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Master Thesis

**THE ROLE OF STRATEGIC PLANNING FOR HUMAN
RESOURCES MANAGEMENT IN ACHIEVING THE GOALS OF
THE ORGANIZATION –A CASE STUDY OF THE DOHUK
GOVERNORATE.**

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ETİK SÖZLEŞME

Tokat Gaziosmanpaşa Üniversitesi Lisansüstü Eğitim Enstitüsü tez yazım kılavuzuna göre, Prof. Dr. Çetin BEKTAŞ.danışmanlığında hazırlamış olduğum “**The Role of Strategic Planning for Human Resources Management in Achieving the Goals of the Organization –A Case Study of the Dohuk Governorate.**” adlı Yüksek Lisans tezinin bilimsel etik değerlere ve kurallara uygun, özgün bir çalışma olduğunu, aksinin tespit edilmesi halinde her türlü yasal yaptırımını kabul edeceğimi beyan ederim.

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ÖZET

ORGANİZASYONLARIN HEDEFLERİNE ULAŞMASINDA İNSAN KAYNAKLARINA YÖNELİK STRATEJİK PLANLAMANIN ROLÜ – DOHUK VALİLİĞİ'NDE BİR ARAŞTIRMA

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Bu çalışma, Irak'ın kuzey bölgesindeki Duhok Valiliği'nde insan kaynakları yönetimi için stratejik planlama sürecinin boyutlarını (insan kaynakları planlaması, iş analizi ve tasarımı, seçme ve işe alım, maaşlar ve ücretler, çalışan performans değerlendirmesi) araştırmayı amaçlamıştır. Çalışmada ayrıca Duhok yönetiminde görev yapan yöneticilerin bakış açısından stratejik planlama düzeyinin değerlendirilmesi de amaçlanmıştır. Veri toplama aracı olarak; araştırma evrenindeki çalışanlardan oluşan bir örneklemde dağıtılan birincil veri toplama aracı olarak 46 ifadeden oluşan anket kullanılmıştır. Araştırma evreni toplam 486 çalışan içerisinden 116 yöneticiyi kapsamaktadır. Verilerin analizinde istatistik paketleri (SPSS) istatistik paket programı kullanılmıştır.

Çalışma, mevcut araştırma probleminin kapsamını belirlemek için çeşitli araştırma soruları ortaya koydu; ana soru şuydu: "İnsan kaynakları yönetimi fonksiyonları, stratejik planlama aşamalarının iyileştirilmesine katkıda bulunuyor mu?"

Araştırmada insan kaynakları yönetimini bağımsız bir değişken olarak ele alan tanımlayıcı-analitik bir yaklaşım kullanılmıştır. Bu yaklaşımın boyutları: insan kaynakları planlaması, iş analizi ve tasarımı, personel seçme ve işe alma, maaş ve ücretler ve çalışan performans değerlendirmesidir. Stratejik planlamanın aşamaları ise; hazırlık aşaması (hedef belirleme), dış denetim aşaması, iç denetim aşaması ve strateji değerlendirme aşaması olarak (bağımlı değişken) olarak ele alınmıştır.

Çalışmada değişkenleri arasındaki ilişkileri ve etkileri göstermek için teorik bir çerçeve oluşturulmuş Duhok Valiliği'nde bir araştırma gerçekleştirilmiştir.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi, Stratejik Planlama, Duhok Valiliği.

ABSTRACT

“THE ROLE OF STRATEGIC PLANNING FOR HUMAN RESOURCES MANAGEMENT IN ACHIEVING THE GOALS OF THE ORGANIZATION –A CASE STUDY OF THE DOHUK GOVERNORATE.”

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This study aimed to investigate the role of the strategic planning process for human resource management, including its dimensions (human resource planning, job analysis, and design, selection, and recruitment, salaries and wages, employee performance evaluation) in the administration of Duhok governorate in the north region of Iraq. The study also aimed to assess the level of strategic planning from the perspective of leaders working in the administration of Duhok. The survey was adopted as the primary tool for data collection, distributed to a sample of employees within the research population. The questionnaire consisted of 46 statements, and the study population included 116 leaders out of 486 employees. The data were processed using statistical packages for social sciences (SPSS).

The study posed several research questions to delineate the scope of the current research problem, with the main question being: "Do human resource management functions contribute to improving strategic planning stages?"

The study utilized a descriptive-analytical approach based on a philosophical perspective that included human resource management as an independent variable and its dimensions: human resource planning, job analysis, and design, selection and recruitment, salaries and wages, and employee performance evaluation. The stages of strategic planning were considered dependent variables with dimensions: preparation stage (goal setting), external audit stage, internal audit stage, and strategy evaluation stage.

A theoretical framework was constructed to illustrate the relationships and influences between the study variables, and hypotheses were tested on a sample of leaders in Duhok Governorate.

Keywords: Human Resource Management, Strategic Planning, Recruitment, Preparation Stage, Duhok Governorate in The North Region Of Iraq.

TABLE OF CONTENTS

ETİK SÖZLEŞME	i
JÜRİ KABUL VE ONAY.....	ii
ÖZET	iii
ABSTRACT.....	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	viii
LIST OF TABLES	ix
ABBREVIATIONS.....	x
INTRODUCTION	xi
CHAPTER ONE	1
HRM CONCEPT, FUNCTIONS AND GOALS	1
1.1. HUMAN RESOURCES MANAGEMENT CONCEPT	1
1.1.1. What is HRM?.....	1
1.1.2. Definitions of HRM	2
1.1.3 The Development of the HRM Concept	3
1.1.3.1. Pre-Scientific Management	4
1.1.3.2. The Scientific Management Movement	5
1.1.3.3. The Human Relations Movement.....	6
1.1.4. HRM Today	6
1.1.5. Importance of HRM	7
1.2. HUMAN RESOURCES MANAGEMENT FUNCTIONS	9
1.2.1. Staffing Functions	10
1.2.1.1. Human Resources Planning.....	11
1.2.1.2. Job Analysis and Design	12
1.2.1.2.1. Job Analysis.....	12
1.2.1.2.2. Job Design	14
1.2.1.3 Recruitment	16
1.2.1.4. Selection and Recruitment.....	17
1.2.1.5. Salaries and Wages (Total Rewards).....	18
1.2.1.5.1 Compensation	19
1.2.1.5.2. Benefits.....	20

1.2.1.6. Evaluate the Performance of Employees.....	20
1.3. THE ROLE OF HR MANAGEMENT AND ITS GOALS.....	22
1.3.1. The Role of HR Management	22
1.3.1.1. Administrative Role of HR	24
1.3.1.1.1. Technology Transforming HR	24
1.3.1.1.2. Outsourcing of HR:	24
1.3.1.1.3. Operational and Employee Advocate Role for HR	24
1.3.2. The Goals of HRM.....	25
CHAPTER TWO	28
STRATEGIC PLANNING FOR THE ORGANIZATION	28
2.1. THE CONCEPT STRATEGIC AND STRATEGIC PLANNING	28
2.1.1. Strategy	28
2.1.1.2. Strategy Concept and Characteristics.....	30
2.1.2. Strategic Planning	31
2.1.2.1. Strategic Planning: Concept	31
2.1.2.2. What is Strategic Planning?.....	33
2.1.2.3 The Difference Between Strategic Management and Strategic Planning	34
2.2. THE IMPORTANCE, CHARACTERISTICS AND BENEFITS OF STRATEGIC PLANNING	34
2.2.1. Importance of Strategic Planning.....	34
2.2.2. Characteristics of Strategic Planning	35
2.2.3. Benefits of Strategic Planning.....	36
2.3. STAGES AND STEPS OF STRATEGIC PLANNING.....	37
2.3.1. Steps of Strategic Planning	37
2.3.1.1. Future Vision Development	37
2.3.1.2. Mission	38
2.3.1.3. Strategic Objectives.....	39
2.3.1.4. Strategic Analysis.....	40
2.3.1.5. Strategic Plan Formulation	41
2.3.1.6. Strategic Implementation.....	41
2.3.1.7. Evaluation and Control.....	42
2.3.2. Stages of Strategic Planning.....	44
2.3.2.1. Preparation Stage (Setting Goals)	44
2.3.2.2. External Audit Stage.....	45
2.3.2.3. Internal Audit Stage.....	46

