



THE ROLE OF STRATEGIC PLANNING IN IMPROVING HUMAN RESOURCE PERFORMANCE-ANALYTICAL STUDY OF THE OPINIONS OF A NUMBER OF EMPLOYEES AT THE ADMINISTRATIVE TECHNICAL COLLEGE / KUFA PERFORMANCE

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Article history:	Abstract:
Received: 28 th May 2024	<p>The research aims to uncover the relationship between strategic planning through its dimensions (Formulating the strategic mission and vision, setting strategic goals, analyzing the external environment, analyzing the internal environment, determining factors affecting the success of the strategic choice) and improving human resources performance. The research problem was identified in the main question, which is what is the nature of the relationship between the research variables, and for that purpose a main research plan hypothesis was formulated and a subsidiary one that emerged from it, and in order to determine the validity of the hypotheses, the hypotheses were subjected to multiple tests to verify their validity. The research used the questionnaire as a means to obtain data. The research community (104) faculty and staff in the Administrative Technical College / Kufa, and the research applied the random sample to select (66) performance and employees, where the sample represented (63%) of the total research community. The research used the questionnaire as a means or tool to obtain data. A set of statistical methods and techniques were used in the data analysis process, and the results were extracted according to the statistical package program (SPSS v.22). The research reached a set of conclusions, the most important of which was the need for the senior leadership in the college to have a clear vision and work to consolidate the culture of employee participation in strategic planning and the decision-making process in everything related to the college, as well as work to diagnose problems facing the organizational work environment and develop appropriate solutions to them through Flexibility in dealing with workers at the organizational level as a whole, which in turn represents the most important strategic, organizational and environmental factors that contribute to improving human resource performance.</p>
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1. INTRODUCTION

The human resource planning process is the link between the general strategy of the organization and the role of human resources performance in the organization, as the strategic plan for human resources management shows how to attract, recruit, train and maintain human resources. The human element represents the most important input to the production system and the greatest influencing force in defining the identity of the modern organization and mapping out its future contours. Human resources represent the goal of the development process and its main tool at the same time, and individuals are the cornerstone of efforts aimed at joining the ride of progress in a world characterized by Rapid change and multiplicity and multiplicity Effects and complexity of components. Organizations often seek to examine the external environment to search for available opportunities, as they must develop strategies that enable them to exploit opportunities in an efficient manner, in addition to their ability to attract talented workers, identify their work potential, choose their abilities, the extent of the individual's suitability for the position occupies, and possess the skills that qualify them to work in Organization in order to achieve competitive advantage, and strategic planning for human resources is one of the important topics that respond to the challenge of recruiting and



maintaining highly qualified employees, providing them with opportunities to achieve performance, enhancing excellence in the organization, and promoting actually redesigning work and improving skills and management systems, and includes all new procedures and policies. The organizational forms that help organizations deal with environmental disturbances, an important factor for long-term success and a major determinant of the organization's competitive advantage, and that improving human resource performance is embodied in changing and developing the administrative and organizational processes by which goods and services are produced and distributed by the organization.

2. METHODOLOGY

2.1. THE RESEARCH PROBLEM

The research problem can be expressed through the following questions:

- Is the organization surveyed have a plan strategy and clear administrative activities that exercise such as employment, human resources performance training and development of personnel in the organization?
- Is the organization surveyed aware of the impact of the availability of adequate information, accurate and sincere with regard to human resources activities in order to make decisions that ensure the continued success of the organization?
- What is the level of improvement in human resources performance through leadership in the researched organization as an important source in achieving competitive success?
- How to support the organization surveyed ideas and creative solutions in the pursuit of competitive advantage?

2.2. THE IMPORTANCE OF RESEARCH

The importance of the current research is evident from the importance of the variables covered (strategic planning, improving human resource performance) and this will inevitably lead to the success of organizations and their ability to improve business, which in turn contribute to leadership in the field of improving human resource performance by reducing the abuse of the organization and violations that may affect Achieving creativity and excellence, and the process of strategic human resource planning is of great importance through the role it plays within the organization's strategy, by predicting the organization's future needs of human resources in terms of numbers, types and skills, in a manner that serves the requirements of achieving its strategy, which helps in reducing risk situations The uncertainty associated with the human factor by focusing on:

- 1- Strategic planning for human resources gives us a step-by-step guide to enhance the ability to recruit, train and develop workers in the organization.
- 2- The improvement of human resources performance is based on a set of characteristics that represent the ability to deal with the requirements of change.
- 3- The importance of research is reflected in achieving essential contributions towards what serves and enhances the specialization and differentiation of the job and is a trigger for strategic planning for the human resource.
- 4- Striving to highlight the efficient role of innovative ideas and turn them into effective solutions and enhance the ability and desire of the organization to improve its human resources reflects the fundamental importance of the practice of strategic planning in anticipating future plans and comprehensive analysis of the organization's external surroundings.

2.3. RESEARCH AIMS

The importance of research is represented in the following:

1. Clarify the role that strategic planning plays in improving human resource performance, as it is one of the modern topics that have appeared in recent years, and it has not received sufficient attention from scholars and researchers, which calls for the necessity of experimenting to study the relationship between them.
2. Addressing realistic and actual problems that require finding specific solutions that contribute to the development of organizations by identifying the link between strategic planning and improving human resource performance in business organizations.
3. Explain the major role that strategic planning plays in supporting organizational success by focusing on improving the human resources performance of the organization.
4. Striving to increase the organizations 'awareness of the necessity of commitment in attracting talented workers who form the basis for the administrative creativity in the organization.
5. Discussing the conceptual and knowledge frameworks for the topic of strategic planning and improving human resource performance to take advantage of the competitive advantage of the organization.

