



THE IMPACT OF STRATEGIC PLANNING ON SOCIAL RESPONSIBILITY: AN APPLIED STUDY IN THE MINISTRY OF EDUCATION - DIRECTORATE GENERAL OF EDUCATION IN DHI QAR

Habeeb wateen Mankhi Al-Rikabi ¹, Imad Jasser Awda Al-Hadidi ²

^{1,2} Dhi Qar Education Directorate ,Iraq

Habibwatin 23@gmail.com ¹ , imadalhadedi2018@gmail.com ²

Article history:	Abstract:
Received: 28 th June2024 Accepted: 26 th July 2024	<p>This study addresses the impact of strategic planning on social responsibility in the Dhi Qar Education Directorate, where reliable and effective measurement tools were used. The results showed that the reliability coefficient was 0.992, indicating high overall reliability, while the validity coefficient was 0.996, reflecting high accuracy in the measurements. The results also showed good reliability when dividing the tool into two halves, as the value reached 0.908, which enhances the credibility of the results.</p> <p>The results indicated that there was a general positive agreement among sample members regarding the strategic planning paragraphs, as the overall average was 3.59 with a standard deviation of 1.45, indicating strong support for all dimensions related to planning. However, some areas, such as reviewing strategic plans, showed a need for improvement.</p> <p>As for social responsibility, the overall average was 3.56 with a standard deviation of 1.43, reflecting agreement among employees regarding the effectiveness of social responsibility practices. The results also showed a strong positive relationship between strategic planning and social responsibility, as the correlation coefficient reached 0.889, indicating significant significance.</p> <p>When analyzing the regression model, the arithmetic value of (F) for strategic planning was 1396.014, indicating a strong significant effect, while (R²) was 0.825, which means that 82.5% of the changes in social responsibility can be explained by strategic planning. Finally, Kolmogorov-Smirnova and Shapiro-Wilk tests confirmed that the data follow a normal distribution, which supports the reliability of the results.</p>

Keywords: Strategic Planning , Social Responsibility ,Applied Study ,Ministry of Education ,Dhi Qar Education Directorate

INTRODUCTION

Strategic planning is a new management concept regarding the determination of a future direction and general objectives for organizations. The concept involves a realistic understanding of the internal environment of the organization, identifying its strengths and weaknesses, and an analysis of the external environment to identify opportunities and threats. This is very useful in anticipating the future, through the formulation of strategic alternatives that guide the organization towards its goals and create conditions for them. Organizations are expected to plan, with continuity, implement and monitor their strategic plans to be successful. This keeps them moving towards continuous development,

improvement and adaptation of strategies in enhancing products using innovative tools and methods. Therefore, strategic planning becomes a major enabler in attaining social responsibility within organizations. Strategic planning is of great importance to those organizations wishing to enhance and adapt to the dimensions of social responsibility. The concern has now moved off the confines of strategic planning or economic and financial management to achieve responsibility in running businesses, and ensures the infusing of social responsibilities as an integral ingredient of executive activities, not charity but part of business plans. Indeed, strategic planning has been determined to have a close relationship with the social responsibility



of organizations; this, in its turn, underscores the relevancy of tending to issues of social responsibility during the planning process. In so doing, it additionally facilitates the infusion of social responsibility as a core component into organizational strategies emanating from strategic planning other than a tagged issue post-factum; hence, social responsibility began to matter considerably to firms with the rise and influence of the private sector. It has come about as a new social responsibility for these firms to give back to realizing societal goals and human aspirations beyond just turning a profit. With the knowledge of the technological revolution and increased competition, organizations have come to understand the value of strategic planning as an event/ concerted effort which allows them to elaborate new services and approaches that attain better performance and promote social responsibility. Hence, the logic of management has transformed from the use of chaos to the utilization of strategic planning as a means to success for social responsibility.

THE FIRST TOPIC: RESEARCH METHODOLOGY AND PREVIOUS STUDIES

The first axis is the research methodology:

First: The research problem

Strategic planning and corporate social responsibility are critical issues that assume greater attention in contemporary times context, strategic planning becomes all the more important given the first of the challenges that are confronting institutions at this juncture the study tries to place a framework on how strategic planning contributes to achieving corporate social responsibility though this is an important topic there has been a dearth in the number of studies that relate strategic planning and corporate social responsibility specifically to the education sector most prior studies have been concentrated on examining this relationship in other sectors like those industrial and commercial sectors.

For instance, a study conducted in Palestine (Al-Farra et al., 2017) showed that strategic planning is positively related to social responsibility in the industrial sector. Another study in Jordan (Hamdan, 2019) highlighted that strategic planning bears a positive impact on social responsibility in the commercial sector. Hence the following problem can be raised:

2. The extent to which the Dhi Qar Education Directorate applies strategic planning dimensions (strategic analysis, planning, implementation, and control) in achieving social responsibility? 3. What are the most dominant challenges that confront the Dhi Qar Education Directorate in applying strategic planning toward social responsibility achievement??

Second: The importance of the research

- 1- Theoretical importance: This study will add, with the existing literature, more weight concerning the role of strategic planning in achieving social responsibility.
- 2- Applied importance: The research makes recommendations that can be used in practice by the Dhi Qar Education Directorate in improving the role of strategic planning in achieving social responsibility..

Third: Research objective

1- The actuality of implementing strategic planning in Dhi Qar Education Directorate is to comprehend the level of actual practices of strategic planning implementation in the directorate. This will be achieved by the following: - Is there a systematic documented process for strategic planning in the directorate? - Whether all employees in the directorate are involved in the strategic planning process - Are implemented plans and started in the state files consistent with the local community's needs?.

2. Determining the reality of practicing social responsibility in the Dhi Qar Education Directorate It is, therefore, an more specific objective that will concentrate on assessing the extent of implementation of social responsibility practices in the directorate. 3. Analysis of the relationship between strategic planning and achieving social responsibility This will, in turn, look to the understanding of the link and integration between strategic planning and social responsibility in the directorate, with focus on: - How does strategic planning manifest in the application of social responsibility practices?

Strengths And Weaknesses Of This Integration Between Strategic Planning And Social Responsibility What are the proposed recommendations to enhance the role of strategic planning in achieving social responsibility?

Fourth: Study hypotheses

- 1- The Dimensions of Strategic Planning and Social Responsibility have Strong Correlation.
- 2- The Dimensions of Strategic Planning and Social Responsibility have Strong Correlation.
- 3- Strategic Planning has a Strong Effect on Social Responsibility.
- 3- The Dimensions of Strategic Planning have Strong Effect on Social Responsibility.

Fifth: Study community and sample:

The study community were employees at the Ministry of Education - General Directorate of Education in Dhi Qar (for male and female employees, the study community was 522). Since the size of the community is very large, we resort to choosing a sample from this community. In order to derive an appropriate sample size, the equation for Stephen Thompson will give one of the common statistical methods for determining the sample size that

adequately represents the original community. Applying this equation, the researcher can derive the appropriate sample size, allowing generalization of the results to the whole community.

Moreover, data can be collected from the selected sample by using suitable statistical sampling techniques and then analyzed via these data to obtain the proper inferences concerning the population parameters being investigated. For this study, the sample size was 222 employees, which constitutes a good percentage of the parent population. Sixth: Duration of the Study

The field study period was a prerequisite for the theoretical learnings of the research. It was initiated after the researcher made exploratory visits to the departments and took the required administrative permission of this applied phase to work within the Ministry of Education - General Directorate of Education in Dhi Qar. The purpose of this applied

study is to investigate the impact of strategic planning and its dimensions on social responsibility in the directorate. Therefore, the study culminates in the field aspect, where theory is translated into practical reality.

Seventh: Study plan

Thus, the following null hypothesis of the study is framed: there is no significant relationship between strategic planning (analytical, planning, executive, and supervisory) dimensions and the dependent variable represented by social responsibility. Strategic planning dimensions are assumed to have a positive and efficient influence on the improvement of the organization's social responsibility. That is, the better an organization carries out situational analysis of internal, and external environment issues, craft sound strategies, execute these strategies, trend and appraise them would go a long way in enhancing an organization's social responsibilities practices.

