this study found that there are no significant association between techniques and *internal processes*, LO, TQM or CRM may not be the right techniques when organizations prioritize financial indicators and financial opportunities. More, when organizations use LO, TQM or CRM, lower financial ambitions was associated, which may result in fewer financial opportunities, making Estonian managers too risk-averse. Therefore, when prioritizing financial indicators, more suitable management techniques should be used in implementation process of strategic planning. In conclusion, since management tools and techniques are for implementing strategies, not objective itself (Rigby, 2001), and the success depends on using them correctly (Knut, 2008), the managers of Estonian organizations should analyze characteristics of each technique, before implementing developed strategies. Therefore, managers should reconstruct and reinvent techniques accordingly to organizational strategic planning, needs and solutions (*Ibid.*).

Results of hypothesis 2 showed that organizations who prioritize indicators of *external processes* more, use LO, TQM or CRM. Since Estonia is largely influenced by the path dependency (Vadi & Lepisk, 2012), global ambition is needed to be valued in strategic planning. More, as prioritizing marketing opportunities and competitor analysis have become vital in strategy formulation process, management techniques and external facets have to be interrelated in the strategic planning process (Ramanujam et al., 1985). Since these techniques were significantly associated with market-oriented strategies, they seem to be better techniques to implement these specific strategies. In addition, LO, TQM and CRM are centered around information management and knowledge sharing (Nonaka, 1991), which will help managers follow through complicated market research process in strategic planning to find competitive edge. Finally, Estonian Management Survey (2011) emphasizes that Estonian organizations seem to have fewer prospects of the future and lower ambition to internationalization, but this study recommends that using LO, TQM or CRM may be right techniques for realizing global ambitions.

Hypothesis 3 describes that organizations who prioritize overall satisfaction in developing strategies, use LO or TQM. Surprisingly, there was not statistically significant association between CRM and *overall satisfaction*. As CRM is very people-oriented and centered around quality process (Chen & Popovich, 2003), it may show that Estonian managers have problems utilizing CRM with customer-oriented strategies. These problems may include poor communication skills with customers, poor data collection and value-adding process (Payne & Frow, 2005). This poor execution of CRM may be explained by the low variety of management techniques used in Estonia (Estonian Management Survey, 2011), as managers

do not approach to management techniques with unique skills and do not promote creativity. Hence, managers do not consider their organizational differences and specifics when utilizing management techniques in strategic planning, which are needed for successful implementation (Rigby & Gillies 2000).

The second objective of this research was to explore the associations between management techniques (LO, TQM and CRM) and the indicators of non-financial performance in strategic planning. The results of hypothesis 4 and 5 showed that when organizations use LO or TQM, it will bring higher assessments in *internal structure* and *control system*. These results are in compliance with earlier research, as LO increases work satisfaction and morale (Goh & Ryan, 2002) and supporting TQM improves quality process and control system (Hassan et al., 2013). Further, LO and TQM brings better non-financial performance, as these techniques are very systemic, people-oriented (Singh, 2010) and concentrating on employee development (Gonzales, et al., 2013). More, since CRM was not significantly associated, it reaffirms the problems with utilizing CRM strategies in Estonian organizations. Since there seems to have shortcomings in the attention to the peculiarity of organizations (Estonian Management Survey, 2011), Estonian managers should consider more flexible, dynamic and employee-centered management techniques (Reino, 2009) and adapt parts of techniques accordingly to the organizational needs (Knutt, 2008) to get better results in *internal structure* and in *control system*.

Finally, results of hypothesis 6 show that organizations who use LO, TQM or CRM will have better non-financial performance in *external communication*, which is in compliance with earlier research. Since these techniques are very relationship-oriented (Chen & Popovich, 2003; Baird et al., 2011), using LO, TQM or CRM in strategic planning may help Estonian managers increase their network system and improve relationships with stakeholders. In addition, Estonian Management Survey (2011) emphasizes insufficient collaboration between networks, but this study found that using LO, TQM or CRM may improve collaboration. More, these techniques may promote social responsibility, which may benefit Estonian organizations in an ethical viewpoint and in a fewer sanctions from Estonian government.