2.3.2.4. Strategy Evaluation Stage.....	47
CHAPTER THREE	48
METHODOLOGICAL AND FIELD FRAMEWORK OF THE RESEARCH	48
3.1. METHODOLOGICAL FRAMEWORK	48
3.1.1. Purpose of the Research	48
3.1.2. Scope of the Research	49
3.1.3. The Research Problem	49
3.1.4. The Importance of the Research	51
3.1.5. Hypothetical Research Plan	52
3.1.6. Research Hypotheses	53
3.1.7. Research Approach:	53
3.1.8. Data Collection Methods.....	54
3.1.9. Statistical Analysis Methods	55
3.2. RESEARCH AT DOHUK GOVERNORATE.....	55
3.2.1. Research Tool.....	55
3.2.1.1. Contents of the Questionnaire	56
3.2.1.2. Questionnaire Tests	57
3.2.1.3 Description of the Research Population and Sample	58
3.2.1.4. Description of the Research Variables and Their Dimensions.....	61
3.2.2. Testing Hypotheses of Association and Influence	72
3.2.2.1. Testing the Correlation Hypotheses:	72
3.3. CONCLUSIONS AND PROPOSALS	80
3.3.1. Conclusions	80
3.3.2. Proposals and Future Studies	84
REFERENCE	85
APPENDIX 1 RESEARCH QUESTIONNAIRES	94
RESUME	98

LIST OF FIGURES

FIGURE 1: HUMAN RESOURCES MANAGEMENT FUNCTION	10
FIGURE 2: AN ILLUSTRATION SHOWING HE BRANCHES OF JOB ANALYSIS.....	13
FIGURE 3: TOTAL REWARD	19
FIGURE 4:THE ROLE OF HR MANAGEMENT	23
FIGURE 5: OBJECTIVES OF THE HRM.....	26
FIGURE 6: STRATEGY OF SECTORS	30
FIGURE 7: BUILDING A HYPOTHETICAL DIAGRAM FOR THE STUDY	52



LIST OF TABLES

TABLE 1: HRM OBJECTIVES AND FUNCTIONS	27
TABLE 2: LEVELS OF STRATEGIC PLANNING	33
TABLE 3: STRUCTURE OF THE QUESTIONNAIRE	57
TABLE 4: RELIABILITY OF THE STUDY SAMPLE	58
TABLE 5: SAMPLE DISTRIBUTION BY GENDER	59
TABLE 6: DESCRIPTION OF THE STUDY SAMPLE ACCORDING TO AGE	59
TABLE 7: DISTRIBUTION OF THE STUDY SAMPLE BY GENDER	60
TABLE 8: YEARS OF SERVICE IN THE POSITION	60
TABLE 9: DISTRIBUTION OF THE STUDY SAMPLE ACCORDING TO ACADEMIC ACHIEVEMENT:.....	61
TABLE 10: DESCRIPTION OF POLARIZATION DIMENSION	62
TABLE 11: DESCRIPTION OF EVALUATING PERFORMANCE DIMENSION	63
TABLE 12: DESCRIPTION OF THE HUMAN RESOURCES PLANNING DIMENSION.	64
TABLE 13: DESCRIPTION AFTER JOB ANALYSIS AND DESIGN	65
TABLE 14: DESCRIPTION AFTER SELECTION AND APPOINTMENT.....	66
TABLE 15: DESCRIPTION OF THE WAGES AND SALARIES DIMENSION	67
TABLE 16: DESCRIPTION AFTER THE PREPARATION STAGE	68
TABLE 17: DESCRIPTION OF THE EXTERNAL AUDIT STAGE	69
TABLE 18: DESCRIPTION OF THE INTERNAL AUDIT STAGE	70
TABLE 19: DESCRIPTION OF THE STRATEGY EVALUATION PHASE	71
TABLE 20: THE RELATIONSHIP BETWEEN HUMAN RESOURCES MANAGEMENT FUNCTIONS AND THE STAGES AND DIMENSIONS OF STRATEGIC PLANNING.....	74
TABLE 21: THE DIRECT IMPACT OF HUMAN RESOURCES MANAGEMENT IN THE STAGES OF STRATEGIC PLANNING	76
TABLE 22: THE IMPACT OF THE DIMENSIONS OF HUMAN RESOURCES FUNCTIONS IN THE STAGES OF STRATEGIC PLANNING	78
TABLE 23: INDEX OF VARIATION IN STRATEGIC PLANNING STAGES ACCORDING TO HUMAN RESOURCES MANAGEMENT FUNCTIONS	80

ABBREVIATIONS

T.C.	Republic of Turkey
HR	Human Resource
HRM	Human Resource Management
SHRM	Strategic Human Resource Management
SP	Strategic Planning
HRP	Human Resource Planning
SPSS	Statistical Package for the Social Sciences
CEO	Chief Executive Officer
EEO	Equal Employment Opportunities
SWOT	Strengths, Weaknesses, Opportunities And Risks

INTRODUCTION

Human resource management is one of the most important functions of management that focuses on the human element, which is considered the most valuable resource for management and the most influential in productivity. To help governmental and non-governmental organizations attract and qualify the skills they need to meet present and future challenges, it strives to develop organizational capacity. An administrative body concerned with the matters of individuals and workers within the organization was therefore necessary, as Peter F. Drucker emphasized. This administrative body is represented in the management of human resources, whose tasks have evolved, particularly with the shift in administrative philosophy. Any organization, regardless of type, has one real resource: the human being bringing in and evaluating the skills needed to handle the problems of today and tomorrow. Human resource management is a comprehensive and well-coordinated approach to employment and human development. One way to conceptualize HRM is as a management philosophy built upon several theories related to organizational and human behavior. HRM involves implementing and using policies and practices to create and develop an organization, hire and select employees, provide training and development opportunities, manage employee performance and rewards, and improve employee well-being (Osterby and Coster, 1992).

According to Schneider (1987), the concept of human resources reduces people to the same category of value as materials, money, and technology. Every resource is only valuable to the degree that it may be used to generate economic value through exploitation or leverage.

Strategic planning is one of the contemporary management principles that enable organizations to rapidly adjust to and respond to changes in their internal and external environments. Organizations can determine their present and prospective capabilities through strategic planning, ensuring that they are successful in reaching goals while taking into account the changing external environment. Strategic planning is an important and necessary stage in an organization's performance because it shows how to think and balance different approaches and ways of working to select the best options that fit the goals that need to be achieved and the capabilities that are available (Rothwell and Kazanas, 2003, P.1).

CHAPTER ONE

HRM CONCEPT, FUNCTIONS AND GOALS

In this chapter, we will explore the concept of human resource management, its importance, its functions, as well as the role it plays, and the goals it aims to achieve.

1.1. HUMAN RESOURCES MANAGEMENT CONCEPT

1.1.1. What is HRM?

Human resource management, or (HRM), is the process of employing, training, compensating, and establishing policies and procedures for staff members as well as steps for retaining them. The discipline of HRM has seen tremendous advancements over the past 20 years, which has raised its importance in today's organizations. HRM used to be a strategic role that was vital to the operation of the company, rather than more of an administrative one. In addition to coordinating business travel and making sure all paperwork was completed, it required handling payroll and delivering birthday gifts to staff members. Get rid of the birthday parties, registration forms, and parties, advises management guru and former General Electric CEO Jack Welch, summarizing the new function of HRM. Keep in mind that while HR is crucial in prosperous times, it is defined in difficult ones (Frasch et al., 2010).

A group of people who work for an organization or business sector is known as human resources, and human resources management is the study of the human element employed by the facility or organization. This is a unique kind of management whose duties include organizing personnel, hiring, and selecting them, as well as allocating their performance and providing training to new hires. The employment and management of employees within firms is the entire emphasis of the field known as human resource management, or (HRM). This covers employee relations, employee well-being, corporate social responsibility, learning and development, organization development, performance and reward management, and the provision of employee services. It also covers resourcing (workforce planning, recruitment, and talent management). The provision of HRM is helped by the HR function, line management, and the HR architecture of systems and procedures. The idea of treating them as resources and as any other component of production is frequently criticized. In (1992, Osterby and Coster) made the following assert that. It is important to note that the human element's skills are a means of achieving continuous success and are also

considered an important competitive advantage because they cannot be imitated and because of their uniqueness. It is an organizational process that handles matters about the people who work for the organization, including various aspects of their life and labor-related matters like their appointment, training, and other aspects like selection.