2.4. RESEARCH HYPOTHESES

Impact relationships

The first main hypothesis: There is a significant impact relationship between strategic planning and improving human resource performance. The following hypotheses are divided into:

1. The first sub-hypothesis: There is a significant impact relationship between formulating the message, the strategic vision, and improving human resource performance.
2. The second sub-hypothesis: There is a significant impact relationship between setting strategic goals and improving human resource performance.
3. The third sub-hypothesis: There is a significant impact relationship between analyzing the external environment and improving human resource performance.
4. The fourth sub-hypothesis: There is a significant impact relationship between analyzing the internal environment and improving human resource management.
5. The fifth sub-hypothesis: There is a significant and influence relationship between the determining factors affecting the success of the strategic choice and the improvement of human resource performance.

2.5. THE HYPOTHETICAL OUTLINE OF THE RESEARCH:

After a comprehensive review of recent studies in this field, the descriptive schema of the research have been developed to reflect the nature of the correlative and Interactive relationships between the dimensions and the main and sub-variables, supporting the problem of research and achieving its objectives and a photographer of its hypotheses and philosophical assumptions to reflect the dimensions and variables of the phenomenon investigated. In light of the above, as shown in Figure (1), we see that the trend of the movement of the schema is of particular importance discussion to researchers as it is the basis for the nature and direction of the hypotheses of the main and sub-research, and the stocks that link the main and sub-research variables show the nature of the relationship and impact.

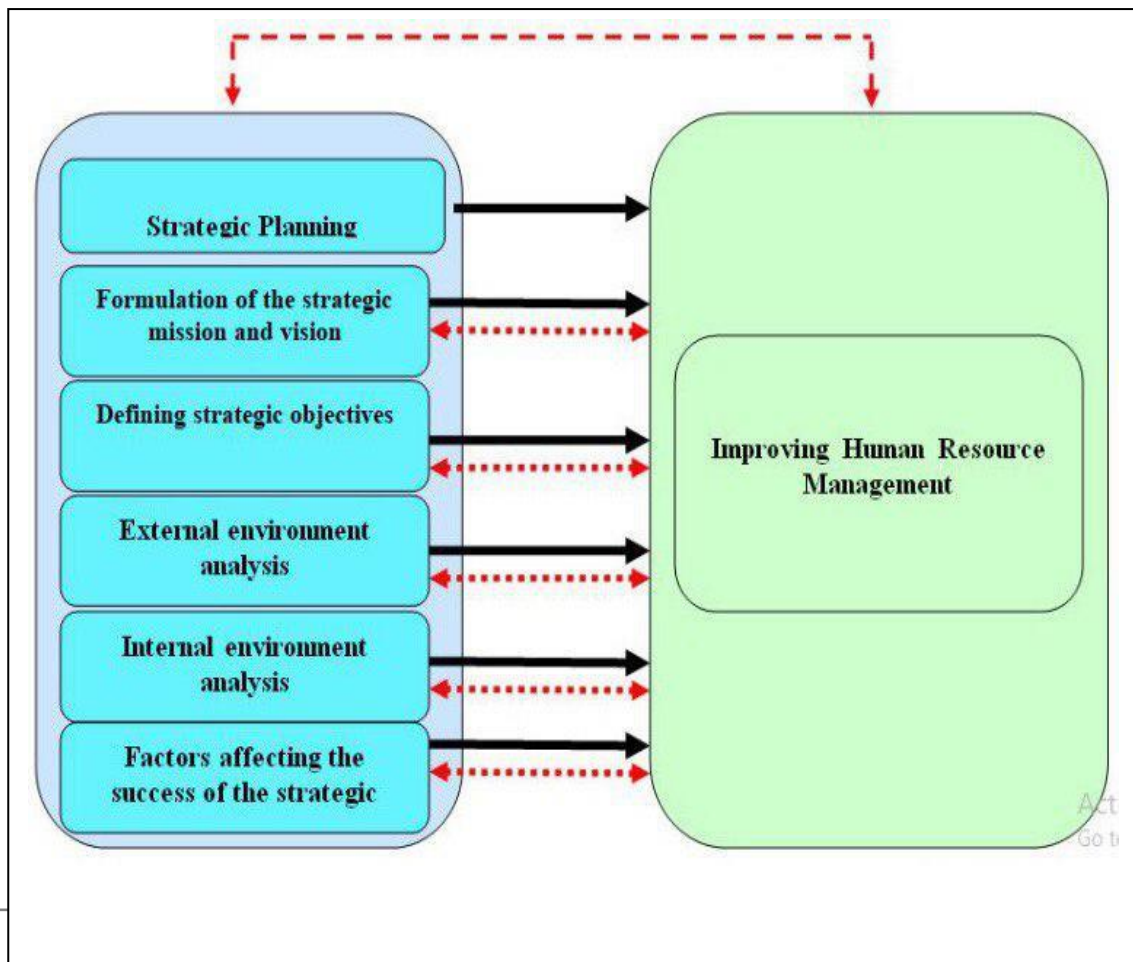




Figure 1. The Descriptive Research Schema.