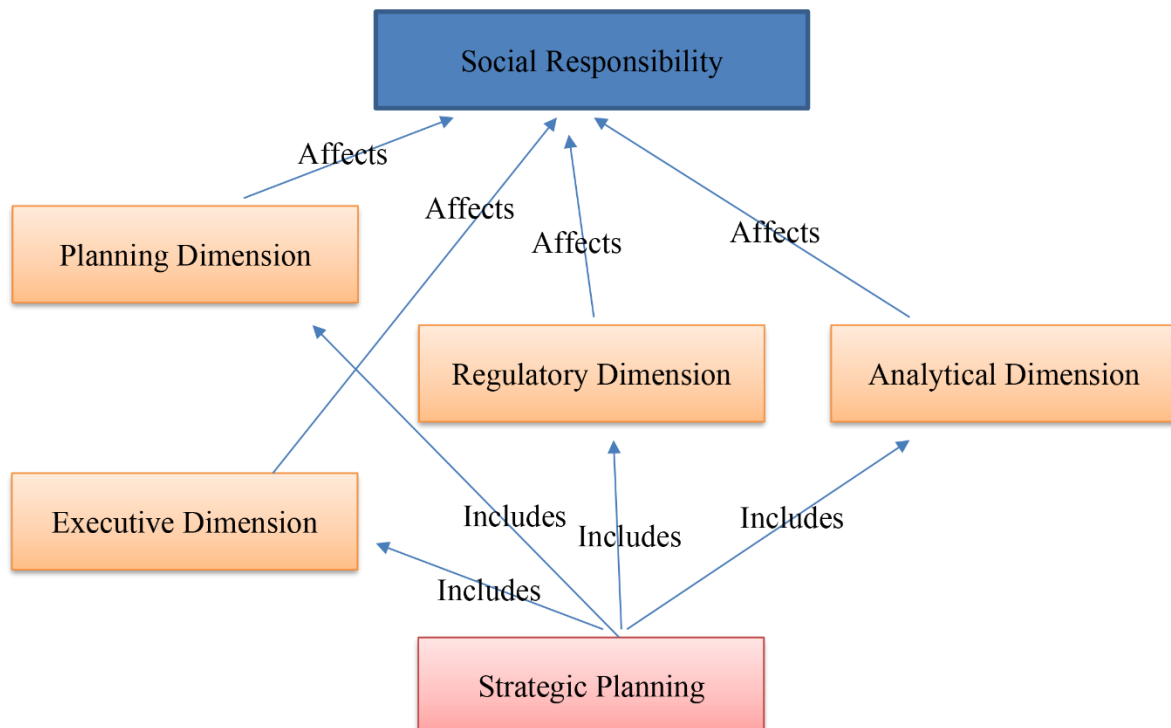


Figure No. (1) prepared by the researcher

The second axis: Previous studies

1- Salem's study, Khaled Khalaf, 2012. This study aimed to identify the strategic orientation and its impact on achieving social responsibility in Jordanian commercial banks. This study concluded that the perceptions of employees in Jordanian commercial banks and the dimensions of strategic orientation were at a high level, while their perceptions were at a high level towards social responsibility at an

average level. 2. There is an impact of the dimensions of strategic orientation in achieving social responsibility, which explains (63.8%) of the variance in the dependent variable (achieving social responsibility). The study recommended the need to work on creating an organizational culture that enhances the dimensions of strategic orientation in the organizational environment, and raising strategies to the desired higher



levels, by developing the skills of employees and providing a clear strategic vision for the water sector. And its objectives, due to its impact on achieving social responsibility.

- 2- Muhammad Daqqa's study, Muhammad Nazmi, 2022. This study aimed to explore the level of application of strategic planning practices in companies operating in Palestinian industrial cities. The relationship between strategic planning practices and sustainable development in these companies was also studied, in addition to revealing the mediating role played by competitive advantage as an intervening variable in the relationship between strategic planning practices and sustainable development. The study used the quantitative approach by using the survey as a tool for collecting data. The study community consisted of all administrators, managers and department heads in companies operating in industrial cities in Palestine, numbering 183 individuals. The study sample amounted to 127 individuals from the original community. The study data were collected by means of a questionnaire prepared for this purpose, then the structural equation model (SEM) was used to test the study hypotheses by applying the SMART 3.7 PLS program. The results related to the study revealed that strategic planning practices are applied at an average level in companies operating in Palestinian industrial cities. The results also showed a statistically significant effect at a significance level of (0.05) of strategic planning practices on sustainable development, and that competitive advantage partially mediates the relationship between strategic planning practices and sustainable development. The study recommended several recommendations, the most important of which was improving the mechanism for developing strategic plans in line with the requirements of sustainable development, and using clear performance indicators to monitor the implementation of the strategic and executive plan, in addition to the need for companies operating in industrial cities in Palestine to apply modern administrative policies and methodologies to reduce production costs.

3- III-

Methodology
y Elva, Lizeth, Ramos-Monge., Xavier, Llinàs-Audet., Jesús, Barrera-Martínez. (2019). Under this framework: "integration of social responsibility into medium- and long-term planning documents of Italian public universities, Is what we will now address though a qualitative approach specifically

content analysis applied to a selected sample of 20 strategic plans issued by large and large Italian universities. The coding tool was developed taking into account the 17 sustainable development goals contained in the United Nations 2030 Agenda; at this point, therefore, we identified 17 categories and 103 main codes. The most important aspect that emerges from the analysis conducted notes that Italian public universities to date still pay limited attention in their planning documents to the objectives related to the multiple dimensions of social responsibility, especially on environmental issues- this is a pretty detrimental failure to implement and achieve university social responsibility. It is, however, evidenced by some of the university planning documents that there is a higher sensitivity to social responsibility issues, as such more mature practices can also be identified, indicating that universities have incorporated the concept of sustainability into their planning documents.

4- 4-

In the work by Gordon, B., Appiah D., Okafor S (2022), the author focuses on strategy formulation big on environmental analysis and leveraging strategic capability. There is little known how CSR and social media strategies can be developed for strategy formulation to improve strategic outcomes. Inputs into the strategy formulation process do not take into account the preferences of customers for CSR practices and policies. This can be very related to the consumers who are able to reject any organizations not integrating ethical practices into core values. The paper will argue that social media is an integrative tool due to dual communication strategies it propels and CSR complements in building a robust strategic planning process. The methodology applied is a qualitative case study using a reflective perspective based on the full participant role. The findings show that there are difficulties in running a strategic planning process in an uncertain volatile dynamic business environment as resource integrators; it requires inter-organizational actors and other stakeholders to act as partners. Social Media acts as a Resource Integrator whereas CSR helps to build relationships by acting as Trust Destroyer.

5- 5-

5- Study
Магазин, Зварич., Ігор, Рівліс. (2023). Профіль дослідження вивчення соціально відповідальної поведінки бізнесу як ознаки ефективного функціонування соціальних відносин та стану сталим динамічним



розвитком країни. На часи кризи соціальні та економічні процеси стають нестабільними, соцризики зростають і поглиблюються. Процеси суспільства важливо урівноважувати, знаходячи компроміс між інтересами економічних суб'єктів і суспільства, соціальними пропорціями та певними пріоритетами. У цьому плані проблема соціальної відповідальності бізнесу у сферу створення сприятливого бізнес-середовища набуває особливостей. Отже, вивчення процесу корпоративної соціальної відповідальності як підхід до сталого розвитку в управлінні є актуальним. Мета: систематизувати погляди на сутність корпоративної соціальної відповідальності, основні складові розвитку, перешкоди на шляху реалізації та методичні покращення управління нею. The only proved way for business to support high rates of economic growth is to ensure the growth of every employee's career since a constantly growing business has an accruing need to attract new staff. According to this reasoning, corporate responsibility policy should be implemented at the strategic management level in the marketing, production and sales directions, and also in one's understanding and readiness to implement on the job. The more corporate social responsibility is enhanced, the more it is necessary to provide reliable indicators of financial and non-financial (social) reporting and evaluation effectiveness of social and economic costs..

6- 6. Study by Tjaša, Štrukelj (2017): The title forcefully argues the importance of socially responsible strategic planning in every sector. The title clearly reflects the research question and indicates that it will attend to both significance and results of the selected tourism sector, which evidence potential not only economic and operational but social and environmental impacts as well. This means that the more we develop the tourism sector, the more developed is the transport sector. According to the Molly's dialectical systems theory (DST), sustainability and social responsibility have to be integrated into strategic planning if an organization wishes the Earth to survive. What ISO describes as very important, created only nine years ago, being another of those "they", and it might even bother you on the first one but definitely idiotic on the second. The European Union and wide variety of standards firmly lay some ground rules. For social responsibility to be a part of strategic planning, corporate leaders should articulate social responsibility in

business policy, whereby their governance directions are infused with social responsibility and then actualized in the strategies developed by senior executives and in turn realized in the core implementation process – their business operations.

7- 7- Giorgia, Miotto., Alicia, Blanco, González., Cristina, del, Castillo, Feito. (2018). Study commented that alignment of CSR with the strategic management process and defining a CSR strategy could be two different but very close interrelated paths in the literature since the latter may be a bi-product of the former. The first and most important thing is to integrate CSR into the process and determine how to do this by considering multiple functions of their firm as well as external environmental linkages. This current chapter will argue that a company's CSR strategy should be aligned based on what their overall mission/vision/strategy/stakeholders say. Taking into account the major gap in the strategic management literature that exists between the industrial organization view and the resource-based view, this chapter introduces a model with four stances (proactive, External, simple, and internal orientation) on aligning CSR to the strategic direction of the business. Each condition is described in terms of emphasis on industrial/market levels, resources and capabilities compliance mission vision, institutional, and global contexts.

8- 8- Elva, Lizeth, Ramos-Monge., Xavier, Llinàs-Audet., Jesús, Barrera-Martínez. (2019). The importance of higher education institutions for social development is indisputable, resulting from their potential contribution of intellectual solutions for the social, economic and environmental well-being of society. The present study purports to: 1) identify the main drivers of university social responsibility from the perspective of strategic management; 2) reveal the interconnections between these drivers by means of semantic networks; 3) analyze the role of the university in fostering entrepreneurship. The method was content-analyzed with a sample of 23 universities for theme and codes that explicate the drivers. It revealed that semantic networks make evident these interrelations. A great percentage of universities were found to channel their efforts into developing students' employability, done most especially through entrepreneurial projects in pursuit of social responsibility.