In conclusion, managers of Estonian organizations need to select right management techniques in strategic planning, which need to be in compliance with developed strategies and priorities. Techniques cannot be objective itself, but rather be catalysts in strategic planning. If used wrongly, management techniques would not be value-adding tools for strategic activity. Further, managers should increase the variety of management techniques used in organizations and adapting accordingly to situations and to business system (Rigby & Gillies, 2000). No tool or technique can give perfect results (Rigby, 2001), but it is up to managers to take responsibility for selecting, using and implementing management techniques in strategic planning successfully.

4.2. Limitations and further research

It is important to acknowledge some limitations for this study. Firstly, the data collection phase was conducted on e-mail questionnaires, which had low first response rates. This led up to extend the data collection period and use personal contacts. This may result in disinterest of respondents and lack of control over who actually responds to the questionnaire. Future research should improve the data collection process, increase the number of respondents, the variety of organizational spheres and percentage of bigger organizations. Further, it is important to enhance the initiative of people who are associated with the management and emphasize the importance of the survey.

Secondly, some indicators of the basis of strategy formulation and non-financial performance can be more important than others- for example, organizations would prioritize employee satisfaction more than customer satisfaction or market research more than competitor analysis. Therefore, it should be considered to give different weights for indicators. More, *internal processes* considers only financial indicators in this study, but Rokholt (1971, p. 38) argues that information about production and administration should be added.

Finally, this research considered LO, TQM and CRM as a wider approach for management techniques and did not try to compare their different dimensions. Further research should consider the differences of these techniques. In addition, more techniques should be taken account when investigating the management techniques and their links in strategic planning or in overall strategic management. Since this study did not cover the relationship between the basis of strategy formulation and non-financial performance, further research should concentrate more on the concept of management techniques as mediators (see Figure 5).

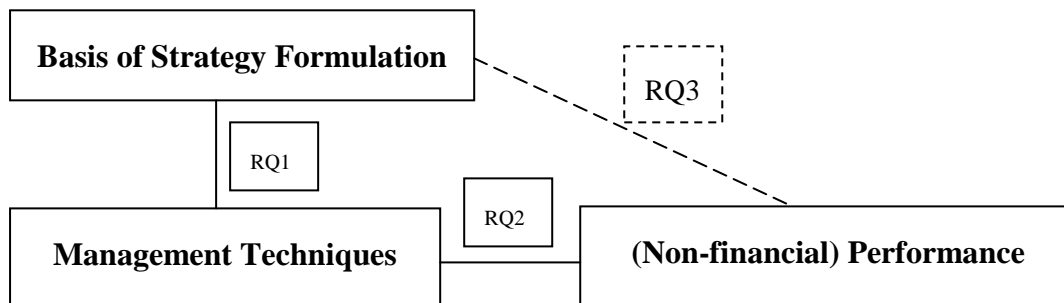


Figure 5. The research model for further research (management techniques as mediators)

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TABLE A:**CHARACTERISTICS OF RESPONDENTS****Table 1.***Characteristics of respondents and spheres of organizations.*

Characteristic	N	Item
Sex		
Men	127	62,3 (%)
Women	64	31,4 (%)
Missing	13	6,4 (%)
Age (mean)	190	42 (mean)
Seniority (firm)	186	9,2 (mean)
Seniority (position)	185	7,4 (mean)
Size of Organization		
10-49	67	32,8 (%)
50-249	74	36,3 (%)
≥250	43	21,1 (%)
Spheres of Organizations		
Agriculture	5	2,5 (%)
Production	54	26,5 (%)
Service	116	56,9 (%)
Mixed	11	5,4 (%)
Missing	18	8,7 (%)

Note. Estonian Management Survey, 2011

TABLE B

RESULTS OF FACTOR ANALYSIS

Table 2a.