2.6. THE RESEARCH COMMUNITY AND SAMPLE

The sample aims to select a part of the components of the researched community so that it is valid from the scientific and statistical aspects to extract results that apply to the entire community. Hence, the research included a survey of a sample of employees at the Technical Administrative College / Kufa, where the sample size reached (n=66) of faculty members and employees.

2.7. THE TEMPORAL LIMITS OF THE RESEARCH

The Research boundaries included the approved time period for conducting this research, which Extended from 1/11/2020 to 27/1/2021.

2.8. THE VALIDITY AND RELIABILITY OF THE RESEARCH TOOL:

In order to reach the best results desired from the study, a questionnaire was designed in its initial form based on the opinions and ideas of the theoretical side of the opinions and ideas of writers and researchers in this field from experts and specialists in the field of administrative sciences. As for statistical validity, it was reached using the Cronbach's alpha coefficient through the statistical software package (SPSS v.22), where the results were as in the table below:

Table 2. search tool test.

Cronbach Alpha	Number of paragraphs	Search variables
.788	4	Formulation of the strategic mission and vision
.719	4	Defining strategic objectives
.890	4	External environment analysis
.780	4	Internal environment analysis
.788	4	Factors affecting the success of the strategic choice
.894	20	Strategic Planning
.906	15	Improving human resources
.907	35	Scale

Source: Researchers based on SPSS program outputs

The Alpha Cronbach coefficients in Table (1) indicate that the research measurement tool was characterized by high stability at a total level of (91%), and that the coefficient values for the sub-dimensions ranged between (0.719 - 0.906), and this expresses that the scale that was relied upon in the research with all its dimensions was characterized by a high degree of consistency and internal consistency between its paragraphs.

3. THE THEORETICAL FRAMEWORK FOR RESEARCH

3.1. STRATEGIC PLANNING FOR HUMAN RESOURCES

3.1.1. THE CONCEPT OF STRATEGIC PLANNING FOR HUMAN RESOURCES PERFORMANCE

Judah (2010: 66) believes that planning for human resources performance is due in the longest to the literature of human resource planning, as it was developed by a number of thinkers and practitioners in management with the aim of reaching higher efficiency in providing human resources and achieving optimal use of them. Strategic planning for human resources management focuses on linking human resources in organizations with the requirements of the organizations 'general strategy in order to improve performance levels and activate the application of total quality



management in the organization. (Al-Mursi, 2003 53) that the concept of strategic planning for human resources performance that strategic planning expresses the appropriate method for setting long-term goals and defining the organizations 'directions to achieve those goals. Strategic planning is defined as a systematic process in order to determine how the organization will move from the current situation to its future.

The human resources strategy includes studying and analyzing human resources activities and linking them to the goals and strategies of the organization so that the human element becomes one of the pillars to achieve competitive advantage and improve the organization's market conditions and the results of its work. The business has started in recent years with the strategic role of human resources performance in the organization by linking the strategy of human resources performance with the general strategy of the organization as it is in the same way as other functional strategies such as marketing, production and finance. (Al-Salem, 2009: 148) believes that human resource planning requires the existence of a strategic plan. Clear features include operations or other administrative activities practiced by the human resources department, such as recruitment, training and development workers in the organization, and that this requires gathering accurate, honest and sufficient information in order to make decisions that ensure the continued success of the organization. Thus, the human resource planning process falls within the concept of a comprehensive analysis of the environmental conditions surrounding the organization as well as the internal environment conditions. (Al-Hiti, 2005: 71) states that human resource planning represents a prediction process based on an analysis of the organization's current and future human resources needs and taking them into consideration in determining The demand for human resources, and the planning process in the field of human resources is linked to planning at the general level of the organization and the level of its work, that is, that the strategy for obtaining human resources is derived from the general strategy of the organization and its business strategy, and that the human resource planning process is based on available information that can be provided from the points The strength and weakness of the organization in terms of human resources and environmental opportunities and threats in the labor market.

3.1.2. THE IMPORTANCE OF STRATEGIC PLANNING FOR HUMAN RESOURCES PERFORMANCE

(Judah 2010: 51) sees the importance of human resource planning as follows:

1. It helps to define and plan the future needs of the organization in terms of quantity and quality
2. Contributes to increasing the return on the organization's investments and reducing costs by making better use of human resources.
3. It helps to prepare the organization to face changes in the internal and external environment
4. It shows the strengths and weaknesses in the quality and performance of employees, which affects other activities such as training and development.
5. Satisfy and fulfill the desires and goals of both the organization and individuals.

And that strategic planning represents the pending process clearly the objectives and then determine the appropriate ways to reach these goals. In order for the administration to achieve the goals of the organization efficiently and effectively, it should have strategic thinking that believes in strategic planning and the necessity of drawing the future based on the facts of the past and the events of the present.