9- Lyubov, Leonidovna, Tonysheva., Darya, Vladimirovna, Chumlyakova. (2016).



"Corporate Social Responsibility as Part of Company Strategy Formation." The problem of strategic management linkage with social responsibility, which forms the basis of long-term sustainable development for an organization and environmentally favorable impact." In this regard, the basic characteristics of social responsibility in the development of business strategy are clarified, reflecting its evolution and renewal of forms of representation and tools of organizing social activity. The principles of social responsibility aimed at enhancing its integration into the system of strategic management are also provided (development at different levels, complex functional activities, tools to manage discrepancies). It was laid out by an algorithm process of integration CSR in strategic management of the organization includes tools for control in selecting strategic priorities in the development of CSR. For the suite of copyright management tools, this matrix is used to determine the firm's placement in the "Level of corporate social responsibility-Degree of stakeholder participation in attainment strategic Goals" coordinates and the Balanced Scorecard linking up strategic goals with social responsibility indicators to achieve them and tactical work based on the level of integration into the strategic management system.

- 10- Jorge, Viteri-Moya., María Belén, Jácome-Villacres., Alberto Medina-León (2013). This study is the development of a model of university strategic planning with integration of social responsibility and process-oriented integration with basic processes of university activities which are in turn related to environment respectful processes, respect for human rights, works rights and commitment with stakeholders. The model consists of four stages: planning, implementation, monitoring, and evaluation. This paper reports on the results obtained in the planning phase. The main expected results of its implementation, beyond the impacts that universities' social responsibility generates directly on society, are echoing capacities and values in students to be able to respond to the demands of society and foremost further consolidate this culture of social responsibility in their professional practice.
- 11- Maryna, Ivanova., V., Y., Shvets., Svitlana, Sannikova., O., V., Varynychenko., Artem, Bardas. (2023). A study into the process of building an efficient partnership between companies and public entities to secure sustainability with the principle and value of

corporate social responsibility acting as a guide was what really motivated the study. Modern corporate competencies enable the formation of strategic development of the enterprise open system under the influence of environmental, social and economic factors on the basis of the CSR concept. This factor helps to enhance consumer loyalty; corporate reputation as well as satisfaction and trust of business partners, and also provides for the realization of the strategy of sustainable development. It used general and special scientific methods of analysis and synthesis of the structural system to determine the relationship between sustainable development, strategy of sustainable development, social responsibility, CSR; comparative method – business motives in CSR and factors contributing to the attractiveness of public organizations relevant to business expectations; and systematization method – profits that businesses receive from cooperation with public organizations. Basing on the results of the literature review, defines levels of social responsibility (personal, corporate, private, national, global); goals and tasks of corporate social responsibility and their interrelation with the strategy of sustainable development. The research showed that at the highest level of corporate social responsibility is charity. Results of the study show the feasibility and necessity of partnership between for-profit and non-profit organizations. As for the implementation of socially significant initiatives, everything is fine with choosing partners to cooperate, it's worth looking at the research ESG Transparency Index of Ukrainian companies and picking those partners for cooperation that match a higher level of information disclosure by such criterion Corporate Social Responsibility Policy and Integration of Sustainable Development Goals into the CSR Strategy / Company Goals (Commitments). This matchmaking cooperation between companies and public organizations contributes to an acceleration of the decision-making process and a stronger confidence level in relation to the correct use of use of their support. The directions of further research are to evaluate the efficiency of implementing the strategy of the enterprise in the sphere of corporate social responsibility and to adjust the application of assessment indicators of sustainability in the spheres of ecology, social structure and management (ESG) for Ukrainian conditions.

- 12- Study Virginia, López, Nevárez. (2018). This study found that through conceptual and



technological tools it is possible to integrate social responsibility into business management. From this point of view, a strategic information system was developed, the key contribution of which is that it provides opportunities for embedding social and environmental indicators into software implemented on the basis of advanced ICT. The study was performed by using logical helix analysis, practice, synthesis and theory. There was developed an information system for measuring social responsibility by criteria of the Global Reporting Initiative.

SECTION TWO: THE THEORETICAL ASPECT OF THE STUDY

INTRODUCTION:

Strategic planning is the way that organizations determine what they are going to do over the long term to try to reach their goals. A formal definition is the system of processes that an organization uses to identify, assess, and incorporate internal and external environmental situation s- in an integrated analysis ,planning implementation and control - framework , leading to the selection of effective strategies. Strategic planning is considered the independent variable in this study, while organizations' social responsibility represents a relationship of the quality of dependence and independence. Rather, it is commitment toward sustainable development for betterment in quality of human life other than concern of boosting up space missions. The threefold responsibility is the economic, legal, and ethical contexts with all stakeholders as their focus. In this study, the dependent variable is considered the social responsibility of organizations — that is the factor affected by strategic planning — so in this chapter the nature of the relationship between strategic planning and social responsibility of organizations will be explored, and how strategic planning can affect social responsibility.

Axis One is the Independent Variable (Strategic Planning)

It is a process which takes place at all levels of the organization in the organization. During this process, developed and built are the strategies that the organization will adopt. This strategic structure is based on a deep analysis of the internal and external environmental factors of the organization (Globocnik, Faullant, & Parastuty, 2020). The environmental analysis aims to understand the strengths and weaknesses within the organization as well as the opportunities and threats in the external environment. Accordingly, appropriate strategies are developed which enhance the organization's competitive position.

For the strategic planning variable to be dimensioned as

1- Strategic analysis dimension: It is the first strategic planning process stage. At this stage, the institution's internal and external environments are researched and analyzed to identify strengths and weaknesses and current and expected opportunities and threats. This analysis provides the foundation on which the institution builds its strategic plan. (Kamal and Boukafa, 2017)

2- Planning dimension: In educational planning, it refers to the basic and first stage in the process of formulating and developing the strategic plan for education. This dimension includes a set of successive steps that constitute the basis for the educational plan for educational institutions. This dimension includes the identification of material and human capabilities of society, diagnosis of economic and social reality, and determination of educational and educational development goals. In order to realize the importance of sound educational planning, difficulties that block the path of planning have to be removed, such as the deficiency of competent educational planners and educational researchers. (Abdul-Hay: 2006:43)

3- The executive dimension: Is transforming the vision and strategic objectives into tangible actions to achieve them. This work includes several basic steps: Identifying specific objectives. Allocating the necessary resources. Developing specific work plans. Defining responsibilities and timetables. Monitoring and measuring performance. And managing changes to ensure the continuity of the implementation process. These steps contribute to achieving strategic objectives successfully and effectively. (Cornelius, A., de, Kluyver., John, A., Pearce)) ((2020). F., Yu., Alchinova) (2023), Frederick, Betz. (2001), A.Lynn, Daniel. (1992).

4- The control dimension: This centers on laying down mechanisms that will monitor and evaluate with the implementation of the specific strategy. This involves setting specific performance indicators and following up on the achievement of the specified objectives. The control dimension's primary objective includes analyzing data and reports related to the implementation of the strategy; to ensure continuity of progress and take corrective actions when necessary. Strategic control, however, is intended to monitor and evaluate the entire process of strategic management to ensure that all the intended results are achieved. The primary purpose is aimed at aiding senior management in successfully achieving the goals of the organization through such monitoring and evaluation. The results of strategic assessments and control find reflection in



the management of the organization’s internal and external environment and in the development and implementation of the vision, mission, and strategic goals. In this sense, strategic control is a key feedback provider of how effective the strategic management process is in and of itself. M., S., S., el, Namaki. (2014), Qemajl, Sejdijs. (2016), Roman, R., Chugumbaev., Gilyan, V., Fedotova., Yulia, N., Nesterenko., Nina, N., Chugumbaeva., Vladimir, I., Barilenko. (2020).

Axis II: Dependent Variable (Social Responsibility)

Surely social responsibility is that business and corporate obligation bound in the morality to fully address the interest of all members forming the society at large. More common in today's strategic planning, Humayun, Kabir. (2024). It is helping through organizations to voluntary activities protein which promotes community development, invironmental remains, raising living standards and doing businesss ethically. It is within this context that profit-oriented, non-profit and public organizations should include concern for social responsibilities in their strategic planning to ensure it receives consistent attention throughout the analysis, planning, implementation and control processes. Socially responsible strategic plans do good to the society at large, merely have long-term competitive asvantages and do make business sense as well. Andrija, Baric. (2022)

Previous research has found a significant relationship between formal strategic planning and social responsibility. This underscores the need to situate the directorate’s social responsibility concerns within strategic planning processes, towards enhancing community well-being and bettering institutional reputation among stakeholders. Bert, George., Michael, J., Worth., Sheela, Pandey., Sanjay, K., Pandey. (2023).