1.1.2. Definitions of HRM

Definition of human resources, the difference between the areas of human resources and their guidance, and the disconnect between the concept of human resources management theoretically and its concept in practice and application, some writers talk about personnel management or management of personnel in the public service or management of labor resources (Durra, Sabbagh, 2008). As a component of a contract that is more transient than a job exchange, HRM is the managerial use of the efforts, knowledge, capabilities, and committed Human resource management is a process that is strategic, integrated, and coherent to the employment, development, and safety of the people in organizations (Boxall and Purcell, 2003), as well as all those activities associated with the management of employment relationships in the firm (Watson, 2010). Actions that individuals take to support a human enterprise that is authoritatively controlled and carries out tasks in a way that ensures the organization's survival. In the 1980s, a new approach to managing employees in the workplace called human resource management (HRM) was developed. "A strategic and coherent approach to the management of an organization's most valued assets—the people working there who individually and collectively contribute to the achievement of its objectives"—is how Armstrong M. (2006) characterized it. Part and parcel of the notion of human resource management, the term "strategic approach" emphasizes the significance of a long-term "game plan" for recruiting and supervising employees (Armstrong M., 1999). It is defined as a department that searches for individuals and plans human needs to delete a roundabout and then recruit, select, recruit, train, develop skills, and establish a structure or system of wages.

Human resource management has been defined in a variety of ways by various writers. Below is a reproduction of a few of these:

"Personnel is that function of any organization that allows for the effective use of human resources to meet both the enterprise's goals and the satisfaction and development of the employees (Glueck, 1979).

"HRM is the effective management of people at work. It examines what can or should be done to make people both more productive and more satisfied with their working life" (Ivancevich, 1992 & 2008).

"HRM pertains to the human aspect of business management and the relationships that employees have with their companies" Bennett and Graham (1992).

"HRM is the application of multiple strategies to guarantee that human resources are efficiently managed for the good of the individual, the community, and the enterprise" (Schuler, 1998).

The establishment of formal processes inside an organization to guarantee the effective and efficient use of human resources to achieve organizational goals is known as human resource management (HRM). Human resource management in an organization entails hiring, paying, developing, and training employees (Mathis and Jackson, 2000).

According to Gerhart and Wright (2007), "HRM refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance."

HRM is a process consisting of four functions: acquisition, development, motivation, and maintenance of human resources (David A. DeCenzo & Stephen, p. Robbins).

1.1.3 The Development of the HRM Concept

Throughout history, the name of human resource management has undergone numerous changes. The primary cause of the renaming was historical shifts in social and economic activities. HRM has mainly replaced the terms "people management," "labor management," and "welfare," which were first used in the First World War munitions industry. Labor management replaced welfare in the 1940s. The human relations approach to people management developed by Mayo (1933) was largely superseded by HRM.

He based his opinions on research conducted during the 1920s that is referred to as the Hawthorne investigations. People in this school thought that if someone they respected showed interest in them, their output would increase and that job satisfaction

was closely correlated with productivity. Additionally, humanism—a viewpoint espoused by authors like (Likert, 1961 and McGregor, 1960)—was marginalized by HRM.

However, despite this, HRM did not take off until the 1980s, largely due to the efforts of people who could be regarded as its pioneers. The US academics Michael Beer and Charles Forerun, along with their associates, could be considered the founding fathers of human resource management. Following them in the UK were several commentators who developed, clarified, and often critiqued the idea, resulting in the creation of what is now known as the "Harvard framework" (Armstrong, 1977). They began by putting forth the idea that human resource management (HRM) encompasses all managerial choices and actions that have an impact on the type of connection that an organization has with its human resources (Beer et al., 1984). Among the most important historical stages that the Human Resources Department went through are as follows:

1.1.3.1. Pre-Scientific Management

Before the industrial revolution: This period was characterized by the absence of a system of employment, as the individual relied on simple manual methods in the production and provision of his requirements that ensure his survival, and the worker was seen at this stage as one of the property of the employer as any commodity that can be bought or sold by him, and this is what was known as the slavery system (Abu Sheikha, 2013, p.27).

After this system, what is known as the cottage industry system appeared, where the operators were distinguished by a set of skills and experiences And the capabilities in employing workers for a specific wage, and then the emergence of what is known as the feudal system in the countryside, which produced two classes, the owner (feudalism) and slaves (the farmer), followed by the system of sects 19 in the cities, which was characterized by the presence of an industry that formed the sect, has a law that shows the conditions for joining the profession and the wages paid to workers in these professions (Hammoud and Kharsha, 2010, p.21).

The stage of the industrial revolution: The seventeenth and eighteenth centuries were characterized by the emergence of many writings that demanded attention to the human element, especially during his period of work, and some writers, such as Adam Smith, with his book "The Wealth of the Peoples", and Charles Babbage in his book

entitled "The Economy of God and Industrialization", and Andrew in his book entitled "The Philosophy of Industrialization" had an important impact on the emergence of some principles related to human resource management such as motivation methods, which call for providing incentives to workers and involving them in profits and increasing their participation in the development of production plans At the level of the unit and the organization (Al-Tai et al., 2006; Hassan, 2014). pointed out that this stage has been accompanied by the emergence of some important phenomena, such as the expansion of the use of machinery and reliance on it largely through the replacement of workers, the emergence of huge factories to house new machinery, and the advent of the division of labor and specialization concepts (Bouzzrin, 2017). Although the Industrial Revolution significantly increased production, this reflected negatively on workers and their status, as the administration relied more on the work than on workers, and this resulted in reducing the importance of the worker, and this was also accompanied by poor working conditions such as long working hours, noise and dust... Etc. The Industrial Revolution was also accompanied by the emergence of a class of supervisors who abused workers under their supervision, resulting in complications in the relationships between workers and employers, and this led to a strong need for independent management practices for human resources.

1.1.3.2. The Scientific Management Movement

Frederick Winslow Taylor (1856-1915) is considered to be the father of scientific management. Taylor received backing from Harrington Emerson, Frank and Lillian Gilberth, and Henry Gantt. These Taylor followers all went on to become well-known individuals. They transformed management thought together with Taylor. The goals of efficiency and systematization in management are the hallmarks of scientific management, which is the term applied to the ideas and methods that emerged from the research of Frederick Taylor and his disciples (Okolie and Oyise, 2021). Taylor devised a series of theories that may be divided into four main pieces:

- Every person's task should be divided into its parts, and each portion should have a scientific technique of being performed.
- Employees ought to be chosen and taught scientifically so they can perform the work as intended.

- Management and employees should work well together to ensure that tasks are completed in the intended way.
- Managers and employees should have different responsibilities. The task of supervising, establishing guidelines, and creating the job should fall to managers, leaving employees free to complete the task at hand.

1.1.3.3. The Human Relations Movement

The research at the Western Electric Company's Hawthorne Works in Chicago, conducted in 1927 in partnership with Harvard University, served as the foundation for the human relations school. Discovering the importance of social and group actors as influences on people's job behavior was one of the study's main conclusions. That study found that non-financial factors, like mental attitudes, group dynamics, and a better working environment, all tended to have an impact on the workers' productivity (Mayo, 1933). In the end, the Hawthorne experiments gave rise to a completely new field in management. It was concluded that treating employees like responsible human beings instead of just a cog in a machine had benefits because human beings are social animals. The significance of social needs was eventually highlighted by later research. The human relations approach was focused on reintegrating people into the bloodless organizations that Weber and the other classical administrative theorists had described. (Jackson, 1982) correctly notes this. The goal of the human relations approach was to alter the highly valued hierarchical organizational structures that were advocated by classical writers. Its focus on employee attitudes and feelings as well as the significance it placed on social groups in shaping individual behavior signaled a significant change in the field of organizational research. The human relations method catered to a broader spectrum of human needs that were thought to be crucial for inspiring employees in companies by emphasizing the social and psychological facets of organizational behavior.

1.1.4. HRM Today

The last 20 years have seen significant advances in the field of human resource management (HRM), which has increased its significance in today's businesses. While these are legitimate concerns, the more significant messages of HRM, like the necessity of strategic HRM, are now actions rather than goals or ideologies, and the term is

typically used to refer to the people management process (Storey, 2001). These are legitimate worries, but the more crucial HRM messages—such as the necessity of strategic integration, the value of winning commitment, the benefits of collaboration and participation, and the crucial role of line managers—are now widely acknowledged.

1.1.5. Importance of HRM

Touching on the importance of human resources management leads us to talk about the theoretical and practical aspects of the various scientific accumulations in the field of management, emphasizing the importance of the human being and the importance of events related to its provision, use, preservation, and development, and the following is the view of the most important scientific schools on the importance of human resources management:

The school of administrative operations, founded by Henry Fayol, emphasizes the importance of human resources in the survival and success of any business organization. They believe that there are five essential functions for a business to survive, which are operations, marketing, finance, management, and recruitment. These functions are crucial for the overall well-being and sustainability of the organization. They also see that the neglect of the business organization of any of these functions leads to its extinction; human resource management they were launched because it focuses on what is related to recruitment, especially the identification of staffing shall be designated for recruitment (required and recruited personnel) (Al-Barnuti, 2007).