(Al-Damour, 2008: 6) believes that strategic planning is important because it is the main factor and the main way for organizations to succeed and achieve their goals. The success or failure of organizations depends to a large extent on the accuracy of strategic planning, and the link between human resources and strategic planning at all levels is a necessary and urgent issue to achieve Harmony between human resources objectives and the objectives of the business strategy and the general strategy of the organization, and the importance of strategic planning is based on identifying the activities or actions that the organization performs, taking into consideration the range of external opportunities and threats facing organizations at the same time, and strategic planning occupies a prominent position in the administrative process. Clarifies the milestones of the road and determines the course of the administrative process. The strategy of any organization refines the organization's policy and uses all dimensions to create a successful strategy in order to achieve the goals of the organization.

3.1.3. DIMENSIONS OF STRATEGIC PLANNING

The strategic planning process at the organizational level includes a set of activities according to a specific sequence or according to a specific model. These elements represent dimensions of strategic planning for human resources as seen by many researchers, including (Sami, 2007: 25) ;(Judah, 2010: 67-68), namely:

- a. formulation of the strategic mission and vision
- B. defining strategic objectives



- C. external environment analysis
- D. internal environment analysis
- E. The determining factors affecting the success of the strategic choice.

The following is a brief explanation of each of these dimensions:

a. FORMULATION OF THE STRATEGIC MISSION AND VISION:

The mission of the organization represents the framework that distinguishes it from other organizations in terms of its field of activity, its products, its customers and its markets, which reflects the fundamental reason for the existence of the organization, its identity, the types of its operations and the forms of its practice. About the future or the feeling of the need for change, which requires the organization to chart the future path that determines the destination it wants to reach, and the type of capabilities and capabilities it plans to develop, through what is called the strategic vision.

B) DEFINING THE STRATEGIC OBJECTIVES:

Objectives help in converting the strategic vision and the mission of the organization into desirable levels of performance. The goal is the desired end results from practicing the planned activities or following the applied strategies, which determine what must be accomplished and when, and are expressed in a quantitative form, and the goals differ from the Objectives that the goal is a statement Generally speaking, what the organization wants to achieve without this being defined by a time frame.

C) EXTERNAL ENVIRONMENT ANALYSIS:

The environment of the organization is one of the important factors that affect the success of the organization, because business today has become characterized by a high degree of composition, change and complexity, due to the changes and modifications that occur in the rules, policies and methods, in addition to other environmental factors that ignore the chances of success of any organization. Which is represented in the interests, influence and pressures of some individuals, organizations, or political and social bodies, and the trends, concepts, ethics, tastes and beliefs that are committed to them. Therefore, studying and analyzing the external environment is one of the important elements when preparing the strategy.

D. ANALYSIS OF THE INTERNAL ENVIRONMENT:

Analyzing the internal environment is concerned with taking a detailed look into the inside of the organization to identify levels of performance, areas of strength, areas of weakness, in addition to the constraints, by conducting a comprehensive in-depth analysis of the elements and inputs of the current situation of the organization to identify the truth of its potential and capabilities in order to build effective strategies that contribute to the benefit from Strengths and remediation of weaknesses.

E. THE DETERMINATION FACTORS AFFECTING THE SUCCESS OF THE STRATEGIC CHOICE:

After defining the vision of the organization, stating its mission, and setting the goals that it seeks to achieve, in addition to studying and evaluating the external and internal environment factors, in order to clarify the opportunities and threats surrounding the organization, and to build for it the strengths and weaknesses that characterize it, it becomes necessary to propose alternatives to strategies that can choose Among them, The determining factors affecting the success of the strategic choice can be divided into:

- Organizational strategic alternatives
- Strategic alternatives at the level of business units
- Strategic alternatives at the level of job strategies.

3.1.4. THE DETERMINING FACTORS AFFECTING THE SUCCESS OF THE STRATEGIC CHOICE

For the purpose of the success of the strategic selection process, the organization must take into account a number of factors determining that success, and these factors can be addressed as follows:

- The organization adheres to past and current strategies
- Attitudes of those with power and influence in the organization
- The standard of risk
- Time factor
- Organization's resources

(Judah, 2010: 67-68) adds five basic elements of strategic human resource planning, namely:

1. Study the influence of the external environment
2. Realizing the impact of competition on the organization



3. It provides a long-term view
4. Focus on making decisions
5. Integration with the organization's strategy

Human resource planning mainly relates to determining the requirements of human resources performance in light of the immediate and future supply and demand. If the organization's business expands and needs to increase the human resources required for its completion, this requires determining the type and number of resources required and therefore the human resource performance activities depend on the extent of the expansion or decline of the organization's position in the future.

3.1.5. DIFFICULTIES FACING STRATEGIC HUMAN RESOURCES PLANNING:

Judah (2010: 89) believes that the process of developing and implementing a human resource performance strategy may face several obstacles, the most important of which are:

- a. The lack of interest of the top management. The higher management in the organization may see the lack of the need to formulate a strategy for managing human resources due to some belief that human resources performance is an administrative function that supports the rest of the organization's functions.
- B. Concentration of human resources performance in strategic planning of human resources in the absence of a human resources information system in many organizations
- C. The lack of experience of human resources in strategic planning for human resources due to the relatively new subject matter and the multiplicity of scientific backgrounds for human resources performance.
- D. The lack of information necessary for strategic planning in the absence of a human resources information system in many organizations.
- E. Time constraints may prevent the director and staff of the Human Resources Department busy with the day-to-day activities of the Human Resources Department from training, motivating and others, without allocating sufficient time for the strategic planning process for the Human Resources Department.