THE THIRD SECTION: THE PRACTICAL ASPECT OF THE STUDY

1- Research methodology:

It’s descriptive research classified under studies that seek to describe and monitor a phenomenon’s impact

Table (1) shows the distribution of the sample used in the research

No	Element
1350	Number of employees in the original community
299	Required sample size
0	Number of unreturned questionnaires
0	Number of invalid and non-compliant questionnaires
%100	Return rate

It can be noted that the sample used in this study represents a good percentage of the original community, and that the recovery rate is (100%), and that the number of questionnaires used in the statistical analysis is (299) questionnaires. This is a sufficient number for obtaining reliable and accurate results.

with applied strategic planning on social responsibility in the Ministry of Education - General Directorate of Education of Dhi Qar. Therein, the research seeks to pursue this phenomenon quantitatively and qualitatively for a given amount of time until attain results and generalizable that aid in understanding reality and draw a comprehensive and realistic picture of the studied phenomenon. In the realization of these objectives, the researcher reviewed the approach of description analysis that he adopted in his research.

2-Data Collection and Methods:

The researcher relied on two main sources to collect the data and information necessary to prepare this study. The first is secondary sources. The researcher used secondary sources such as books, scientific journals, related articles, previous studies, and official websites on the Internet to prepare the theoretical framework and define the concepts related to the independent and dependent variables in this study.

Secondly is primary sources, which are the data collected through the questionnaire as a measure for testing and analyzing this data to get results regarding the relationships and effects between the study’s variables. The primary sources helped prepare the theoretical framework applied to this study and were supportive in verifying the study hypotheses and analyzing the data.

3- Study community and sample: -

It is logical to use statistical sampling techniques when the size of the community is large, as it reached (1350) male and female employees, so it is impossible to cover all elements in the study. To calculate the total sample size required from the community, one may use Stephen Thompson's equation—one of the most famous statistical methods for calculating the required sample size. Using this equation, the researcher can calculate the sample size required to adequately represent the original community, which allows generalizing the results to it. This will use appropriate statistical sampling techniques for data collection from the selected sample to analyze it correctly and obtain accurate and reliable results.

4- Study tools

- Tool SPSS (Statistical Package for the Social Sciences) used in the statistical analysis of data with the help of various formula and tools available for making graphs and statistical reports.
- Descriptive statistics used to describe, summarize and analyze data using a variety of methods.



- Relationship determination and statistical analysis between variables by use of dependent and independent variables.

- Descriptive techniques that include arithmetic mean, standard deviation, percentage and sample trend.

Some of the Inferential Statistics Techniques are Statistical Tests, Linear Regression, Analysis of Variance (ANOVA), Simple Regression Analysis and Correlation between Variables.

All these tools and methods used help the researcher to analyze the data correctly and reliably, and achieve the objectives of the study in a scientific accurate manner.

Identification of the tools of analysis and measurement is one of the important methodological steps in the analysis through which the study's objectives are attained and the results' validity and the methodology's consistency in the process of the analysis are ensured (1). Because of this, the researcher in this research used specific tools and methods, through which he collected accurate data and information about the Ministry of Education - General Directorate of Education of Dhi Qar to know the methods and approaches used. Some of these tools and techniques used in this research include:

Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1	2	3	4	5

Second - Validity and reliability of the questionnaire

This questionnaire design was a special formulation method related to the research topic, with the information in it determined only by credible sources available in this field, with validity and reliability of the results in focus. The design of the questionnaire was treated with much caution, using proper methods and procedures, to subsequently meet these objectives; then it was given out to the employees working at the Ministry of Communications \ Iraqi General Company for Post and Savings as a sample group, from whom that study got its needed data. Methodologically (apparent) valid and reliable sources were carefully selected to guarantee the quality of the information in the questionnaire and attain methodological (apparent) validity and reliability in the process of data collection.

Reliability should be measured as one of the major components with scales construction. It is associated

Table No. (3) Values indicating the validity and reliability coefficient of the study variables according to the (Cronbach's ALPHA) scale.

Validity coefficient	Reliability coefficient	Number of paragraphs	Study variables
0.995	0.991	20	The first independent variable with its

The questionnaire used for collecting data from the Ministry of Education-General Directorate employees of Dhi Qar. - Statistical analysis used for data and relationships between different variables evaluation. - Analytical test used to analyze data and evaluate statistical relationships between variables..

First: - Questionnaire

• Questionnaire design

For the field study and gathering the primary data required for it in examining the variables and testing hypotheses, a five-point Likert scale was used in the questionnaire, which involves a rating scale ranging from (1-5) degrees and designed to determine the levels of participants' agreement to the statements or information presented in the questionnaire. The five-point Likert scale happens to be one of the most popular instruments that are applied in administrative, social and psychological research for gauging measurement in an individual regarding attitude, opinion, satisfaction level and reaction towards different situations. It is known for being easy to use and understand and capable of producing quantitative data amenable to statistical analysis. Table No. (2) Five-point Likert scale

with a description, or an expression, of scales' ability to reproduce stable and consistent results when applied over time to a sample of people. Two measurement methods were applied for reliability: the split-half method and internal consistency based on the alpha coefficient. All different forms were regarded as a sample when using the Spearman-Brown formula for correction for the first method and reliability for the second method based on the alpha coefficient. Through these two methods, the methodological stability and reliability of the scale used in this study had been identified. The Cronbach alpha coefficient was applied in accuracy measuring the questionnaire used in this study. The Cronbach's alpha coefficient is the key criterion for estimating how much the scale items are interrelated. The scale is acceptable if Cronbach's alpha coefficient > 60%, strong if >80% but weak if <60%.



			dimensions (strategic planning)
0.984	0.968	5	The first dimension (strategic analysis)
0.983	0.967	5	The second dimension (planning)
0.984	0.968	5	The third dimension (executive)
0.978	0.957	5	The fourth dimension (control)
0.992	0.984	20	The dependent variable (social responsibility)
0.996	0.992	40	The stability coefficient for all study paragraphs
	0.908		The half-split coefficient

Source: SPSS V.25 program outputs.

The results are as follows:

These data indicate the degree of stability and validity of the study variables applied to a sample of Dhi Qar Education Directorate. The table shows the stability coefficient and validity coefficient for both independent and dependent variables, which contributes to the assessment of the reliability of data collection tools.

1- Independent variable (strategic planning)

This variable includes four main dimensions, and contains 20 paragraphs. The stability coefficient is 0.991; this means the tool has very high reliability. The validity coefficient of 0.995 indicates that the tool actually measures what it was designed to measure accurately. Results will be consistent on re-measurement. The stability coefficient is closer to 1, and the better it approaches one, the more reliable the tool is.

- The first dimension (strategic analysis)

This dimension is covered by 5 paragraphs, with a stability coefficient of 0.968. This value indicates very good reliability: that the measurements related to strategic analysis will be consistently undertaken. The validity coefficient stands at 0.984, which takes into account its effectiveness in properly measuring this dimension.

- The second dimension (planning)

Moreover, this dimension contains 5 items, and the reliability coefficient is 0.967. This value shows high reliability; that is to say, the tool gives almost constant results in measuring planning. The reliability coefficient of 0.983 shows the correctness of the tool in measuring planning.

- The third dimension (executive)

This dimension is made up of 5 items and a reliability coefficient of 0.968, indicating good stability in measurement results. The tool is reliable in measuring implementation. A reliability coefficient of 0.984 shows accuracy related to measurements on implementation.

- The fourth dimension (control)

This dimension is composed of 5 items, with a reliability coefficient of 0.957. This value shows good reliability, though a little lower compared to the other dimensions, it is still within an acceptable range. A reliability coefficient of 0.978 reflects the accuracy of the tool in measuring the control dimension.

2- Dependent variable (social responsibility)

This variable contains 20 items, and the reliability coefficient is 0.984; it reflects a high level of reliability, meaning that the measurements of social responsibility will be consistent. The reliability coefficient of 0.992 means high accuracy in measuring social responsibility.

3- Reliability coefficient for all study items

This includes all items in the study (N=40). The reliability coefficient is 0.992; this indicates high overall reliability for all items in the study. A reliability coefficient of 0.996 reflects high accuracy in the measurements.

4- Split-half coefficient

A value of 0.908 indicates good reliability when dividing the instrument into two halves, supportive of the above results on reliability.

This is to show that all the variables and dimensions have good reliability and validity, which further enhances the reliability of results to be obtained from the study. These measures indicate that the tools used are effective and precise in measuring the concepts under study, which further raises the confirmation on the importance of the study on strategic planning and social responsibility in Directorate of Education Dhi Qar. Sample Data Analysis.

Data analysis is a term that refers to the process through which information is extracted and conclusions are drawn from the collected data of the sample in any research study whereby this data has been collected through an application of various processes that include both statistical and descriptive techniques with an aim of establishing relationships between the different variables and drawing reliable and accurate conclusions. In line with the above study, personal data is the information collected from the sample for research and remains unique in its kind, namely, descriptive analysis- to give a description to personal variables of each employee in the ministry Such as their age, gender, academic qualifications, years of services and so forth to better understand and make descriptions of these different variables while analyzing them finding the different relationships between them.