Results of Factor Analysis (Basis of Strategy Formulation)

	Internal Processes	External Processes	Overall Satisfaction
1.4.Financial Indicators	0,740	-0,012	0,111
1.3.Financing Opportunities	0,698	0,152	-0,076
1.2.Internal Processes (e.g ISO Standard)	0,683	0,091	0,162
1.1.Results of Last Period	0,600	0,030	0,447
1.9.Marketing Opportunities	0,085	0,809	0,192
1.6.Competitor analysis	0,146	0,767	0,058
1.10.Market Research	-0,045	0,738	0,173
1.5.Customer Satisfaction	0,078	0,069	0,790
1.12.Employee Satisfaction	0,022	0,186	0,678
1.8.Main Indicators (quality, effectiveness)	0,290	0,198	0,645

Note. Determinant=0,067; KMO=0,761; Bartlett's Test Sig=0,000.

TABLE C**RESULTS OF FACTOR ANALYSIS****Table 2b.***Results of Factor Analysis (Indicators of non-financial performance)*

	Internal Structure	Control System	External Communication
3.1.Management (in general)	0,826	0,151	0,002
3.3.Motivation System	0,695	0,169	0,062
3.17.Employee Satisfaction with Work	0,678	0,207	0,286
3.2.Management of Customer Relationships	0,640	0,128	0,115
3.7.Internal Communication	0,626	0,174	0,183
3.9.Structure (Work Allocation)	0,557	0,319	0,301
3.16.Employee Development	0,525	0,338	0,336
3.15.Culture	0,464	0,368	0,321
3.14.Evaluation System	0,280	0,745	0,156
3.5.Formation of Plans	0,252	0,701	0,044
3.4.Implementation of Plans	0,405	0,631	0,011
3.6.Internationalization	0,013	0,615	0,157
3.12.Control System (of Results)	0,389	0,563	0,107
3.13.Product Development	0,125	0,490	0,370
3.10.Relationships with Stakeholders	0,090	0,136	0,810
3.11.Network System	0,238	0,123	0,743
3.8.Social Responsibility	0,136	0,097	0,656

Note. Determinant=0,001; KMO=0,867; Bartlett's Test Sig=0,000.

TABLE D**RESULTS OF INDEPENDENT SAMPLES T-TEST:****GROUP STATISTICS****Table 4.***Results of Independent Samples T-Test (Group Statistics: LO, TQM and CRM)*

	Learning Organization			Total Quality Management			Customer Relationship Management		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Internal Processes									
Have not used	83	3,92	0,67	67	3,75	0,68	71	3,89	0,66
Have used	99	4,06	0,71	113	4,12	0,66	105	4,06	0,71
External Processes									
Have not used	82	3,63	0,89	68	3,62	0,86	73	3,59	0,87
Have used	100	3,92	0,74	112	3,89	0,77	104	3,91	0,73
Overall Satisfaction									
Have not used	81	3,97	0,71	67	3,92	0,67	73	3,96	0,68
Have used	100	4,18	0,61	112	4,18	0,63	102	4,15	0,62
Internal Structure									
Have not used	84	3,43	0,55	70	3,45	0,58	77	3,48	0,62
Have used	97	3,68	0,61	109	3,65	0,59	102	3,63	0,57
Control System									
Have not used	85	3,24	0,68	69	3,24	0,65	74	3,30	0,68
Have used	93	3,55	0,65	108	3,51	0,68	103	3,47	0,67
External Communication									
Have not used	85	3,05	0,71	70	2,98	0,69	77	3,06	0,74
Have used	99	3,34	0,79	113	3,34	0,77	104	3,31	0,77

Note. Estonian Management Survey, 2011

FIGURE A

Scree Plot of Factor Analysis (Basis of Strategy Formulation)