(Al-Zuhri, 2000: 265) pointed to the challenges and difficulties facing strategic planning for human resources, as the human resources are currently facing many challenges and difficulties, and every organization can effectively overcome them if the most important of those challenges are identified, and it can be said three types of these challenges, one of which relates to the external environment, another relates to the organization itself, and a third deals with working individuals.

- ***THE CHALLENGES OF THE EXTERNAL ENVIRONMENT***

the group of forces that fall outside the control of the organization, and the performance of the organization is affected by it without affecting the organization in the short term, which leads the senior management to monitor the developments that occur constantly in the external environment, with the aim of identifying the most important opportunities and threats that it will face.

- ***INTERNAL/ ORGANIZATIONAL CHALLENGES***

This type of challenges contains the problems that the organization faces internally, and they are often the result of external challenges as long as organizations operate under a competitive environment, and managers exercise more control over these challenges than their predecessors because they fall under their direct influence, so the effective manager is the one who discovers Organizational problems, and he takes a set of preventive and curative measures before they get worse and before they become basic problems

- ***EMPLOYED INDIVIDUALS***

They represent individual challenges as the special decisions made by organizations, related to working individuals, such as the impact of technological progress on employee productivity, the relationship of managers to their employees, and what happens to an organization when one of its former employees works for another competing organization. It has been shown that there is a mutual influence relationship between the challenges. The internal organizational and individual challenges, in contrast to the relationship between the challenges of the external environment and the organizational challenges in one direction, and the reason for this is the small number of organizations that can affect the external.

3.2. IMPROVING HUMAN RESOURCE MANAGEMENT

3.2.1. HUMAN RESOURCE MANAGEMENT

The topic of human resources performance has such importance that it is at the forefront of the topics that occupy the interest of administrative researchers to design future policies and strategies for business organizations and societies in general. It is a challenge for all organizations in various countries, whether they are developed or developing.



3.2.2. HOW TO IMPROVE HUMAN RESOURCE MANAGEMENT

The process of improving human resource management is one of the most important and basic functions in any organization, the organization needs to achieve its goals. Therefore, the organization must attract human resources in the quality and quantity necessary to achieve its strategic goals, and work to develop the skills and capabilities of individuals working through training programs, and providing Fair rewards, wages and salaries according to the performance of its employees, and despite the many concepts that dealt with how to improve human resources performance in terms of formulation, it does not unite in the content and spirit of its mission, as it is a department with executive responsibilities, and advisory functions in the field of individuals working in the organization, it is an executive management Through the administrative functions that she performs, and advisory in functions and activities (Al-Taie et al., 2009: 4). The views of scholars and practitioners differ in determining how to improve human resource management, as this difference is due to the scientific background of these scientists and practitioners and their scientific experience in this field, and the process of improving human resource management is the process of caring for everything related to human resources that any organization needs to achieve its goals. This includes the acquisition of these resources and the supervision of their use, maintenance preservation and directing them to achieve the goals of the organization and its development (Barnouti, 2007: 17). (Judah, 2010: 23) states that improving human resource management is of great importance to the organization as the human element is the most important within the production elements, and through human resource performance, the qualified human element is attracted, trained and motivated. The researcher believes that human resources performance is an administrative function that helps managers to attract, select, train and develop workers in the organization, and emphasize the intellectual capital that gives the future horizon and depicts the capabilities of the organization to achieve its goals and believes in its survival.

3.2.3. CHALLENGES FACING IMPROVING HUMAN RESOURCE PERFORMANCE:

The processes of improving human resources performance face many challenges, especially in light of the development of goals and processes of human resources performance and the complexity of its operations. Among the most important of those challenges that he mentions (Al-Douri and Saleh, 2009: 261) are:

- A - The technological development that entailed making changes in the organizational structures and organizations.
- B - Cultural diversity, which is due to the perceived differences between employees in terms of age, work specialization, profession, gender, etc.
- C - Granting worker privileges that did not previously exist, such as health insurance and educational aid, which affected the increase in the cost of employees.
- D - Dissemination of knowledge and innovation, which requires the necessity of distributing and disseminating innovative knowledge and ideas among the various branches of the organization, regardless of its origin or source. (Jawdah, 2010: 43-44) adds some of the challenges facing the improvement of human resource performance, as the application of total quality management spread after the mid-twentieth century, and the accompanying emergence of new concepts such as the integration of employee, empowering Employee, and performing the right work from the first time. And the need to develop a human resource performance strategy, which is an integral part of the organization's strategy, as well as the steady increase in the number of workers in organizations as a result of the large size of organizations and the emergence of multinational organizations, and that one of the most important challenges facing the improvement of human resources performance is the process of developing methods of recruitment, selection and appointment, Especially after the widespread use of the Internet for holding test and conducting interviews.

The researchers believe that the main challenge in the process of improving the human resource in the organization is that the organization has access to people who possess knowledge, experiences and achievements that enable it to contribute to achieving its goals and contribute to the development of the organization as a whole.

4. THE PRACTICAL SIDE OF THE RESEARCH

RESULTS OF THE PRELIMINARY ANALYSIS OF THE STUDY VARIABLES:

The topic is devoted to showing the level of response of the individuals of the sample researched questionnaire axes according to the following:

- 1 - What is the level of response of the surveyed sample to the items after the strategic planning for human resources?
- 2 - What is the level of response of the surveyed sample to the paragraphs after the strategic vision?
- 3 - What is the level of response of the surveyed sample to the paragraphs after the strategic message?