Table No. (4) shows the nature of the distribution of the research sample members

Percentage	Frequency	Gender
%52.5	157	Male
%47.5	142	Female
%100	342	Total
Percentage	Frequency	Age
%17.1	51	25 years and less
%14	42	26-30 years
%17.1	51	31-35 years
%16.4	49	36-40 years
%15.4	46	41-50 years
%20.1	60	Over 50 years
%100	342	Total
Percentage	Frequency	Educational attainment
%17.7	53	Preparatory
%26.1	78	Diploma
%33.4	100	Bachelor's
%5	15	Higher diploma
%11	33	Master's
%6.7	20	Doctorate
%100	342	Total
Percentage	Frequency	Years of service
%18.1	54	5 years and less
%17.1	51	6-10 years
%17.4	52	11-15 years
%14	42	16-20 years
%18.4	55	21-25 years
%15.1	45	26 years and more
%100	342	Total

This table shows the distribution of the research sample of male and female employees of Dhi Qar Education Directorate, which reflects adequately the demographic characteristics of this sample through gender, age, educational level, and years of service.

Gender distribution reveals that the sample included 157 male employees, constituting 52.5% of the total sample, and 142 female employees, constituting 47.5%. This distribution indicates some relative balance between the genders, which may reflect the diversity of the workforce in the directorate.

In the age distribution, distinct diversity can be noted between the age groups. The group with 25 years or less has 51 individuals- that is 17.1% of the sample. Try as the figures might to get distributed in other categories, one would come across 42 individuals based on the years between 26 to 30, and later another 51 individuals in the region between 31 to 35 years. The earlier ages group from 41to 50 years will see 46 individuals compared to those above 50 years who stand at 20.1% of the sample. This diversity in age represents the presence of different experiences within the directorate.

With regard to educational attainment, the data shows that the employees are well educated. Only 53 individuals have a Preparatory Certificate, 78 individuals have a Diploma, and 100 individuals have a Bachelor's Degree (33.4% of the sample). There are also 15 individuals who have a Higher Diploma, 33 who have a Master's Degree, and 20 with a Doctorate. This distribution reveals that the majority of employees belong to highly educated groups, which can directly influence Directorates' performance.

With respect to years of service, 54 individuals have experience of 5 years or less, which represents 18.1% of the sample. While 51 individuals have experience between 6 to 10 years, and 52 individuals have experience between 11 to 15 years. Other categories include 42 individuals having experience of 16 to 20 years, 55 individuals with experience ranging from 21 to 25 years whereas 45 individuals have 26 years or more of service. This distribution shows a balance in years of experience amongst employees, which may contribute to enhancing work efficiency within the directorate.



Generally, these findings reflect richness in the demographic characteristics of the employees at the Dhi Qar Education Directorate, which might have a positive impact on the resultant findings to be

obtained from this study due to the presence of different educational levels and diversified experience, for enhancing effectiveness in strategic planning and social responsibility within the institution.:

Table (5) Results of the analysis of the strategic planning paragraphs according to each dimension (strategic analysis, planning, executive, control), where each dimension has five questions

Sample trend	Percentage	Standard deviation	Arithmetic mean	Questions
Agreed	72.4	1.44	3.62	The Directorate of Education periodically analyzes the external environment (political, economic, social, technological)
Agreed	71.6	1.44	3.58	The Directorate of Education periodically analyzes the internal environment (human resources, financial, organizational)
Agreed	71.2	1.47	3.56	The Directorate of Education uses strategic analysis methods such as (SWOT, PESTEL) in the planning process?
Agreed	73.4	1.41	3.67	The Directorate of Education is keen to accurately identify strengths, weaknesses, opportunities and threats.
Agreed	70	1.5	3.5	The Education Directorate benefits from the results of the strategic analysis in formulating future strategies and plans
Agreed	69.8	1.46	3.49	The Education Directorate has a clear and announced vision and mission
Agreed	72	1.44	3.6	The Education Directorate sets measurable long-term strategic goals
Agreed	72.2	1.44	3.61	The Education Directorate sets strategic action plans to achieve the specified goals
Agreed	70.8	1.51	3.54	The Education Directorate sets financial budgets to implement the strategic plans
Agreed	72.4	1.43	3.62	The Education Directorate determines the responsibilities and tasks required to implement the strategic plans
Agreed	70.6	1.46	3.53	The Education Directorate provides the necessary resources (financial, human, technical) to implement the strategic plans
Agreed	70.6	1.47	3.53	The necessary capabilities and competencies are developed among the employees in the Education Directorate to implement the strategic plans
Agreed	70.8	1.45	3.54	The Education Directorate delegates powers and empowers employees to implement the strategic plans
Agreed	73.8	1.42	3.69	The Education Directorate is keen to follow up on the implementation of the strategic plans on a regular basis
Agreed	73.8	1.43	3.69	The Education Directorate amends the strategic plans according to developments and changes in the environment
Agreed	72.2	1.47	3.61	The Education Directorate sets key performance indicators (KPIs) to evaluate the implementation of the strategic plans
neutral	67.8	1.55	3.39	The Education Directorate reviews the strategic plans periodically and evaluates the extent to which the goals are achieved



Agreed	72.2	1.46	3.61	The Education Directorate takes corrective measures when implementation deviates from the strategic plans
Agreed	73.2	1.43	3.66	The Education Directorate involves employees in the strategic monitoring and evaluation process
Agreed	76.8	1.32	3.84	Benefit Directorate of Education from the results of monitoring and evaluation in improving future plans
Agreed	71.8	1.45	3.59	General average

Include the results of the analysis of the strategic planning paragraphs distributed over four main dimensions in the table: Strategic analysis, Planning, Executive, and Control. We will explain the results for each dimension in detail.

First dimension: Strategic analysis

The results indicate about ****External environment analysis****: This paragraph received an average of 3.62 and a standard deviation of 1.44, with a percentage of 72.4%. This indicates a strong agreement among the participants that the directorate analyzes the external environment periodically. Which reflects awareness of the surrounding environment and its effects.

****Internal environment analysis****: It received an average of 3.58 and a standard deviation of 1.44, with a percentage of 71.6%. This indicates good agreement with the idea of analyzing the internal environment. It reflects the directorate's interest in its internal resources.

3- The results indicate about ****Using strategic analysis methods****: The paragraph received an average of 3.56 and a standard deviation of 1.47, making a percentage of 71.2%. This indicates that the participants believe the directorate does use methods such as SWOT and PESTEL effectively in planning.

4- The results indicate that ****Identifying strengths and weaknesses****: It obtained an average of 3.67 and standard deviation of 1.41, with a percentage of 73.4%. This indicates that the directorate is keen . SWOT to be keen to accurately identify strengths, weakness Agreements, opportunities and threats which reflects a strong analytical strategy.

Benefiting from the results of the strategic analysis: The paragraph obtained average 3.5, standard deviation 1.5 and percentage 70. This indicates that the participants believe that the directorate benefits from the results of the strategic analysis informs formulation of future strategies and plans.

****Vision and mission****: This, on average, scored 3.49 with a standard deviation of 1.46, producing a percentage of 69.8%. This indicates that the directorate has a clear vision and mission. But the support here is slightly less compared to the previous questions.

7- Setting strategic goals: This paragraph garnered an average of 3.6 and a standard deviation of 1.44 with a

percentile score of 72%; this means that there is a directorate commitment to set measurable long-term strategic goals. 8- Developing strategic action plans: It had an average of 3.61 and standard deviation 1.44 with a percentile score of 72.2%. This shows that the directorate develops strategic action plans aimed at attaining the set goals.

9- The results indicate that ****Determining financial budgets****: An average of 3.54 and a standard deviation of 1.51, with a percentage of 70.8%. This indicates that the directorate sets financial budgets to implement strategic plans well. 10- The results indicate that ****Determining responsibilities and tasks****: An average of 3.62 and a standard deviation of 1.43, with a percentage of 72.4%. This result indicates that the directorate ensures the defining of responsibilities and tasks as required.

The third dimension: Executive

11- The results indicate that ****Providing the necessary resources****: It obtained an average of 3.53 and a standard deviation of 1.46, with a percentage 70.6%. This indicates that the Directorate provides the financial, human and technical resources necessary to implement strategic plans.

12- The results indicate that ****Developing capabilities and competencies****: This paragraph achieved an average of 3.53 and a standard deviation of 1.47, percentage 70.6%. It indicated that the Directorate works to develop the necessary capabilities and competencies among employees.

13- The results indicate that ****Delegation of powers****:_ It obtained an average of 3.54 and a standard deviation of 1.45, with a percentage of 70.8%._ These results indicate that the Directorate delegates powers and empowers employees to implement strategic plans.

5- ****Following up the implementation of plans****: it obtained average 3.69 with standard deviation 1.42 and percentage of 73.8%. This result reflects how keen the Directorate is in following up the implementation of strategic plans on a regular basis.

15- Results indicate ****Modifying plans according to developments****: It got an average of 3.69 and a standard deviation of 1.43, with a percentile of 73.8%. This shows the readiness of the directorate to change strategic plans in response to environmental changes.

Fourth dimension: Supervisory



Setting key performance indicators: ****This paragraph**** had an average of 3.61 and a standard deviation of 1.47, with a percentage of 72.2%. This indicates the directorate sets performance indicators to evaluate the implementation of strategic plans.

****Reviewing plans periodically****: Weighted average = 3.39, St. Dev. = 1.55, Score= 67.8%. This implies that strategic plan reviews are tending towards an unfavorable light since the score was neutral.

****Taking corrective measures****: Weighted average = 3.61, St. Dev. = 1.46, Score= 72.2%. This shows that the directorate takes corrective measures to implementation deviated from the laid plans.