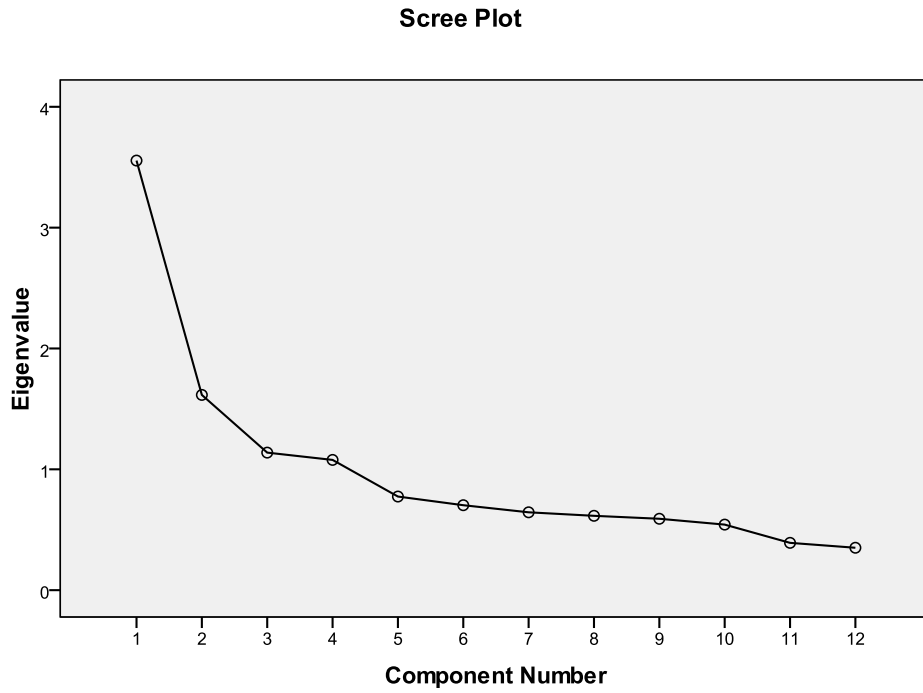


Figure 3. Scree Plot of Factor Analysis (Basis of Strategy Formulation)

FIGURE B

Scree Plot of Factor Analysis (Indicators of non-financial performance)