The school of systems believes that human resources are essential for the functioning of any business organization. They see human resources as a vital component of a complex social system within the business. They identify the resources necessary for the formation and survival of these systems, including financial, material, and information resources, in addition to the human resources, and they also define the basic processes for dealing with any of these resources as they include everything related to the acquisition of the resource and its use in achieving the outputs of the system and maintaining and maintaining it, and they include within the human resource management and employees, this resource provides the knowledge and mental and muscular energies necessary for the establishment of the organization, including their motivations, values and advanced mental abilities such as creativity and others, as long

as it is a social system, that is, consisting of more than one individual, it does not exist and continue without this (resource) (Al-Barnuti, 2007).

Followers of the behavioral school believe that the essence of administrative qualification should focus on making sure that the total number of employees perform their work and make decisions that lead to the survival and growth of the organization, and they also believe that this is achieved only if the organization is designed to provide its employees with a quality of work life that enriches them, and therefore scientific management is management that ensures that the organization enjoys a quality of work life that enriches the employees, and (they are interested in determining the characteristics of the organization that provides an appropriate quality of work life (Al-Barnuti, 2007).

This is about importance in theory, but in practice, it can be said that with the contemporary change in the field of attention to human resources, human resources management has become of great importance in contemporary organizations in developed countries (Aqili, 2000). it has become the main body responsible for regulating the relationship of the human resources in working with the organization, and the importance of having effective management of human resources and its contribution to the success of the organization has become seen through the achievement of many advantages (economic, which are mainly represented in: (Al-Musawi, 2004).

- The organization's capacity to create a positive work environment for its staff by implementing HR initiatives that encourage them to put more of their skills to use will surely affect how satisfied they are in their jobs, which in turn will boost their output and, ultimately, the effectiveness of the business overall.
- Potential expenses associated with high employee turnover, poor performance rates, or low productivity can be avoided by treating possible issues with accuracy and justice when it comes to hiring, training, promotions, performance review, and selection.
- Companies that effectively manage their human resources might avoid expensive legal actions brought by employees, particularly when it comes to termination, denial of benefits, or promotion-related overrule.

1.2. HUMAN RESOURCES MANAGEMENT FUNCTIONS

Planning, staffing and selection, performance assessment and management, reward management, development, employee relations, health and safety, and union-management interactions are among the tasks the authors described as being part of HRM (Bratton and Jeffrey, 2003). According to Dessler et al., one of HRM's responsibilities is to assist the business in hiring the kinds and quantities of workers required to satisfy its labor strategic and operational objectives, and preferred culture. We can support performance standards and boost output by providing orientation, training, development, job design, efficient communication, and performance evaluation, creating an environment where people are urged to grow and maximize their abilities, and helping to establish and maintain positive working connections with employees creating programs to address social, psychological, and economic issues while supporting in the formation and maintenance of a secure and healthy workplace assisting the company in retaining productive employees on board and ensuring that the corporation complies with provincial/territorial and federal rules impacting the workplace, such as (Dessler et al., 1999).

Many HRM functions have been developed. The HRM functions seven interconnected activities that makeup HR management in organizations are shown in (Figure 1) External factors, such as cultural, geographical, political, economic, technical, global, and historical ones, have a major impact on how HR activities are developed, managed, and changed (Mathis and Jackson, 2010).

Figure 1: Human Resources Management Function



Reference: Mathis L. Robert., John H. Jackson, (2010) Human Resource Management, 13th Edition, Publisher: Joseph Sabatino, USA,2010

Human resource management functions can be divided into four main sections: recruitment, development, motivation, and human resource management. The most important function of human resources management and its activities is recruitment, and this involves the process of analyzing jobs when selecting candidates for a job. It is one of the most important activities of human resources management because it aims to recruit, and we will explain the following:

1.2.1. Staffing Functions

The HR function of staffing an organization is both operational and strategic in nature. As the HR headline shows HR planning is crucial for a range of businesses, governments, and organizations. Employers' decisions about hiring, choosing, and keeping employees are impacted by HR planning, and these decisions, of course, have an impact on the outcomes and success of the organization. The difficulties brought on by the current changes in the economy demonstrate the need for HR workforce planning (Fay, 2009).

Employers must make effective efforts in Staffing and selection as part of their staffing process, which is built on HR planning and retention as crucial components. The job analysis, recruiting, and selection phases of the staffing process are described below.

1.2.1.1. Human Resources Planning

The process of evaluating and determining the availability and requirement for human resources for the company to achieve its goals is known as HR planning. The main goal of HR planning is to make sure the company has the right number of people, at the right places, at the right times, and with the right talents. HR planning for an organization must consider job allocation and staff availability for long periods, not just for the next month or even the next year (Robert J. Greene, 2007).

HR strategies and roles are connected by a "bridge" called human resource planning (HRP), which enables the strategies to be implemented in practical ways. As a result, HRP integrates pertinent HR strategies that are operationalized via how proficient and successful HR functions achieve organizational goals through the wise use of human resources. The first step is to consider the shifting conditions both inside and outside the organization. The HRP process takes into account long-term, medium-term, and short-term HR strategies and alters functions, including hiring, training, and career management, to meet employee demand and supply estimates so that pertinent goals may be achieved (Nankervis et al., 1999).

This means that human resource planning, also known as strategic staffing, entails determining and addressing the staffing consequences of their business strategies, demonstrating both the long-term outlook and meeting current requirements. The plans for the kind of people needed in the future, as well as the critical knowledge and abilities needed to assist the organization in accomplishing its objectives, are mapped out in strategic human resource planning. The five main goals of HR planning are as follows: First, make sure you don't hire too many people or too few. Second, hiring the right people in the right positions with the right skills is crucial; third, the organization must be sensitive to changes in the external environment; fourth, all human resource activities and systems must be directed and coherent; and fifth, line and staff managers' viewpoints must coincide (Mello, 2006).

These specific objectives link with the specific HR strategies they address to make them relevant. Once they have been authorized, the plans are carried out by the HR functions they stand for.

1.2.1.2. Job Analysis and Design

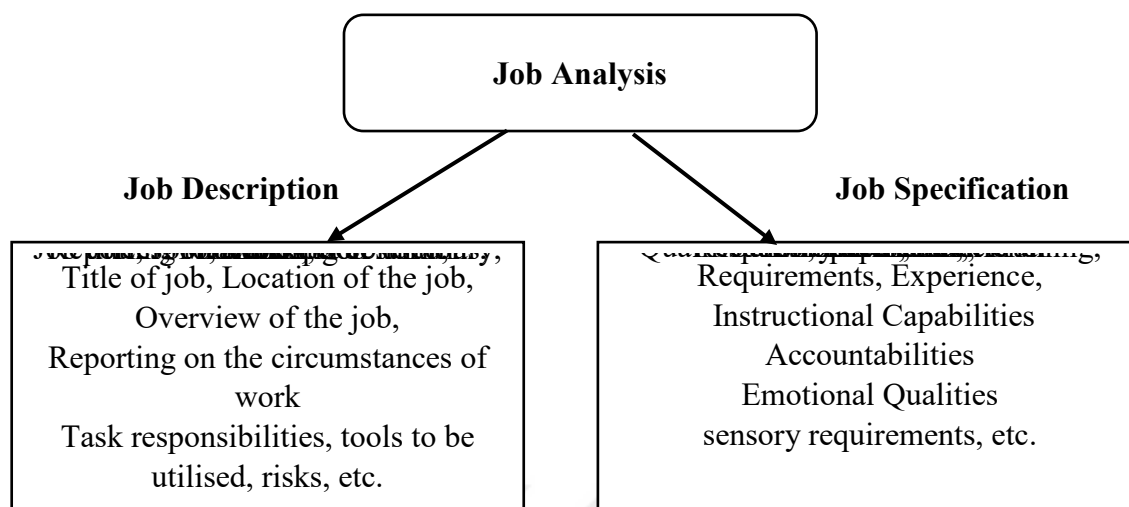
1.2.1.2.1. Job Analysis

Job analysis has a more specific focus on utilizing a formal method to gather information on what individuals do in their jobs in contrast to job design, it seeks to develop assignments that effectively fit into the overall activity of the organization. Job analysis, which is a fundamental component of HR management, is a systematic method of acquiring and examining data on the nature, context, and human requirements of work. Job analysis is the foundation for and a factor in the majority of other HR responsibilities. The usefulness of a job analysis starts when the data is put together into job descriptions and job requirements for use in almost all HR-related tasks.