- 4 - What is the level of response of the researched sample members to the paragraphs after the strategic objectives?
- 5 - What is the level of response of the surveyed sample to the items after the strategic analysis?
- 6 - What is the level of response of the surveyed members to the paragraphs after the strategic choice?

In order to answer these questions, the researcher did the following:

1- Creating frequency tables for the questionnaire data.

2- Unpacking the responses and treating them statistically according to (the arithmetic mean, standard deviation, percentage weight, relative importance) to diagnose the extent of the response at the level of the paragraphs as follows:

1- Results of descriptive statistical analysis of paragraphs after strategic planning for human resources:

Table (2) Results of the statistical analysis of the paragraphs of strategic planning for human resources and the sampling units in terms of the parameters of the arithmetic mean of the sampling units' responses, the level of dispersion of those responses from the hypothetical mean of the measurement tool (3), as well as the analysis of the relative importance of the paragraphs in terms of their relative weight as in the following paragraphs:

Table (2) Results of descriptive statistical analysis of the variable of strategic planning for human resources

Measurement paragraphs	Answers of the sample members										Mean	Std. Deviation	Percent weight	The order of materiality
	I don't totally agree		I do not agree		I somewhat agree		Agreed		Totally agree					
	1	percentage	2	percentage	3	percentage	4	percentage	5	percentage				
1	1	0.04	0	0	0	0	2	0.08	22	0.88	3.40	0.473	0.68	5
2	1	0.04	0	0	3	0.12	7	0.28	14	0.56	3.30	0.229	0.66	6
3	2	0.08	0	0	4	0.16	7	0.28	12	0.48	3.90	0.173	0.782	4
4	2	0.08	1	0.04	4	0.16	8	0.32	10	0.4	3.97	0.154	0.794	1
5	2	0.08	1	0.04	3	0.12	7	0.28	12	0.48	3.06	0.181	0.612	7
6	2	0.08	0	0	5	0.2	10	0.4	8	0.32	3.92	0.14	0.784	3
7	2	0.08	0	0	4	0.16	11	0.44	8	0.32	3.96	0.161	0.792	2
8	2	0.08	0	0	4	0.16	11	0.44	8	0.32	3.01	0.161	0.602	8
	total for dimension										3.56	0.209	0.72	3

From Table (2) it appears that the order of paragraph (4) came (There are written, clear and specific goals for the human resources department that the administration seeks to achieve within the available capabilities and circumstances.) In the first order between the paragraphs of the variable with an arithmetic mean of (3.97) with a standard deviation and a percentage weight of (0.17) And (79%), respectively, while paragraph (8) (there is in the organization a formal system of control used when putting the various plans into effect) occupied the last arrangement in terms of the arithmetic mean, which reached (3.01) with a standard deviation (0.16) and a percentage weight of (60). %. The previous results show the difference in the responses of the study sample regarding the level of clarity of the paragraphs of the dimension, although it achieved a positive overall response in terms of the approved measurement indicators.

2- Results of descriptive statistical analysis of variables after the strategic vision

Table (3) the results of the descriptive statistical analysis of the strategic vision paragraphs in terms of the descriptive analysis indicators adopted in the study as follows

Table (3) the results of the descriptive statistical analysis of the paragraphs after the strategic vision

Measurement paragraphs	Answers of the sample members										Mean	Std. Deviation	Percent weight	The order o
	I don't totally agree		I do not agree		I somewhat agree		Agreed		Totally agree					
	1	percentage	2	percentage	3	percentage	4	percentage	5	percentage				



	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %				
1	2	0.08	0	0	3	0.12	11	0.44	9	0.36	3.50	0.189	0.70	5
2	2	0.08	0	0	4	0.16	13	0.52	6	0.24	3.66	0.2	0.732	4
3	2	0.08	0	0	4	0.16	15	0.6	4	0.16	3.31	0.233	0.662	7
4	2	0.08	0	0	2	0.08	14	0.56	7	0.28	3.75	0.226	0.75	3
5	2	0.08	1	0.04	3	0.12	13	0.52	6	0.24	3.95	0.193	0.79	1
6	2	0.08	1	0.04	3	0.12	14	0.56	5	0.2	3.40	0.209	0.68	6
7	2	0.08	0	0	1	0.04	15	0.6	9	0.36	3.30	0.257	0.66	8
8	2	0.08	1	0.04	3	0.12	13	0.52	6	0.24	3.90	0.193	0.78	2
total for dimension											3.59	0.21	0.71	1

The Results of the analysis showed that after the strategic vision, it achieved an arithmetic mean of (3.59) with a standard deviation (0.21) and a percentage weight (71%), which is confirmation of an improvement in this variable and the improvement was more evident in paragraph (5) (we seek to consolidate knowledge, knowledge and employ technology. To reach the civilized advancement.) With a computational average, standard deviation and percentage weight of (3.95, 0.19, 79%), respectively, while paragraph (7) (The organization's vision is specified by a suitable date to achieve it.) In the last order, with arithmetic mean, standard deviation and a percentage weight (3.30, 0.25 and 66%), respectively.