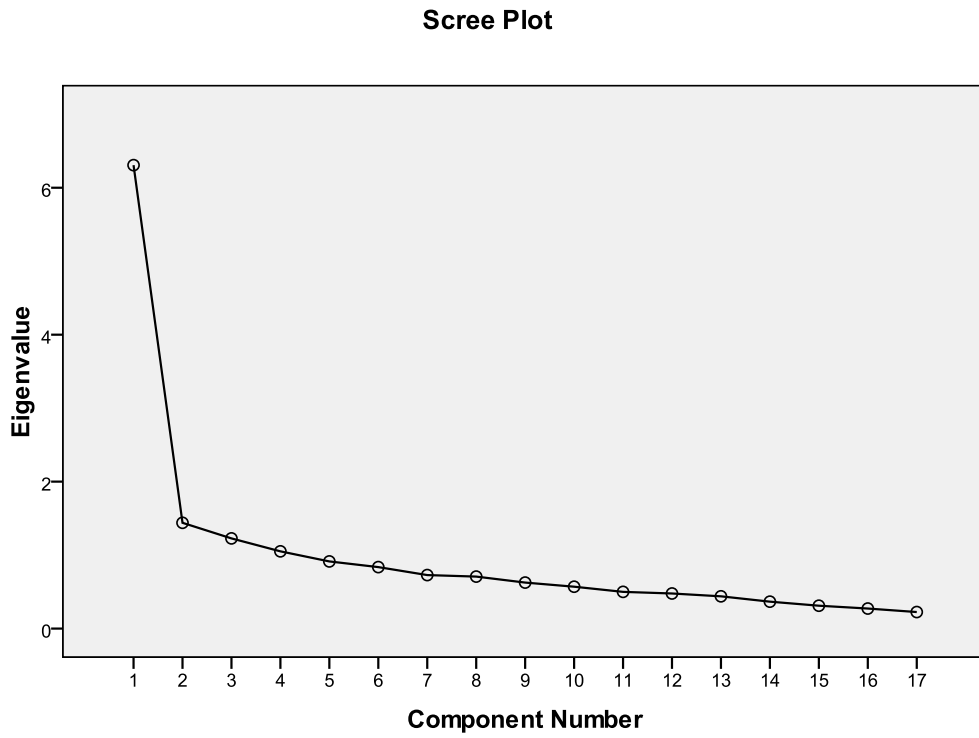


Figure 4. Scree Plot of Factor Analysis (Indicators of non-financial performance)

APPENDIX A:

SAMPLE QUESTIONS OF ESTONIAN MANAGEMENT SURVEY 2010/2011

I.MANAGEMENT PRACTICES IN YOUR ORGANIZATION

1.1. On what elements do You follow Your strategic (long-term) planning? Please evaluate following indicators as the basis of strategy formulation- where number 1 is "not very important" and number 5 is "very important".

1.2. On what elements do You follow Your short-term planning? Please evaluate following indicators as the basis of strategy formulation- where number 1 is "not very important" and number 5 is "very important".

1.3. Who participate in the strategic (long-term) planning process? Please evaluate how much different parties are involved with formulating strategic planing- where number 1 is "are not involved" and number 5 is "are involved greatly".

...

...

...

1.19. What management techniques have Your organization used?

Management Technique	Have not used	Have used
Learning Organization		
Self-Management Teams		
Supply Chain Management		
Total Quality Management		
Business Process Re-engineering		
Benchmarking		
Customer Relationship Management		
Values Based Management		
Balanced Scorecard		

1.20. Please evaluate Your overall organizational activities and systems- where number 1 is "unsatisfied", number 2 is "satisfied", number 3 is "good", number 4 is "very good", and number 5 is "great".