As the workforce and jobs have evolved, job analysis has become more and more important. HR planning, recruiting, and selection must all be based on job needs and the skills of people found via job analysis if they are to be successful. Accurate information on work criteria is required in EEO cases because the qualifications listed in job descriptions might influence court rulings (Lamb v. Boeing, 2007). Additionally, the precise specified demands of the occupations should be the basis for all forms of remuneration, training, and employee performance evaluations. The identification of job elements and responsibilities that could lead to problems with employee/labor relations and workplace health/safety is another benefit of job analysis. (Okunade, 2015) To assist in differentiating between jobs, data from job analysis can provide the following information:

- Behaviour and actions at work.
- Conversations with other individuals.
- Performance tests.
- The influence of finances and budgets.
- The usage of machines and equipment.
- Working conditions.
- The provision and receipt of supervision.
- The knowledge, skills, and talents required are all factors in the workplace.

Figure 2: An Illustration Showing the Branches of Job Analysis.



Reference: Okunade, B. (2015). Personnel and Industrial Relations in Education
EME 312. Distance Learning Centre, University of Ibadan, Ibadan.

The dimensions of job analysis are separated into two subsets, as seen in Figure (2) above, which was taken from (Okunade, 2015). It is necessary to use the right approaches and methods of obtaining data about a given work to correctly analyze it. Personal observation, in-person interviews, questionnaire-based data collection, and record review are some examples of these approaches and procedures.

- **Job Description**

A job description is a written document that lists all of the duties, responsibilities, requirements, and tasks associated with a certain position in simple terms. The job title, location, the particular responsibilities the employee will carry out, the risks involved, the working environment, the relationships, and how (s)he will carry out are all clearly described. The job identity, job summary, relationships, responsibilities/duties, supervision, and working environment are the salient features of a typical job description. These will be covered in the section that follows.

- **Job Specification**

job specification is a comprehensive list of the abilities, backgrounds, dispositions, physical characteristics, etc. that make up these components. Therefore, a job specification is just a job description expressed in terms of employee attributes. It is a list of qualifications needed by people to do the work properly. Specific abilities, backgrounds, attitudes, physical characteristics, etc., are required to effectively carry out the job duties and obligations outlined in the job description within the context of the current job relationships and working conditions/environment (Okunade, 2015).

Put differently, it refers to the minimal desirable traits in employees or those required for the successful and efficient execution of a task. These personnel qualities' personal, psychological, demographic, and physical components will all be taken into account.

1.2.1.2.2. Job Design

It is crucial to consider the notion of work design, which is closely related to job analysis and includes the job description and specification.

How does job design differ from job analysis, and what does it mean exactly?

These are the questions that will hopefully have some answers in the paragraph that follows. The process of choosing a job's tasks, responsibilities, systems, processes, and methodologies as well as how the jobholder should interact with his superiors, subordinates, and coworkers is known as job design. (PPMS, 2018).

According to Davis (1966, as referenced in Okunade, 2015), job design is the process of defining the tasks, procedures, and connections involved in work to meet the needs of the organization, the jobholder's social and personal needs, and technological and organizational requirements. Stated differently, it is a purposeful and methodical endeavor to organize the technical and interpersonal facets of labor to enhance technical proficiency and contentment in the workplace. It is evident from the preceding that job design is the deliberate organization of a particular job to ensure that the employee completes the task successfully and feels fulfilled while doing it. Therefore, a well-designed job accomplishes two goals at once: the first is an improvement in the organization's performance, productivity, and technical efficiency; the second is an increase in the employee's intrinsic motivation, job satisfaction, and quality of working life. Integrating employee and organizational needs is the primary goal of work design,

which tends job analysis. There are a few things that affect work design, or more accurately, that need to be considered while creating a job. These include, but are not limited to, the model of job characteristics, intrinsic motivation, the qualities of task organization, and the motivational aspects of jobs. A quick review of a few of these elements is given below.

Based on the aforementioned, it is evident that job design involves the deliberate organization of a particular task to ensure that the worker completes the work effectively and feels fulfilled while doing it. Therefore, a well-designed job accomplishes two goals at once: the first is an improvement in the organization's performance, productivity, and technical efficiency; the second is an increase in the employee's intrinsic motivation, job satisfaction, and quality of working life. Integrating employee and organizational needs is the primary goal of work design, which tends job analysis. There are a few things that affect work design, or more accurately, that need to be considered while creating a job. These include, but are not limited to, the model of job characteristics, intrinsic motivation, the qualities of task organization, and the motivational aspects of jobs. A quick review of a few of these elements is given below. It is important to consider job design, a closely related concept, after considering job analysis, which comprises job description and work specification. What does job design entail, and how is it different from job analysis? An attempt will be made to address these questions in the paragraph that follows.

The process of choosing a job's tasks, responsibilities, systems, procedures, and methods, as well as the working relationships between the jobholder and his supervisors, subordinates, and coworkers, is known as job design (PPMS, 2018).

That the specification of a job's techniques, contents, and relationships to meet the needs of the organization, the jobholder's social and personal needs, and technology requirements is known as job design. Stated differently, it is a purposeful and methodical endeavor to organize the technical and interpersonal facets of labor to enhance technical proficiency and contentment in the workplace. After thinking about job analysis, which includes the work description and job specification, it's crucial to think about job design, which is a closely linked idea (Davis, 1966), referenced in Okunade, 2015).

1.2.1.3 Recruitment

The recruitment process is comprised of a series of interconnected tasks meant to support the organization's overarching strategy. To create their profiles, each open position is examined and future demands are planned for first. Sourcing, screening, selection, and recruitment are the next phases after precisely defining the HR needs; the success of these processes significantly depends on the efficiency of the planning and analytical process. The technical and conceptual levels of HR recruiting have undergone several modifications (Bartram, 2001).

The process of building a pool of competent candidates for positions within a business is known as recruiting. There is no need for a formal selection process if the number of candidates available matches the number of positions to be filled. The decision has already been made. Either every applicant must be hired, or specific positions must remain open (Rick Be, 2009). Recruiting should be seen widely as a crucial component of staffing rather than as a collection of administrative and operational tasks. With the evolution of the labor market, recruiting is becoming more crucial. The cost of vacant positions must be taken into account, even though recruitment might be expensive. The workforce quality will increase despite the possibility that this strategy would increase the cost per hire. Recruiters need to coordinate their efforts between the labor markets, recruitment goals and tasks, and recruiting resources, such as the Internet, to succeed. Recruitment must be taken into account as a part of strategic HR planning since it is an essential technique for filling positions needed to finish the mission. Recruiting requires an employer to:

- Have a thorough understanding of the market and how to find competent candidates.
- Understand what aspects of the labor market affect performance, such as the hiring strategies of competitors.
- Develop ties with potential employment sources.
- Work to establish the employer's reputation as an attractive place to work by promoting the "business brand". To gauge how well recruiting efforts are working, use recruiting metrics.

Making judgments about hiring may help determine not just the types and numbers of candidates but also whether or not recruitment efforts for particular occupations will be challenging or fruitful. Additionally, efficient hiring emphasizes

finding talent before it is required. (Mathis and Jackson, 2010) stated that traditional hiring practises based on psychometric principles may no longer be successful due to the quickly changing corporate climate with fewer defined and insecure roles. Additionally, traditional means of hiring, such as job applications and printed materials, are dwindling in favor of online resources and e-recruiting, where the variation in candidates' accessibility abilities is sharply diminishing (Bartram, 2001).

After reviewing studies on recruitment and selection from 2000 to 2006, Ployhart (2006) concluded that, although decision-makers may not see it, hiring management plays a critical role in an organization's success because of changes in the economy, society, technology, and culture.

1.2.1.4. Selection and Recruitment

Recruitment and selection Finding the necessary personnel and making sure they are chosen and hired for the organization are the next steps after determining the requirement for personnel. Businesses may suffer and organizational goals may be difficult to achieve if the incorrect people are hired.