3- Results of descriptive statistical analysis of variables after the strategic mission

Table (4) the results of the descriptive statistical analysis of the strategic mission paragraphs in terms of the descriptive analysis indicators adopted in the study as follows:

Table (4) the results of the descriptive statistical analysis of the strategic mission paragraphs

Measurement paragraphs	Answers of the sample members										Mean	Std.Deviation	Percent weight	The order of materiality
	I don't totally agree 1		I do not agree 2		I somewhat agree 3		Agreed 4		Totally agree 5					
	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %				
1	0	0	2	0.08	7	0.28	7	0.28	9	0.36	3.90	0.152	0.783	3
2	0	0	2	0.08	7	0.28	7	0.28	9	0.36	3.97	0.152	0.794	1
3	0	0	1	0.04	9	0.36	5	0.2	10	0.4	3.06	0.181	0.612	6
4	0	0	3	0.12	5	0.2	7	0.28	10	0.4	3.40	0.152	0.68	5
5	1	0.04	3	0.12	4	0.16	7	0.28	10	0.4	3.30	0.141	0.66	6
6	0	0	4	0.16	4	0.16	6	0.24	11	0.44	3.90	0.16	0.78	4
7	0	0	2	0.08	8	0.32	7	0.28	8	0.32	3.97	0.149	0.792	2
8	0	0	4	0.16	6	0.24	6	0.24	9	0.36	3.04	0.132	0.608	8
total for dimension											3.56	0.15	0.71	2

The arithmetic mean of the response of the study sample about the strategic message paragraphs was (3.56), with a standard deviation and a percentage weight of (0.15 and 71%), respectively, which is an indicator of the clarity of this variable among the study sample, and the order of the paragraphs of this variable came starting with paragraph (2) (Our message is broad So as to allow our organization to invest new opportunities to develop the knowledge balance (in the first order, with an arithmetic average, a standard deviation, and an agreement percentage (3.97, 0.15, 79%) respectively, while paragraph (8) occupied the mission of the organization (its values and beliefs, the essence of its work, and the most important characteristic of it) in order. The latter in terms of the same measurement indicators which amounted to (3.04, 0.13, 60%) respectively.

4- Results of descriptive statistical analysis of strategic aims variables:

Table (5) the results of the descriptive statistical analysis of the strategic aims paragraphs in terms of the descriptive analysis indicators adopted in the study as follows:

Table (5) the results of the descriptive statistical analysis of the variables of the strategic objectives

Measurement paragraphs	Answers of the sample members										Mean	Std. Deviation	Percent weight	The order of materiality
	I don't totally agree 1		I do not agree 2		I somewhat agree 3		Agreed 4		Totally agree 5					
	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %				
1	0	0	2	0.08	6	0.24	5	0.2	12	0.48	3.46	0.183	0.692	5
2	0	0	3	0.12	5	0.2	8	0.32	9	0.36	3.30	0.146	0.66	7
3	0	0	2	0.08	6	0.24	8	0.32	9	0.36	3.90	0.154	0.78	4
4	0	0	3	0.12	5	0.2	9	0.36	8	0.32	3.95	0.146	0.794	1
5	0	0	2	0.08	7	0.28	9	0.36	7	0.28	3.07	0.152	0.612	9
6	0	0	2	0.08	7	0.28	10	0.4	6	0.24	3.90	0.16	0.784	3
7	0	0	3	0.12	6	0.24	10	0.4	6	0.24	3.55	0.149	0.792	2
8	0	0	4	0.16	5	0.2	9	0.36	7	0.28	3.04	0.135	0.602	10
	total for dimension										3.55	0.15	0.70	4

The study sample retreated in its response to the strategic objectives variable as it came in fourth order among other variables, and this is shown by the arithmetic mean which amounted to (3.55) and standard deviation and weight percentages (0.15 and 70%) respectively, as for the order of the paragraphs, paragraph (4) came. (Our goals motivate Employees abilities and skills in order to develop and improve the level of performance.) With an arithmetic average, a standard deviation and a weight percentage (3.95, 0.14, 79%) respectively, and less clear in paragraph (8) (The objectives of the organization are flexible and able to adapt to unexpected variables.) With mean, standard deviation, and weight percentages (3.04, 0.13, 60%) respectively.

5- Results of descriptive statistical analysis of variables after strategic analysis

Table (6) the results of the descriptive statistical analysis of the strategic analysis paragraphs in terms of the descriptive analysis indicators adopted in the study as follows:

Table (6) the results of the descriptive statistical analysis of the strategic analysis paragraphs

Measurement paragraphs	Answers of the sample members										Mean	Std. Deviation	Percent weight	The order of materiality
	I don't totally agree 1		I do not agree 2		I somewhat agree 3		Agreed 4		Totally agree 5					
	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %	Repetition	percentage %				
1	2	0.08	5	0.2	2	0.08	9	0.36	7	0.28	3.44	0.123	0.688	6
2	2	0.08	5	0.2	2	0.08	8	0.32	8	0.32	3.38	0.12	0.676	8
3	3	0.12	0	0	2	0.08	9	0.36	11	0.44	3.99	0.189	0.798	1
4	3	0.12	0	0	3	0.12	7	0.28	12	0.48	3.91	0.185	0.782	2
5	3	0.12	0	0	4	0.16	6	0.24	12	0.48	3.04	0.178	0.608	9
6	3	0.12	0	0	4	0.16	5	0.2	13	0.52	3.70	0.193	0.74	4
7	3	0.12	0	0	5	0.2	7	0.28	10	0.4	3.55	0.152	0.71	5
8	4	0.16	0	0	5	0.2	5	0.2	11	0.44	3.01	0.157	0.602	10
	total for dimension										3.53	0.15	0.70	5