APPENDIX B: SAMPLE ANSWERS

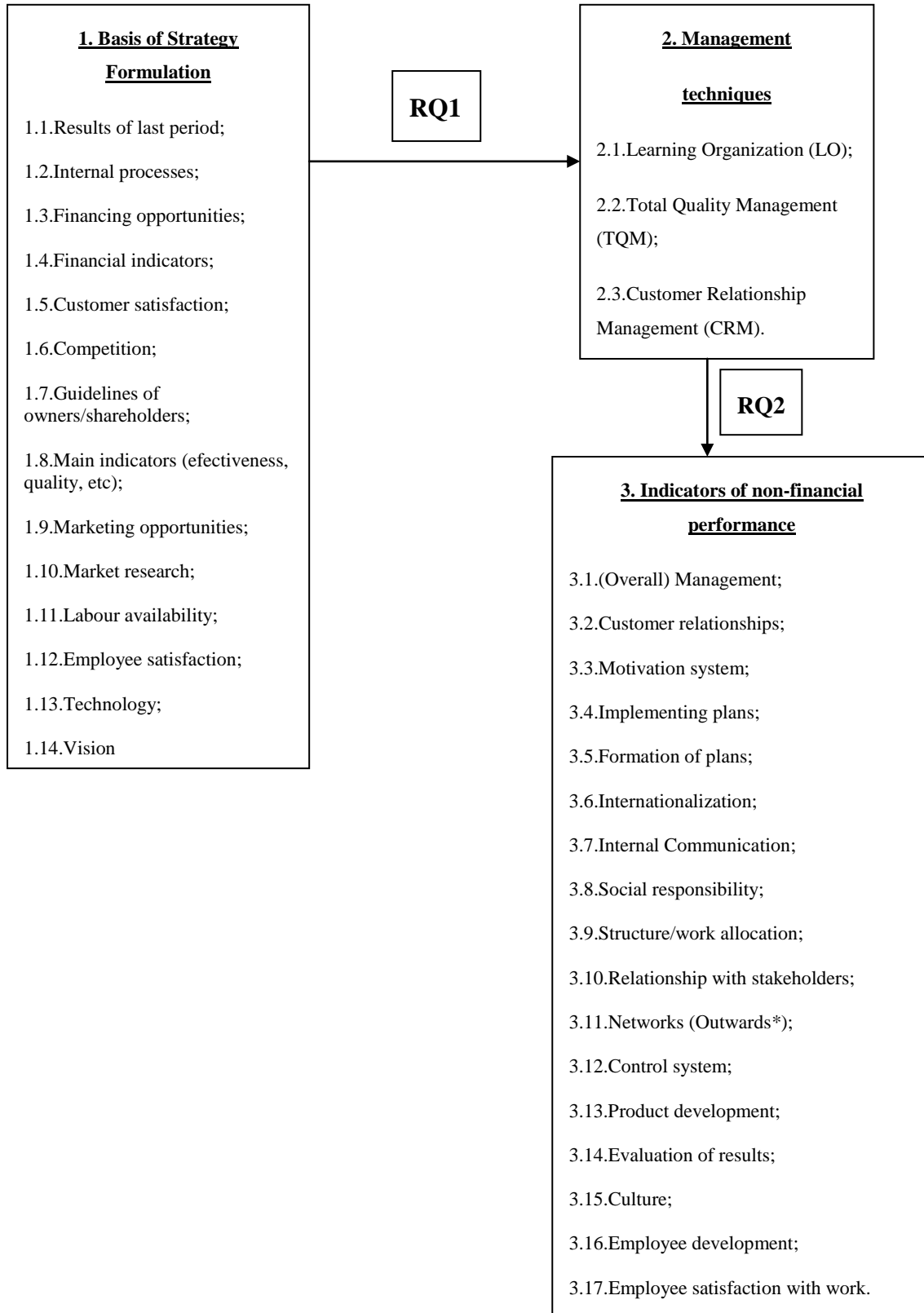


Figure 2. Sample answers for the basis of strategy formulation and non-financial performance

RESÜMEE

JUHTIMISTEHNİKAD STRATEEGILISES PLANEERIMISES: SEOSSED STRATEEGIA KOOSTAMISE JA (MITTE-FINANTSILISE) SOORITUSEGA EESTI ORGANISATSIOONIDES

Tõnis Pintson

ABSTRAKT

Käesoleva artikli eesmärk on empiiriliselt uurida, millised seosed on Eesti organisatsioonidel, kes kasutavad teatud juhtimistehnikaid, strateegilises planeerimises, arvestades strateegia koostamise lähtealuseid ja mittefinantsilisi soorituse moodsikuid. Uurimustöö keskendub Õppiva Organisatsiooni (LO), Terviklik Kvaliteedijuhtimise (TQM) ja Kliendisuhete juhtimise (CRM) juhtimistehnikatele. Andmed on kogutud 204-lt tegev- või keskastmejuhilt ja analüüsitud kirjeldavat faktoranalüüs (EFA) ja T-testi kasutades. Tulemused näitavad, et organisatsioonid, kes peavad olulisemaks strateegia koostamisel välisprotsesse (nt konkurentsianalüüs), kasutavad sellise strateegia puhul LO-d, TQM-i või CRM-i. Lisaks, kui organisatsioonid kasutavad LO-d, TQM-i või CRM-i, on neil paremad hinnangud väliskommunikatsioonis (nt suhtlemises väljapoole). Samuti, LO ja TQM toovad kaasa paremad mitte-finantsilised sooritusid sisemises struktuuris ja kontrollisüsteemis, kuid CRM ei olnud statistiliselt seotud vastavate faktoritega.