The most valuable resource for business is recruitment. The first pillar of prosperity is selection methods, which are many. Since human resources are essential to innovations, growth, and competitive advantage inside organizations, businesses compete for the acquisition of highly skilled and competent people resources. The recruiting and selection process holds significant importance since it shapes the organization's HR inputs (Sims, 2002; Cook, 1998). Given the enormous costs of employing the wrong person or failing to select the best candidate for the job, much care is taken to ensure the HR selection process is efficient. The goal of the recruitment and selection process is to supply the company with the required human resources at the lowest feasible cost, with an emphasis on core tasks and behavioral competencies necessary to fulfill job requirements, even though it can be difficult to make the ideal selection.

Selection Some would contend that the most crucial aspect of human resource management is choosing the best candidates for the duties that need to be done (Kathy Gurchiek, 2008). Its importance is unquestionably quite high for a corporation that counts on competent employees and good performance to flourish. Improvement may need to come from a variety of sources for a failing organization, but it is hard to see the

right adjustments occurring without some fresh, capable personnel to implement them. For sports organizations that are struggling, choosing new coaches and players will likely result in improvements, if any, but keeping outstanding athletes and coaches on staff will allow for continuing success.

The process of selecting individuals who meet the requirements to fill positions in an organization is acknowledged as selection. An organization's chances of success are much lower in the absence of highly skilled workers. Effective staffing is crucial, and two HR observations provide valuable insights about selection and recruitment:

- Recruitment is difficult, but management is simple. The time and effort invested in identifying the best candidates for employment will pay off in the form of much easier administration of those individuals as employees since many issues have been overcome.
- “Bad selection will not be compensated for by good training.” Employers will find it difficult to teach individuals with inappropriate aptitudes for positions they do not fit into (Alan and David, 2008).

1.2.1.5. Salaries and Wages (Total Rewards)

Companies must create reward programs that satisfy customers if they want to stay competitive. Known as total rewards, these reward packages include all the monetary and non-monetary incentives that a business offers to draw in, encourage, and keep workers. Linking organizational goals and strategies to compensation is essential to the effectiveness of a pay system because it motivates employees to operate in ways that are advantageous to the business and its stakeholders (Bob King, 2009).

Crucial to an effective total rewards: approach to pay is the necessity of striking a balance between the requirements and costs of the employer and the employees' expectations. This process could be challenging. In certain sectors of the economy, like financial services, healthcare, education, and hospitality, employee salaries and benefits account for a sizable amount of overall operating expenses. However, new studies indicate that HR professionals are becoming increasingly concerned about how best to use total incentives for programmers to attract top talent to their organizations and how best to explain these programs to staff members. 2007 saw Deloitte Consulting.

Working management of total rewards: may be achieved by assessing costs and figuring out the worth of compensation. Numerous financial and operational elements

must be taken into account to create the best possible link between expenses and employee effect (Pat Gurren, 2009). The idea of total incentives also necessitates a far broader view of salary or compensation than has typically been the case in corporate organizations. The whole incentives idea emphasizes indirect as well as direct remuneration, which improves a company's capacity to encourage people, even in difficult financial conditions like those that businesses occasionally experience (Giancola, 2008). (Figure 3) highlights three main groups that are needed to construct effective total reward programs that contain the indicated relevant criteria.

Figure 3: Total Reward



Reference: Mathis L. Robert., John H. Jackson, (2010) Human Resource Management, 13th Edition, Publisher: Joseph Sabatino, USA, 2010

1.2.1.5.1 Compensation

Rewards can be either intrinsic or extrinsic, which is one of the characteristics that isn't technically included in (Figure 3). A project's completion or reaching performance goals are examples of intrinsic rewards. Intrinsic forms of rewards are also reflected in other forms of social and psychological compensation. Both monetary and non-monetary benefits can be obtained through extrinsic motivation. Direct compensation, in which the employer pays incentives for labor performed and accomplishment of performance goals, is one concrete element of a compensation

scheme. Direct compensation most frequently takes the form of base salary and variable pay. Employee perks are the most typical type of indirect remuneration (Mathis and Jackson, 2010).

The relationships between employees, their managers, and the company are frequently impacted by incentive decisions concerning pay increases. When calculating pay increases, several criteria can be taken into account, such as seniority, performance, cost-of-living adjustments, uniform rises, and lump sum increases. You can use these methods separately or in combination.

1.2.1.5.2. Benefits

A lot of organizations give out awards in a roundabout way. Employees who get indirect remuneration acquire the material value of the incentives without receiving cash payments. Unrelated to performance, a benefit is a gift provided to a person or group of employees for joining the firm, such as health insurance, paid time off, or retirement benefits. A lot of the advantages that employees receive are not often paid for directly by them (Mathis and Jackson, 2010).

1.2.1.6. Evaluate the Performance of Employees

Employee performance evaluation, which comprises evaluating current performance, identifying high and low performers, and giving feedback to employees, is one of the most important HR processes that organizations are continuously improving to achieve business excellence. This is due to the competitiveness of the modern market (Stone et al., 2015). It's possible that some organizations may not evaluate employee performance utilizing a systematic method. Consequently, this behavior raises concerns since it yields evaluation outcomes that are imprecise, ineffective, and confusing (Ahmed, Sultana, Paul, and Azeem, 2013). This makes developing a methodical performance evaluation process essential for organizations. In most cases, the organization's predetermined criteria are used to measure the behaviors and outcomes of its employees. Motivation, skill level, aptitudes, role perception, and organizational, personal, and environmental elements can all influence employee performance outcomes. Four examples of employee performance assessment measures used in organizations were given by (Nassazi, 2013 and Arinanye, 2015):

(1) Productivity is the quantity of resources used as inputs to produce goods and services.

(2) Effectiveness and efficiency: the capacity to achieve particular objectives with the least amount of resources.

(3) One characteristic that sets apart a good or service that satisfies a need is quality.

(4) Profitability, or the ability to turn a profit regularly over an extended period. Conceptualized employee performance evaluation. Employee performance reviews are crucial to improving the standard of work (Shaout and Yousif, 2014).

Davi (2011) distinguishes between three categories the three main ways that can be applied in the employee performance evaluation model: methods for individual evaluation, methods for multiple evaluation, and other methods based on both individual and multi-person methods. Field reviews and performance tests are the final ones. However, the drawback of all of Davi's methods is that they all rely on subjective assessments in his writings.

The performance model itself is evaluated by (Choon Seong and Injoo, 2004). This evaluation process includes steps such as measuring the current performance, analyzing the measured data, interpreting the analysis results, and bringing these results back to the improvement of the current performance model into the target stage. They summarize the five phases involved in evaluating the performance model itself as follows: planning, measuring, analyzing, interpreting, and providing feedback. According to (Smith, Gunzenhauser, and Fielding, 2010), precise duty descriptions, a set of agreed-upon competencies, and uniform standards of practice are the fundamental components of an efficient and equitable performance assessment process.

- They state that competency—a collection of related abilities, know-how, and attitudes that allow a person to carry out their job—is the first step in the appraisal process. Applying the information and abilities required to complete the task at hand is what is meant by competency. The profession, management/supervisory position, and unit duties within the organization all influence the required level of competency for each employee.
- Performance expectations, or standards of practice, make up the second part of the evaluation process. A standard is an explanation of a proficient level of performance appropriate for a specific employee's job. To minimize subjectivity in the performance rating process, standards of practice are crucial. A measuring criteria is included with every standard. Every one of the stated requirements needs to be

fulfilled for a standard to be considered met. Over time, a standard stays mostly unchanged, but measurement criteria might be updated more frequently to take into account advances in science and practice expectations. A standard specifies what needs to be done.

- The final and third element is a duty statement, which is a succinct and understandable summary of the main responsibilities or areas of work for a particular position that must be carried out by standards. A duty statement outlines the work behaviors expected of each employee and specifies what has to be done, not how. The duties are arranged according to priority (Harbour, 2009). For businesses that aspire to be knowledge management-based, developing a strong functional model for employee performance evaluation is also essential. Managing human resources in knowledge-based businesses focuses on raising organizational intelligence and helping employees reach their full potential through participation, learning, cooperation, and initiative (Volna, Papula, and Hulvej, 2013).

In today's global marketplaces, having knowledge is advantageous, but learning is also required. In the process of creating an employee assessment system (Grigoroudis and Zopounidis, 2011) recommend that the organization's management make several crucial choices:

- Who ought to create the assessment procedure?
- Who gets to judge who?
- Who should examine the evaluation's findings?
- How might these findings be applied?

A component of performance management, the employee performance review consists of the following five tasks (Mone et al., 2011):

Managing staff growth.

Giving regular feedback and appreciation.

Conducting mid-year and year-end evaluations.

And fostering an environment of empowerment and trust.