The arithmetic mean of the response of the study sample about the strategic analysis variable was (3.53), with a standard deviation and a percentage weight of (0.15 and 70%), respectively, which is an indicator of the clarity of this



variable among the study sample, and the order of the paragraphs of this variable came starting with paragraph (3) (there is a difference In analyzing the internal environment between the available opportunities and the strengths of the organization.) In the first order, with an arithmetic mean, a standard deviation, and an agreement percentage (3.99, 0.18, 79%), respectively, while paragraph (8) occupied the strengths to use in improving the conditions of the organization.) In the last order in terms of the same measurement indicators, which amounted to (3.01, 0.15, and 60%) respectively.

6- Results of descriptive statistical analysis of strategic choice variables

Table (7) the results of the descriptive statistical analysis of the strategic choice paragraphs in terms of the descriptive analysis indicators adopted in the study as follows:

Table (7) results of descriptive statistical analysis of strategic choice variables

Measurement paragraphs	Answers of the sample members										Mean	Std. Deviation	Percent weight	The order of materiality
	I don't totally agree		I do not agree		I somewhat agree		Agreed		Totally agree					
	1	percentage	2	percentage	3	percentage	4	percentage	5	percentage				
	Repetition	percentage	Repetition	percentage	Repetition	percentage	Repetition	percentage	Repetition	percentage				
1	4	0.16	0	0	5	0.2	8	0.32	8	0.32	3.48	0.132	0.696	4
2	4	0.16	0	0	6	0.24	6	0.24	9	0.36	3.39	0.132	0.678	5
3	4	0.16	0	0	5	0.2	6	0.24	10	0.4	3.94	0.144	0.788	1
4	4	0.16	0	0	6	0.24	5	0.2	10	0.4	3.90	0.144	0.78	2
5	4	0.16	0	0	6	0.24	6	0.24	9	0.36	3.01	0.132	0.602	7
6	4	0.16	0	0	5	0.2	7	0.28	9	0.36	3.27	0.135	0.654	6
7	5	0.2	0	0	5	0.2	6	0.24	9	0.36	3.77	0.129	0.754	3
8	4	0.16	0	0	5	0.2	8	0.32	8	0.32	3.48	0.132	0.696	4
	total for dimension										3.51	0.13	0.70	5

The study sample retreated in its response to the strategic choice variable as it is among the other variables and this is evidenced by the arithmetic mean that amounted to (3.51) and a standard deviation and a percentage weight (0.13, 70%) respectively. As for the arrangement of the paragraphs, paragraph (3) came (the organization management applies Clear performance criteria and indicators for judging the organization's plan (with an arithmetic average, standard deviation, and weight percentages (3.94, 0.14, 78%) respectively, and less clear in paragraph (5) (We make strategic decisions consistent with the established plans) with an average, standard deviation and weight percentage (3.01, 0.13, 60%) respectively.

5.CONCLUSIONS AND RECOMMENDATIONS

5.1. CONCLUSIONS

1Strategic planning for human resources is based on the availability of a strategic plan that is precisely and clearly defined and includes other administrative operations or activities carried out by human resources management such as recruitment, training and development of employees in the organization.

2. Strategic planning occupies a prominent position in the administrative process, as it clarifies the paths of the road and determines the course of the administrative process, as the strategy of any organization works to refine the organization's policy and employ all dimensions to create a successful strategy in order to achieve the organization's goals.

3. The availability of creative skills in organizations as human creativity is a means to achieve development and change for organizations. There is a consensus on the importance of human creativity and its positive impact on the level of the organization's activity, which makes the need for it urgently as creativity is one of the basic ingredients for completing the process of change and adapting to administrative work methods Evolving.

4. Improving human resources performance at the present time is a great hope for the human resource to solve many of the problems facing it. Therefore, the future of nations does not depend on just the workforce in them, but rather on providing an excellent type of employees, that is, on attracting talented workers to work in various fields.



5. Top management has a major role in work planning, time management, supervision and control, and this role is through the ability of managers to deal with the data they have and reach the desired goal.

5.2. RECOMMENDATIONS

1. The strategic planning for human resources should represent a forecasting process based on analyzing the current and future needs of the organization for human resources and taking them into consideration in determining the demand for human resources.
2. In order for the organization to achieve its goals efficiently and effectively, it should have a strategic thinking that believes in strategic planning and the necessity of drawing the future based on the facts of the past and the events of the present.
3. As a result of the changing, complex environment and technological progress in all fields, business organizations must work to develop and develop their creative capabilities and potentials for individuals and groups within the organization.
4. That organizations work today to change their policy, administrative systems and work methods in order to adapt to the many and varied challenges and developments in the shadow of competition and the complexity that occurred in the form of organizations and work to provide creative skills to achieve distinction and adapt to the organizational environment.
5. The top management should practice the skills of improving human resource performance in managing the organization and deal with all internal and external circumstances and influences on the organization with high professionalism.

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