****Employee Involvement in Monitoring**** obtained an average of 3.66 with a standard deviation of 1.43 and hence 73.2%. This reveals how much weight is attached to the process of involving employees in monitoring and evaluation.

The score is that Directorates really benefit from Monitoring Results EV 3_AVG_Entered_Values=3.84 with a standard deviation of 1.32 based on a

percentage of 76.8% which means the Directorate benefits a lot from M&E results towards improving future planning.

The mean in general for the strategic paragraphs is 3.59 with a standard deviation of 1.45, arguing that the sample members have some general positive agreement towards the strategic planning paragraphs. This is represented by the overall percentage reaching 71.8%, hence a general trend towards agreement. The results also show that all dimensions related to strategic planning have strong support from sample members. There are some areas, for instance reviewing of strategic plans, which are not very good. In general, strategic planning is one of the fundamental bases of the work in Dhi Qar Education Directorate. This calls for more development in performance from all dimensions to ensure efficiency in the achievement of goals.

Second: Statistical description of the independent variable (social responsibility) and analysis of sample responses: -

Table (6) Results of the analysis of social responsibility paragraphs

Sample trend	Percentage	Standard deviation	Arithmetic mean	Questions
Agreed	78.2	1.29	3.91	Does the Directorate of Education develop clear programs for social responsibility within its strategic plans?
Agreed	76.6	1.35	3.83	Does the Directorate of Education allocate financial and human resources to implement social responsibility initiatives?
Agreed	76	1.37	3.8	Does the Directorate of Education identify target groups in society within social responsibility plans?
Agreed	75.4	1.4	3.77	Does the Directorate of Education involve relevant parties (local community, governmental and civil society organizations) in planning and implementing social responsibility initiatives?
Agreed	74.2	1.41	3.71	Does the Directorate of Education develop training programs for employees on the concepts of social responsibility and methods of implementing them?
Agreed	75.6	1.4	3.78	Does the Directorate of Education spread the culture of social responsibility among employees and motivate them to participate in initiatives?
Agreed	74	1.39	3.7	Does the Directorate of Education ensure that community priorities and urgent needs are identified when planning social responsibility initiatives?
Agreed	72	1.44	3.6	Does the Directorate of Education develop strategic partnerships with civil society organizations to implement social responsibility initiatives?
Agreed	71.4	1.44	3.57	Does the Directorate of Education measure and evaluate the impact of social responsibility initiatives on the local community?



Agreed	71.2	1.47	3.56	Does the Directorate of Education issue periodic reports on social responsibility initiatives and their achievements?
Agreed	72.4	1.45	3.62	Do the Directorate of Education's social responsibility initiatives contribute to improving its image and reputation in society?
Agreed	68.8	1.52	3.44	Do the Directorate of Education's social responsibility initiatives contribute to achieving the strategic goals of the institution?
Agreed	69.8	1.44	3.49	Do the Directorate of Education's social responsibility initiatives affect the level of community satisfaction with the educational services provided?
Agreed	71.8	1.42	3.59	Do the social responsibility initiatives of the Education Directorate help to enhance loyalty and belonging among employees?
Agreed	71.4	1.42	3.57	Do the social responsibility initiatives of the Education Directorate contribute to improving the level of organizational performance of the institution?
Agreed	71	1.5	3.55	Is there coordination between strategic planning activities and social responsibility initiatives in the Education Directorate?
Agreed	72	1.45	3.6	Does the Education Directorate take into account the requirements of social responsibility when formulating the vision, mission and strategies?
Agreed	70.4	1.46	3.52	Do the social responsibility initiatives of the Education Directorate contribute to achieving the strategic goals of the institution?
Agreed	70.2	1.48	3.51	Do the strategic planning practices of the Education Directorate affect the level of its commitment to social responsibility?
Agreed	70.8	1.47	3.54	Do the strategic planning practices of the Education Directorate help to develop and implement social responsibility programs?
Agreed	72.6	1.43	3.36	General average

Source: Prepared by the researcher based on the ready statistical program (SPSS V. 25)

Results of sample responses related to social responsibility practices in the Dhi Qar Education Directorate, where each question was analyzed and verified.

1- The results indicate that (the presence of clear social responsibility programs within the strategic plans) obtained an average of 3.91 with a standard deviation of 1.29. These results indicate that there is a high level of agreement among employees about the importance of these programs, which indicates the directorate's commitment to implementing social responsibility initiatives effectively.

2- The results indicate that (allocating financial and human resources to social responsibility initiatives), showed an average of 3.83 with a standard deviation of 1.35. This means that employees feel that the directorate invests sufficiently in implementing these

initiatives, which reflects strong support for these activities.

3- The results indicate that ****identifying target groups****, the question obtained an average of 3.8 and a standard deviation of 1.37. These results indicate that the directorate identifies target groups well, which helps in directing efforts towards the most needy people.

4- The results indicate that ****Stakeholder Involvement****, the question received an average of 3.77 and a standard deviation of 1.4. The results indicate that the directorate involves the local community and government agencies in planning and implementation, which enhances cooperation and partnership.

5- The results indicate that ****Developing training programs for employees****, the question showed an average of 3.71 with a standard deviation of 1.41.



These results reflect that the directorate invests in training its employees, which enhances their efficiency in the field of social responsibility.

6- The results indicate that ****Spreading a culture of social responsibility among employees****, the question received an average of 3.78 with a standard deviation of 1.4. The results indicate the directorate's success in motivating employees to adopt this culture, which enhances individual and collective commitment.

7- The results indicate that ****Identifying community priorities****, the question received an average of 3.7 with a standard deviation of 1.39, which indicates the directorate's commitment to taking the needs of the community into account when planning initiatives.

8- The results indicate that ****Developing strategic partnerships**** with civil society organizations, the question received an average of 3.6 and a standard deviation of 1.44, indicating that there is good cooperation between the directorate and these organizations, which enhances the effectiveness of the programs.

9- The results indicate that ****Measuring the impact of initiatives****, the question showed an average of 3.57 with a standard deviation of 1.44, which highlights the importance of measuring the impact of initiatives to ensure their effectiveness and improve them.

10- The results indicate that ****Issuing periodic reports**** on initiatives, the question received an average of 3.56 with a standard deviation of 1.47, indicating a good level of transparency and accountability in activities.

11- The results indicate that ****Improving the image and reputation of the directorate****, the question received an average of 3.62 with a standard deviation of 1.45, indicating that initiatives enhance the directorate's reputation in the community.

12- The results indicate that the question about ****achieving strategic objectives****, the question received an average of 3.44 with a standard deviation of 1.52, indicating that the initiatives support the strategic objectives in general.

13- The results indicate that the question about ****the level of community satisfaction with the educational services provided****, the question received an average of 3.49 with a standard deviation of 1.44, indicating a positive impact on community satisfaction.

14- The results indicate that the question about ****enhancing loyalty and belonging among employees****, the question received an average of 3.59 with a standard deviation of 1.42, indicating that the initiatives enhance the employees' belonging to the directorate.

15- The results indicate that the question about ****improving the organizational performance of the institution****, the question received an average of 3.57 with a standard deviation of 1.42, indicating that the initiatives contribute to improving overall performance.

16- The results indicate that the question about ****Coordination of activities**** between strategic planning and initiatives, the question received an average of 3.55 with a standard deviation of 1.5, indicating that there is good coordination between activities.

17- The results indicate that the question about ****Taking social responsibility requirements into account****, the question received an average of 3.6 with a standard deviation of 1.45, indicating that these requirements are integrated into strategic planning.

18- The results indicate that the question about ****Evaluation of current programs****, the question received an average of 3.5 with a standard deviation of 1.43, indicating the need to review current programs to ensure their effectiveness.

19- The results indicate that the question about ****Interaction with the local community****, the question received an average of 3.6 with a standard deviation of 1.4, reflecting the presence of positive interaction with the community.

20- The results indicate that the question about ****Enhancing transparency and accountability**** in activities, the question received an average of 3.55 with a standard deviation of 1.47, indicating that there is a good level of transparency in the directorate's activities.

The overall average was 3.56 with a standard deviation of 1.43. These results indicate a general consensus among the directorate's employees on the importance and effectiveness of social responsibility practices, reflecting the general trend of "agreement" on the level of social responsibility in the directorate.

7- Testing and analyzing the correlations between strategic planning in its dimensions and social responsibility.

The hypotheses and questions are answered statistically or scientifically, as well as analyzing the credibility of the hypotheses and testing them and finding differences, if any, as this paragraph seeks to verify the validity of the research hypotheses related to the correlations between career path management, decision-making and organizational performance, and to test the main hypothesis and its sub-hypotheses using the Spearman correlation coefficient.

The first main hypothesis: There is a significant correlation between strategic planning in its dimensions and social responsibility.

The following sub-hypotheses emerge from the first main hypothesis: -

The first sub-hypothesis: - There is a significant correlation between strategic analysis and social responsibility.

Second sub-hypothesis: - There is a significant correlation between the planning dimension and social responsibility.

Third sub-hypothesis: - There is a significant correlation between the executive dimension and social responsibility.

Table (7) Values of the correlation coefficients between strategic planning and its dimensions and social responsibility.