1.3. THE ROLE OF HR MANAGEMENT AND ITS GOALS

1.3.1. The Role of HR Management

HR management can perform a variety of functions. The kind and extent of these positions depend on the abilities that HR staff members have demonstrated, as

well as what the upper management wants HR management to accomplish. For HR, three jobs are usually identified. According to (Figure 4), each of them has the following focal points:

- Administrative: concentrating on clerical administration and recordkeeping including necessary legal documents and the execution of policy.
- Operational and employee: The majority of HR activities are managed by the management-identified plans and operations, and employee "champion" roles are taken to represent employee issues and concerns.
- Strategic: assisting in the definition of the strategy as it relates to human capital and its impact on organizational outcomes. In the past, HR has mostly played an administrative role. However, as (Figure 4) shows, a more comprehensive transformation of HR is required such that far less HR time and people are employed only for administrative work.

Figure 4: The Role of HR Management



Reference: Mathis L. Robert., John H. Jackson, (2010) Human Resource Management, 13th Edition, Publisher: Joseph Sabatino, USA, 2010

Most firms are placing more emphasis on operational and employee advocacy roles. The most difficult task is to handle HR more strategically. According to one survey, transaction of administrative chores (42%), lack of strategic HR participation (31%), and limited HR budgets (22%), are the top obstacles to HR becoming more strategic. A detailed analysis of each HR position and its transformation is provided below (Mathis and Jackson, 2010).

1.3.1.1. Administrative Role of HR

Processing and recordkeeping have taken center stage in HR management's administrative responsibilities. Because of this position, HR management in certain companies has developed a reputation for being staffed mainly by paper pushers who tell managers and staff what can't be done. HR specialists are seen as the company's lower-level secretarial and administrative assistants if they are limited to administrative positions. The increased use of technology and outsourcing are two key changes that are transforming the administrative job.

1.3.1.1.1. Technology Transforming HR

The administrative efficacy and responsiveness of HR to managers and employees are being improved by offering more HR services electronically or allowing them to be conducted online via Web-based technology. Nowadays, technology plays a vital role in most HR procedures, from online learning to online job applications and employee benefit enrollments. Human Resources Outsourcing More and more HR administrative tasks are being contracted out to vendors.

1.3.1.1.2. Outsourcing of HR:

HR-related activities like retirement planning, payroll services, outplacement services, employee help (counseling), and benefits administration have expanded significantly. The main motivations for outsourcing HR tasks are to reduce costs associated with hiring HR personnel, to benefit from specialized vendor knowledge and technology, and to free up resources for more strategic HR endeavors. A variety of businesses throughout the world are outsourced to do these tasks. Such HR administrative duties for many businesses are changing as a result of this strategy of contracting for HR services, which is still changing.

1.3.1.1.3. Operational and Employee Advocate Role for HR

In organizations, HR is frequently seen as the "employee advocate." HR specialists have historically played the role of "company morale officers," representing the concerns of employees, but they also devote a lot of time to HR "crisis

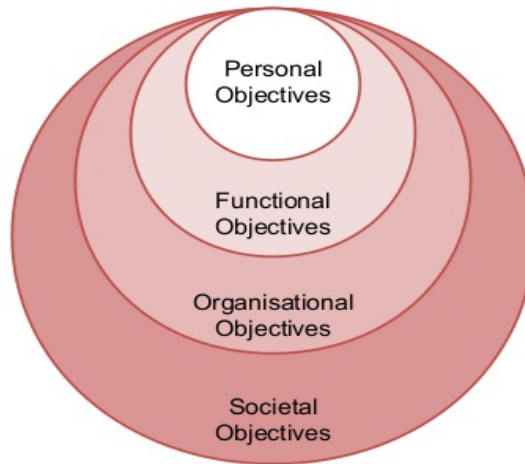
management," resolving issues that arise with both work-related and non-work-related issues. Employee advocacy works to guarantee that all workers receive fair and equal treatment, regardless of their circumstances or background. Operating managers and HR advocates may occasionally disagree. However, in the event that the HR advocate post is eliminated, employers may face even more legal action and regulatory objections. HR specialists must work in conjunction with different departmental and operational managers and supervisors to develop and implement the programs and policies that the company needs. Tactical actions are considered operational. Employment applications are processed, open positions are filled through interviews, supervisors receive training, safety concerns are resolved, and questions concerning compensation and benefits are answered. Compliance with equal employment opportunity and other regulations is also enforced. These initiatives need to coordinate HR initiatives with organization strategies (Mathis and Jackson, 2010).

1.3.2. The Goals of HRM

In an organization, individual or group effort is directed towards predetermined goals called objectives. Organizational goals, as well as personal and societal purposes, impact personnel management objectives. Institutions are set up to achieve particular goals. The primary goals of educational institutions are to teach and/or conduct research, and the primary goals of economic organizations are to make money. Nonetheless, any organization's primary goal is to survive. Organizations are not just satisfied with this goal. Additionally, most companies seek to develop and/or make money. To achieve the set goals, institutions acquire and manage a variety of resources, including people. Human resources are therefore managed to direct and use them in support of and for the fulfillment of corporate goals. As a result, the main purpose of HRM is to support and advance corporate goals. Meeting an employee's needs, aspirations, values, and dignity are among the other goals of HRM, as is showing proper care for the nation's and the community's socioeconomic issues. The availability of a skilled and willing staff for a business is one of HRM's main goals. The four main goals of HRM are social, organizational, functional, and personal. as shown in (Figure 5), and (table 1) is as follows (Bibhuti, 2010).

Figure 5: Objectives Of The HRM

Objectives of HRM



Reference: Bibhuti Bhusan Mahapatro, Human Resources Management, New Age International (P) Ltd., Publishers New Delhi, 2010 p22-24

1-Societal Objectives: The societal objectives are accountable for the demands and difficulties of society on a social and moral level. They must achieve this while reducing the negative effects such requests would have on the organization. If firms don't use their resources to benefit society, recruiting practices may be restricted by laws enforcing hiring preferences and regulations addressing discrimination, safety, and other issues of concern to society:

2- Organizational Objectives: The organizational goals acknowledge the contribution of human resource management to achieving organizational effectiveness. Management of human resources is a means, not an end, to help businesses achieve their main goals.

3- Functional Objectives: Functional Objectives make an effort to keep departments' contributions at a level that is consistent with the demands of the organization. The organization's needs must be taken into account while adjusting human resources. The department needs to tailor its level of support to each organization it works with.

4- Personal Objectives: Personal objectives assist workers in achieving their objectives, at least insofar as such objectives enhance their value to the company. Employees' objectives must be met if they are to be retained, motivated, and maintained

on staff. If this doesn't occur, worker satisfaction and output can decline, which might increase worker turnover.

Table 1: HRM Objectives and Functions

HRM Objectives	Supporting functions	Reference: Bibhu u t i B h u s a n
1. Societal objectives	Legal compliances benefits union-management relations	
2. Organizational objectives	Human resource planning Employee relations Selection Training and development Appraisal Placement Assessment	
3. Functional objectives	Appraisal Placement Assessment	
4. Personal objectives	Training and development Appraisal Placement Assessment	

Mahapatro, Human Resources Management, New Age International (P)
Ltd., Publishers New Delhi ,2010, p.22-24

CHAPTER TWO

STRATEGIC PLANNING FOR THE ORGANIZATION

This chapter aims to review the role of the strategic planning process at the organizational level. The first section deals with the concept of strategy and strategic planning, and the importance, characteristics and benefits of strategic planning are discussed in the second section. The third section is the Stages and steps of strategic planning.

2.1. THE CONCEPT STRATEGIC AND STRATEGIC PLANNING

2.1.1. Strategy

The word strategy means general in Greek, and in the context of war, it is associated with the organization of fights and military operations. Unlike tactics, which allude to more constrained planning to accomplish short-term goals, a strategy is a long-term approach. Even while individuals continue to disagree on what "strategy" in a commercial context means, most people would probably agree that it has to do with long-term, comprehensive plans for competitive success in the future. Top managers are mostly concerned with strategic concerns. The distribution of organizational resources is a concern. They have a big impact on the organization's survival or success (Rothwell and Kazanas, 2003, p.5).