Keywords: *strateegiline planeerimine, strateegia koostamine, LO, TQM, CRM, Eesti, mitte-finantsiline sooritus.*

SISSEJUHATUS

Strateegiline planeerimine on pidevas muutuses protsess ning organisatsioonid peavad suutma valida juhtimistehnikad, mis on kooskõlas strateegia koostamisega. Kuna ärikeskkonda on üha enam võimalik kirjeldada kui dünaamilist ja kompleksset protsessi, on vajalik parima soorituse saamiseks põhjalikult analüüsida strateegia koostamise protsessi. Strateegilist planeerimist on võimalik vaadelda kui dünaamilist protsessi, mis algab strateegia koostamisega, seejärel vahendite valikuga strateegia elluviimiseks ning tulemuslikkuse mõõtmisega (O'Regan & Ghobadian, 2002; Shraeder, 2002). Lisaks, juhtimistehnikad ja juhtimisinstrumendid on peamised vahendid edukaks strateegilise planeerimise aluseks (Ramanujam et al., 1985; Knott, 2006; Potocan et al., 2012). Kuid oluliselt on suurenenud vajadus juhtimistehnikate mõistmisest (Webster et al., 1989; Afonina & Chalupsky, 2012), eriti strateegia arengu ja strateegia koostamise protsessi kontekstist (Frost, 2003).

Käesolev uurimustöö eesmärgiks on leida seoseid juhtimistehnikate (LO, TQM või CRM) kasutamisest organisatsioonide strateegilises planeerimises. Eesmärgi elluviimiseks on püstitatud järgnevad uurimisküsimused:

- (i) Leida olulisi seoseid juhtimistehnikate (LO, TQM või CRM) ja strateegia lähtealuste vahel;
- (ii) uurida, kas LO, TQM ja CRM kasutamine toob kaasa parema mitte-finantsilise soorituse.

Strateegia koostamise lähtealuseid on defineeritud kui strateegilise planeerimise käigus arvestatud prioriteetseid alused, mis väljenduvad strateegia valikus ja ambitsioonides (nt finantsnäitajad, toodete turundamise võimalused, kliendirahulolu). Lisaks, mitte-finantsiline soorituse mõõdikutena on kasutatud üldhinnangute indikaatorid. Samuti, käesolev uurimus ei käsitle LO, TQM ja CRM juhtimistehnikate dimensioonide otsest võrdlemist ja seega ei tee ettepanekuid nende tehnikate võrdluses ja kasutamises. Empiirilises osas on kasutatud Eesti Juhtimisuuringu 2011 andmeid.

Eesti juhtimisalane kontekst on suures osas rajasõltuv, mis on kujunenud poliitilise, majandusliku ja kultuuriruumi sõltuvuse sünergiana (Vihalemm, 1997). Samuti on oluliseks arvatud autokraatilise mõtlemise olemasolu, mis on domineerinud üle demokraatilise mõtlemises. Seetõttu võib rajasõltuvus mõjutada juhtimistehnikate varieeruvust Eesti organisatsioonides, kuna esinevad teatud juhtimisstiilid, mis ei tähtsusta piisavalt innovatsiooni, õppimist või läbipaistvat kommunikatsiooni. Kuigi Euroopa Liiduga ühenemine on kaasa toonud kindlasti Lääneliku kultuuri ja mõtlemise, mis on mõjutanud omakorda Eesti juhtimismõtlemist, on alust siiski arvata, et erinevate juhtimistehnikate kasutamine on piiratud. Lisaks on Euroopa Liiduga ühinemise tagajärjel tõusnud konkurents ja ekspordi suurendamise vajadus, millele reageerimine peab väljenduma just strateegia koostamise lähtealustes. Samuti lisab Reino (2009), et ka organisatsioonikultuuril on suur mõju Eesti juhtimiskontekstile, kus vajalik on rakendada rohkem töötajatele suunatud juhtimistehnikaid ja rõhutada painlikku ning loomingulist töökultuuri.