Significance level (α)	(r) Spearman's correlation coefficient	Dependent Variable	Independent variables
0.05	0.889*	Social Responsibility	Strategic planning
Significance level (α)	(r) Spearman's correlation coefficient	Dependent Variable	Dimensions of the independent variable (strategic planning)
0.05	0.876*	Social Responsibility	Strategic analysis dimension
	0.874*		Planning dimension
	0.887*		Executive dimension
	0.870*		Control dimension

The results indicate that there is a strong positive relationship between the independent variable strategic planning and social responsibility. The value *0.889 reflects a high correlation, which means that the presence of effective strategic planning enhances the level of social responsibility. The significance level is also less than 0.05, which confirms that this relationship is significant.

These results indicate that there is a strong and positive correlation between strategic analysis and social responsibility. The value *0.876 reflects a high correlation, which means that improving strategic analysis enhances the level of social responsibility in the directorate. The significance level is also less than 0.05, which confirms that the relationship is significant.

These results also indicate that there is a strong and positive correlation between the planning dimension and social responsibility. The value *0.874 reflects a high correlation, which indicates that good planning can enhance social responsibility. The significance level here is also less than 0.05, which indicates that this relationship is significant.

These results indicate that there is a strong and positive relationship between the executive dimension and social responsibility. The value *0.887 is higher than the previous values, indicating that the effective implementation of strategic plans has a significant impact on enhancing social responsibility. Again, the significance level is less than 0.05, indicating that the relationship is significant.

The results indicate a strong positive relationship between the control dimension and social responsibility. The value *0.870 reflects a high correlation, meaning that the presence of an effective control system enhances the level of social

responsibility. The significance level is also less than 0.05, confirming that this relationship is significant.

responsibility. The significance level is also less than 0.05, confirming that this relationship is significant.

In general, all dimensions related to strategic planning (strategic analysis, planning, implementation, and control) show strong and positive correlations with social responsibility. These results support the main hypothesis that indicates the existence of a significant correlation between strategic planning in its dimensions and social responsibility.

8- Testing and analyzing the relationships of influence between strategic planning in its dimensions on social responsibility.

This focuses here on testing the hypotheses of influence, with the aim of determining the extent to which they can be accepted or rejected, according to the methodology drawn for them. The data obtained will be analyzed using the SPSS-25 statistical program, to determine the extent of the influence of the independent variable with its dimensions on the dependent variable.

The second main hypothesis: There is a significant influence relationship between strategic planning with its dimensions on social responsibility.

The following sub-hypotheses emerge from the second main hypothesis: -

The first sub-hypothesis: There is a significant influence relationship between the strategic analysis dimension on social responsibility.

The second sub-hypothesis: There is a significant influence relationship between the planning dimension on social responsibility.

The third sub-hypothesis: There is a significant influence relationship between the executive dimension on social responsibility.

The fourth sub-hypothesis: There is a significant influence relationship between the control dimension on social responsibility.

Table (8) Regression model values for the research variable

β_1	β_0	R ²	(F) الجدولية (F) الحسابية	المتغير التابع	المتغيرات المستقلة
-----------	-----------	----------------	---------------------------	----------------	--------------------

0.843	0.602	0.825	3.873	1396.014	المسؤولية الاجتماعية	التخطيط الاستراتيجي
β_1	β_0	R ²	(الجدولية) (F)	(الحسابية) (F)	المتغير التابع	ابعاد المتغير المستقل (التخطيط الاستراتيجي)
0.807	0.740	0.785	3.873	1082.311	المسؤولية الاجتماعية	بعد التحليل الاستراتيجي
0.823	0.694	0.814		1301.923		البعد التخطيطي
0.829	0.653	0.821		1361.331		البعد التنفيذي
0.835	0.608	0.801		1194.123		البعد الرقابي

Source: Prepared by the researcher based on the results of SPSS V.25 program

Interpretation of the results of the regression model

When analyzing the results from the regression model table, we find that the arithmetic value of (F) for strategic planning as a whole is 1396.014, which exceeds the tabular value (3.873). This indicates that there is a strong significant impact of strategic planning on social responsibility. This is also supported by the value of (R²) which reached 0.825, which means that 82.5% of the changes in social responsibility can be explained by strategic planning. The values (β_0) and (β_1) also indicate that strategic planning has a strong positive impact, which means that improving strategic planning processes can lead to a significant enhancement of social responsibility.

With regard to the first sub-hypothesis, which indicates the existence of a significant influence relationship between the strategic analysis dimension and social responsibility, we see that the arithmetic value of (F) reached 1082.311, which exceeds the tabular value of 3.873. This indicates that there is a significant significant effect of strategic analysis on social responsibility. In addition, (R²) reflects the value of 0.785, which means that 78.5% of the changes in social responsibility can be explained by strategic analysis. The values of β_0 and β_1 also indicate that strategic analysis has a positive and strong effect. Therefore, it can be said that the first sub-hypothesis has been achieved.

As for the second sub-hypothesis, which is related to the relationship between the planning dimension and social responsibility, we find that the arithmetic value of (F) reached 1301.923, which also exceeds the tabular value. (R²) reflects the value of 0.814, which indicates that 81.4% of the changes in social responsibility can be explained by the planning dimension. The values of β_0 and β_1 indicate a significant positive effect of this dimension. Therefore, it can be said that the second sub-hypothesis has also been achieved.

For the third sub-hypothesis, which refers to the relationship between the executive dimension and

social responsibility, the arithmetic value of (F) reached 1361.331, indicating a strong significant effect. (R²) reflects the value of 0.821, which means that 82.1% of the changes in social responsibility can be explained by the executive dimension. The values β_0 and β_1 indicate a strong positive effect, which indicates that the third sub-hypothesis has been achieved. As for the fourth sub-hypothesis, which relates to the relationship between the control dimension and social responsibility, it showed similar results. The arithmetic value of (F) reached 1194.123, which indicates a significant effect. (R²) reflects the value of 0.801, which means that 80.1% of the changes in social responsibility can be explained by the control dimension. The values β_0 and β_1 indicate a strong positive effect, which means that the fourth sub-hypothesis has also been achieved. It can be concluded from these results that the second main hypothesis has been achieved, indicating that strategic planning, with its various dimensions, plays a crucial role in improving and enhancing social responsibility. This reflects the importance of investing in strategic planning as an effective tool to achieve positive results at the level of social responsibility in institutions. In general, all sub-hypotheses related to the dimensions of strategic planning (strategic analysis, planning, implementation, and control) indicate the existence of a significant relationship of influence on social responsibility. The high values of (F) and (R²) reflect the strength of these relationships, which supports the main hypothesis that strategic planning with its dimensions has a significant effect on social responsibility. These results reinforce the importance of strategic planning in promoting social responsibility and highlight the need to focus on these dimensions in the future to ensure the achievement of the desired goals.

9- Normal distribution test

Through the Kolmogorov-Smirnova test and the Shapiro-Wilk test, it is indicated that the data follow the normal distribution, as shown below:-

Table (9) Normal distribution tests

Tests of Normality					
Kolmogorov-Smirnov ^a			Shapiro-Wilk		
Statistic	Df	Sig.	Statistic	Df	Sig.



Social Responsibility	0.168	299	0.09	0.885	299	0.08
a. Lilliefors Significance Correction						

The Kolmogorov-Smirnova test and the Shapiro-Wilk test show that the data follow the normal distribution when compared with the significance level ($\alpha=0.05$) and that the test values are higher than (0.05) which indicates that the data follow the normal distribution.

SECTION FOUR: CONCLUSIONS AND RECOMMENDATIONS

- 1- The results show that the Cronbach's alpha coefficient and the reliability coefficient for all paragraphs in the study, which number 40 paragraphs. The reliability coefficient is 0.992, which indicates a high overall reliability for all paragraphs of the study. The reliability coefficient at 0.996 reflects high accuracy in the measurements.
- 2- The results show that the value 0.908 indicates good reliability when dividing the tool into two halves, which supports the previous results on reliability. The results show that all variables and dimensions enjoy a high level of stability and reliability, which enhances the reliability of the results that will be obtained from the study. These measures indicate that the tools used are effective in accurately measuring the targeted concepts, which confirms the importance of the study in understanding strategic planning and social responsibility in the Dhi Qar Education Directorate.
- 3- The results show that the general average is 3.59 with a standard deviation of 1.45, which reflects a general positive agreement among sample members on the strategic planning paragraphs. The general percentage was 71.8%, indicating that the general trend tends to agree. The results also indicate that all dimensions related to strategic planning enjoy strong support from sample members. However, there are some areas, such as reviewing strategic plans, that need improvement. In general, strategic planning is a fundamental pillar in the work of the Dhi Qar Education Directorate, which requires continued development of performance in all dimensions to ensure that goals are achieved efficiently.
- 4- The results show that the general average is 3.56 with a standard deviation of 1.43. These results indicate a general agreement among the directorate's employees on the importance and effectiveness of social responsibility practices, reflecting the general trend "that agreed" on the level of social responsibility in the directorate.

- 5- The results show that there is a strong positive relationship between the independent variable strategic planning and social responsibility. The value *0.889 reflects a high correlation, which means that the presence of effective strategic planning enhances the level of social responsibility. The significance level is also less than 0.05, which confirms that this relationship is significant. In general, all dimensions related to strategic planning (strategic analysis, planning, implementation, and control) show strong and positive correlations with social responsibility. These results support the main hypothesis that indicates the existence of a significant correlation between strategic planning in its dimensions and social responsibility.
- 6- The results of the regression model show that the arithmetic value of (F) for strategic planning as a whole is 1396.014, which exceeds the tabular value (3.873). This indicates that there is a strong significant impact of strategic planning on social responsibility. This is also supported by the value of (R²) which reached 0.825, which means that 82.5% of the changes in social responsibility can be explained by strategic planning. The values (β_0) and (β_1) also indicate that strategic planning has a strong positive effect, which means that improving strategic planning processes can significantly enhance social responsibility. In general, all sub-hypotheses related to the dimensions of strategic planning (strategic analysis, planning, implementation, (Control) indicates the existence of a significant relationship of influence on social responsibility. The high values of (F) and (R²) reflect the strength of these relationships, which supports the main hypothesis that strategic planning in its dimensions has a significant effect on social responsibility. These results reinforce the importance of strategic planning in enhancing social responsibility and clarify the need to focus on these dimensions in the future to ensure the achievement of the desired goals.
- 7- The results show that the Kolmogorov-Smirnova test and the Shapiro-Wilk test show that the data follow the normal distribution when compared with the significance level ($\alpha=0.05$) and that the test values are higher than (0.05), which indicates that the data follow the normal distribution.

RECOMMENDATIONS:



1. Strengthening training and development programs**: The Dhi Qar Education Directorate should invest in intensive training programs for its employees to enhance strategic planning skills and practices related to social responsibility.
2. Review and update strategic plans**: It is recommended to conduct periodic reviews of strategic plans to ensure their alignment with developments in the educational environment and community needs, including the effective integration of social responsibility practices.
3. Enhancing cooperation with the local community**: Partnerships with non-governmental organizations and the local community should be strengthened to expand the scope of social initiatives, which contributes to better achieving social responsibility goals.
4. Developing a monitoring and evaluation system**: It is preferable to establish an integrated system to monitor and evaluate the impact of activities related to strategic planning on social responsibility, which helps improve future performance.
5. Raising awareness of the importance of social responsibility**: Awareness campaigns should be implemented within the directorate to enhance employees' and community's understanding of the importance of social responsibility and its role in improving the directorate's image.
6. Enhancing transparency and participation**: It is recommended to issue periodic reports on activities and initiatives related to social responsibility, which enhances transparency and encourages community participation in these initiatives.
7. Investing in technology**: Technology should be used to enhance strategic planning, such as project management applications and digital platforms, which facilitate data collection and analysis.
8. Involve all levels**: It is important to involve all levels of employees in the planning and implementation processes to ensure their engagement and support for strategic initiatives.
3. Khalaf, Khaled Salem, 2012, "The impact of strategic orientation in achieving social responsibility in Jordanian banks", Al-Isra University, Journal of Baghdad College of Economic Sciences, University, Issue Thirty-One 2012.
4. Muhammad Daqqa, Muhammad Nazmi, 2022, "The impact of strategic planning practices on the sustainable development of industrial cities through competitive advantage", Master's thesis in Public Administration, College of Graduate Studies, Palestine Technical University Khadouri.
5. Al-Farra, Muhammad; Al-Hawli, Hani; Al-Shawa, Khalil. (2017). The Relationship between Strategic Planning and Social Responsibility in the Palestinian Industrial Sector. Arab Journal of Management, Volume 37, Issue 4.
6. Hamdan, Khader. (2012). "A Field Study on Industrial Companies in the Gaza Strip. Jordanian Journal of Business Administration", Volume 8, Issue 3
7. Globocnik, D., Faullant, R., & Parastuty, Z. (2020). Bridging strategic planning and business model management—A formal control framework to manage business model portfolios and dynamics. European Management Journal, 38(2), 231-243.
8. F., Yu., Alchinova. (2023). Strategic functions of the executive authorities. Ekonomika i upravljenje: problemi, rešenja, 3/1(135):35-41. doi: 10.36871/ek.up.p.r.2023.03.01.004
9. Cornelius, A., de, Kluyver., John, A., Pearce. (2020). Strategic Management An Executive Perspective.
10. Frederick, Betz. (2001). Executive Strategy: Strategic Management and Information Technology.
11. A.Lynn, Daniel. (1992). Strategic planning--the role of the chief executive.. Long Range Planning, 25(2):97-104. doi: 10.1016/0024-6301(92)90197-A
12. Qemajl, Sejdiija. (2016). Notion of Strategic Control. European Journal of Multidisciplinary Studies, 2(1):122-. doi: 10.26417/EJMS.V2I1.P122-130
13. M., S., S., el, Namaki. (2014). Contemporary Strategic Control. 158-163. doi: 10.1057/9781137414007_19
14. Roman, R., Chugumbaev., Gilyan, V., Fedotova., Yulia, N., Nesterenko., Nina, N., Chugumbaeva., Vladimir, I., Barilenko. (2020). Strategic Control as a Tool of Effective Management of Region's Economy. 25-36. doi: 10.1007/978-3-030-15160-7_3
15. Bert, George., Michael, J., Worth., Sheela, Pandey., Sanjay, K., Pandey. (2023). Strategic

REFERENCES

1. Kamal, Boukafa, Ezz El-Din, Sadek, (2017), "A theoretical comparison of the importance of the decision-making process in organizations. Horizons Journal of Sciences), 316-323, Ziane Ashour University in Djelfa.
2. Abdel-Hay, Ramzi Ahmed (2006): Educational Planning, (1st ed.), Dar Al-Wafa for Printing and Publishing, Alexandria.



- management of social responsibilities: a mixed methods study of US universities. *Public Money & Management*, 1-11. doi: 10.1080/09540962.2023.2197253
16. Humayun, Kabir. (2024). Corporate Social Responsibility in the Formal Strategic Planning of South African Listed Companies. *Asian Journal of Business and Accounting*, 17(1):79-118. doi: 10.22452/ajba.vol17no1.3
17. Ana, Paula, Teixeira, da, Silva., Diógenes, José, Gusmão, Coutinho. (2023). Social responsibility as a strategy in business management. *Revista Ibero-Americana de Humanidades, Ciências e Educação*, doi: 10.51891/rease.v9i8.10894
18. Andrija, Baric. (2022). The Role of Social Responsibility in Company Strategy. *Proceedings of the ENTRENOVA – Enterprise Research Innovation Conference*, 8(1):390-405. doi: 10.54820/entrenova-2022-0033
19. Elva, Lizeth, Ramos-Monge., Xavier, Llinàs-Audet., Jesús, Barrera-Martínez. (2019). Drivers and barriers of University Social Responsibility: integration into strategic plans. *World Review of Entrepreneurship, Management and Sustainable Development*, 15:174-201. doi: 10.1504/WREMSD.2019.10019894
20. Gordon, Bowen., Dominic, Appiah., Sebastian, Okafor. (2020). The Influence of Corporate Social Responsibility (CSR) and Social Media on the Strategy Formulation Process. *Sustainability*, 12(15):6057-. doi: 10.3390/SU12156057
21. Roman, Zvarych., Igor, Rivilis. (2023). Social responsibility of business as sustainable development approach in management. *Agora International Journal of Economical Sciences*, doi: 10.15837/aijes.v17i1.5773
22. Tjaša, Štrukelj. (2017). The importance of socially responsible strategic planning. 90(1):012003-. doi: 10.1088/1755-1315/90/1/012003
23. Giorgia, Miotto., Alicia, Blanco, González., Cristina, del, Castillo, Feito. (2018). Social Responsibility: A Tool for Legitimation in Spanish Universities' Strategic Plans. *Tripodos*, 59-79.
24. Elva, Lizeth, Ramos-Monge., Xavier, Llinàs-Audet., Jesús, Barrera-Martínez. (2019). Catalysts of university social responsibility into strategic planning by thematic analysis and deductive coding. *International Journal of Entrepreneurship and Innovation Management*, 23(4):327-355. doi: 10.1504/IJEIM.2019.10021655
25. Lyubov, Leonidovna, Tonysheva., Darya, Vladimirovna, Chumlyakova. (2016). Corporate Social Responsibility: The Principles and the Process of Integration into the System of Strategic Management. *Asian Social Science*, 12(9):115-. doi: 10.5539/ASS.V12N9P115
26. Jorge, Viteri-Moya., María, Belén, Jácome-Villacres., Alberto, Medina-León. (2013). Modelo conceptual para la planificación estratégica con la incorporación de la responsabilidad social universitaria Conceptual model for the strategic planning with the inclusion of the university social responsibility. 34(1):77-86.
27. Maryna, Ivanova., V., Y., Shvets., Svitlana, Sannikova., O., V., Varianychenko., Artem, Bardas. (2023). Social Responsibility as a Key Competence for Ensuring Sustainable Development of Enterprises. *Business Inform*, 3(542):176-186. doi: 10.32983/2222-4459-2023-3-176-186
28. Virginia, López, Nevárez. (2018). Strategic Information System for Social Responsibility. 6 doi: 10.15640/SMQ.V6N1_2A2