Käesolev artikkel on jagatud kolme peatükki. Esimene peatükk keskendub strateegilise planeerimise, juhtimistehnikate, strateegia koostamise lähtealuste ja mitte-finantsilise soorituse mõõdikutele varasema kirjanduse alusel ning uurimusküsimuste ja hüpoteeside kujunemisele. Teine peatükk kirjeldab analüüsimeetodeid ning EFA, T-Testi ning hüpoteeside tulemusi. Kolmas ja viimane peatükk võtab kokku olulisemad tulemused ja järeldused. Lisaks on välja toodud käesoleva uuringu puudused ja järgnevad uurimisvõimalused.

Artikli tulemused on kujunenud kuue hüpoteesi esitamisele. Esimese hüpoteesi tulemused näitasid, et kui strateegilises planeerimises väärtustatakse rohkem sisemisi protsesse, siis on statistiline seos olemas TQM-iga, kuid mitte LO ja CRM juhtimistehnikatega. Seega saab öelda, et LO ja CRM ei ole sobivaks juhtimistehnikaks, kui organisatsioon soovib strateegiat koostada finantsnäitajate põhjal. Juhid peaksid seetõttu rohkem arvesse võtma juhtimistehnikate eripärasusi ning kasutama neid vastavalt organisatsiooni spetsiifilistele eesmärkidele ja äriprotsesside vajadustele.

Teise hüpoteesi tulemused näitasid, et kui strateegia lähtealustena on prioriteediks välised protsessid, on statistiline seos olemas nii LO-ga, TQM-i, kui CRM-iga. Kuna Eesti juhtimiskontekst on rajasõltuv, on vajalik väärtustada turuvõimalusi, konkurentsianalüüsi ja toodete turundamisvõimalust. Seetõttu on LO, TQM ja CRM, millele on iseloomulik informatsioonijuhtimine ning õppimisprotsess, sobivateks juhtimistehnikatest selliste strateegiatega seostamiseks.

Kolmas hüpotees väljendas seoseid juhtimistehnikate ja üldise rahulolu vahel. Üllatavaks tulemuseks oli, et CRM ei ole statistiliselt seotud üldise rahuloluga (nii töötajate kui klientide rahulolu), mis võib väljendada Eesti organisatsioonide probleeme CRM juhtimistehnika sidumises strateegiaga ja selle kasutamises.

Neljas ja viies hüpotees olid suunatud juhtimistehnikate ning mitte-finantsilisele soorituse, vastavalt sisemise struktuuri ja kontrollisüsteemi seostele. Selgus, et nii LO kui TQM on seotud paremate üldhinnangute saavutamise mõlemas faktoris. Sellised tulemused on kooskõlas varasema uurimusega, kus on leitud, et LO parandab tööga rahulolu, klientidesse suhtumist ja moraaltunnetust (Goh & Ryan, 2002) ning TQM aitab muuta efektiivsemaks kvaliteedi- ja kontrollisüsteemi (Hassan et al., 2013).

Viimane hüpotees näitas, et organisatsioonid, kes kasutavad LO-d, TQM-i või CRM-i, saavutavad paremad mitte-finantsilised tulemused välises kommunikatsioonis. Kuna vastavad tehnikad on süstemaatiliselt seotud suhete-väärtustamisega ja välise suhtlemise efektiivsemaks muutmisega, on soovitatav kasutada antud juhtimistehnikaid sarnaste spetsiifiliste eesmärkide saavutamiseks.

Uuringu puudujääkideks võib pidada andmete kogumisega seotud protsessi ning vastajate varieeruvust tegevusvaldkonna mõistes. Kuna vastajatest rohkem kui 50 % olid teenindusvaldkonnast, muudab see antud töö tulemuste üldistamist terviklikule Eesti organisatsioonide kontekstile. Samuti on uuringu olulisteks puudujääkideks mõnede faktorite moodustamine, kus esines madalad reliaablusmõõdikud. Edasise uurimuse koostamiseks on vajalik vaadelda seoseid ka strateegia koostamise lähtealuste ja soorituse näidikute vahel, kus juhtimistehnikaid on võimalik vaadelda kui vahendajaid (*'mediators'*) parema tulemuslikkuse saavutamiseks.

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