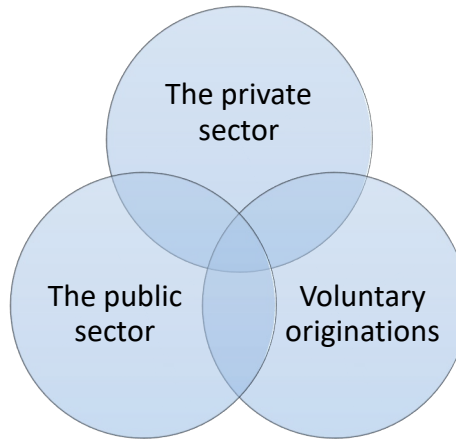
The goal of the strategy is to get your business where you want it to be at certain points in time. However, (Mintzberg, 1994, p.107-114), in contrast to the notion of planning, defines strategy as "a pattern in a stream of decisions. According to an article in "The Economist," when developing a strategy, it is important to remember that decisions are not made in a vacuum and that every action taken by the organization will almost certainly elicit a response from those who will be impacted—whether they are competitors, clients, workers, or suppliers. (Maleka, 2014, p.7) provides the following explanation about different sectoral strategies:

- **The Private Sector:** Provide superior services or products to their rivals, so the idea of sustaining an economic edge is typically at the core of the business strategy. Time is an important factor in private sector strategy. Lead periods for developing new products and bringing them to market are often short, and there may be a tension

between earning quick financial benefits and planning and implementing a long-term strategy.

- **The Public Sector:** Establishes public policy and performs duties like revenue collection. Although it is mainly immune to the impacts of competition, internal rivalry occurs, for example, when departments fight for funds from a tiny government fund. Spending less than revenue leads to a surplus, and not profit, for government agencies. In the public sector, strategy often revolves around achieving goals to appease the political apparatus and proving clear value for money and efficiency to reassure taxpayers. Political pressure frequently leads objectives to shift to win over voters, and a short-term viewpoint can have an impact on long-term strategic planning.
- **Voluntary Originations:** It can be considered to be falling in the middle of the public and business spheres. Even if their purposes are social or political, they are subject to the same competitive forces as the commercial sector. They have to compete for funding from individuals as well as from governmental and business entities. But unlike the commercial sector, it isn't always apparent who the clients of a nonprofit organization are—are they the people who pay for it, the donors, the trustees, or the volunteers who help it function? As a result, the strategic management of nonprofit organizations in the voluntary sector places a strong emphasis on carefully managing stakeholder expectations to satisfy each of these groups. Organizations in the nonprofit sector need to take care to keep their expenses under control. For social, political, and presentational reasons, voluntary organizations, like those in the public sector, refer to the difference between their spending and income as "surplus" rather than "profit" (Maleka, 2014).

Figure 6: Strategy of Sectors



Reference: Maleka, S. (2014). Strategy management and strategic planning process. *DTPS strategic planning & monitoring*, 1(1), 1-29.

2.1.1.2. Strategy Concept and Characteristics

A strategy is a high-level plan designed to accomplish one or more goals in the face of ambiguity. The plan itself is valuable, but so is every idea that goes into it, the questions that businesses should be asking themselves, and the solutions that are found (Maleka, 2014, p.5). Strategy is the pattern of goals and objectives of the organization and its policies. The master plans to achieve these goals are developed in a way that determines the area in which the organization currently operates or will operate in the future, what its current classification is (its type), and where it plans to be in the future (Muhammad, 2006, p.51). Strategy is the activities and plans of an organization that are developed in such a way as to ensure that a degree of congruence is created between the mission of the organization and between that mission and the environment in which it operates effectively and efficiently (Gamal, 2012, p.65).

Conversely, (McKeown) thinks that this point of view "strategy is about building the future and is an endeavor by humans to use available tools to achieve desired goals." A system for identifying, creating, and refining a doctrine that, if adhered to diligently, will guarantee long-term success is called a (Kvint) strategy. Strategy acts as an organizational guide in uncertain times by leading us in the proper direction while taking into consideration both our past and present circumstances. According to Johnson and Scholes, the organization's strategy acts as a crystal ball, enabling all of its components to come together and function as one. As defined by one definition, strategy is the long-term direction and scope of an organization that, when combined

with its resource configuration, gives it an edge in a challenging environment, meets market demands, and meets stakeholder expectations. The use of strategy by administrators may help the organization achieve one or more of its goals.

The approach selected to carry out a plan in the future is known as a strategy. As defined by Chandler (carrying out a plan for the future is known as a strategy. It is defined as "the process of determining the long-term goals and objectives of an organization, selecting a course of action, and allocating the resources required to achieve those goals." The processes of developing a sense of direction, maximizing resource utilization, and assuring strategic fit are all elements of the design and implementation of company strategy. Strategy has three fundamental characteristics (Chandler, 1962, p.13).

- **First**, it looks towards the future. It involves choosing your destination and a course of action to get there. It is focused on both goals and strategies. In this respect, a plan is a statement of purpose: 'We want to accomplish something, and here is how we plan to achieve it. Longer-term goals are described in strategies, along with how they will be accomplished. They serve as a roadmap for deliberate action that produces the desired outcome. Effective strategies allow organizations to adjust by "mastering the present and preempting the future," as the saying goes (Abell, 1993, p.1). explained that strategy should be regarded as a framework of important aims and methods (Boxall, 1996, p.70).
- **The second**, is the understanding that the business's organizational structure is an important aspect of strategy (its capacity to operate effectively) and depends on its resource capability (its resources' quality, quantity, and ability to provide results).
- **Third**, the strategy's objective is to achieve strategic congruence, which implies that when creating departmental strategies like HR, they must be consistent with the organization's business strategies in light of both its external and internal environments.

2.1.2. Strategic Planning

2.1.2.1. Strategic Planning: Concept

Strategic planning is a fundamental and crucial part of the performance of organizations. Lays out a plan for accomplishing the objectives of the organization. The organization aims to accomplish a variety of goals while creating a strategic plan, which

is why it is drafting one. Comprehending the objectives of an organization through a strategic corporate strategy can aid in devising efficacious tactics to guide the expansion of an enterprise (Root, 2014, p.1).

A written document known as a strategic plan outlines the goals of the organization, the steps that must be taken to achieve those goals, and any other crucial information that was discovered during the planning phase. Conversely, strategic planning is a management activity within an organization that aids in setting priorities, focusing resources and efforts, strengthening operations, ensuring that staff and other stakeholders are working towards common goals, establishing agreement on desired outcomes and results, and assessing and adjusting the organization's course in response to changing circumstances. The fundamental decisions and deeds that establish and guide an organization's identity, mission, activities, and motives are the product of conscious effort. In addition to outlining an organization's goals and the steps necessary to get there, effective strategic planning also outlines the success metrics the company will use. It is important to keep in mind that there are several frameworks and techniques available for strategic planning and management, but choosing the best one is not predetermined in any way. Instead, the bulk have certain common characteristics and adhere to a similar pattern. There are various crucial stages that many frameworks go through:

- Using analysis or assessment to gain a current understanding of the internal and external settings.
- Formulating a high-level strategy and a fundamental organizational-level strategic plan are steps in the strategy-formation process.
- Executing a strategy involves translating the high-level plan into additional practical planning and action items.
- The evaluation period, also known as sustainment or management, is when continuing changes and assessments are made to performance, culture, interactions, data reporting, and other strategic management concerns.

The eight stages of strategic planning in (Table 2) identified by (Shelette, 2002, p.46), could also act as guidelines for the planning process. These stages include mission, goals, external and internal analysis, strategy creation and selection, strategy

execution, and control. There is widespread agreement in the literature regarding the purpose and use of strategic planning.

Table 2: Levels of Strategic Planning

Mission	The formulation of a mission statement
Objectives	Identification of aims and goals.
External Analysis	Analysis of the external environment, including strengths and weaknesses.
Internal Analysis	Analysis of the internal environment, including strengths and weaknesses.
Alternative Strategies	Establishment of alternative strategies
Strategy Selection	Identification of a particular course of action.
Implementation	Execution of the selected strategy.
Control	Evaluation and monitoring of the strategic planning process.

Reference: Shelette, S. (2002). Formal business planning and small business success: A survey of small businesses with an international focus. *Journal of American Academy of Business*, 2(1), p.42-46.

2.1.2.2. What is Strategic Planning?

Strategic planning is a methodical, structured, and complementary cooperative process that incorporates the members' strategic reasoning. The idea of planning entails deciding what the organization's primary goals are, the factors that will determine those goals, and allocating resources to help the organization accomplish those goals. Strategic planning helps an organization maximize important benefits from external opportunities, lessen the effect of external threats, build on its strengths, and strengthen areas that make up its weaknesses. The goal of strategic planning is to create the major

choices that will direct the organization. Organizational planning should be governed by a structured direction that places a strong emphasis on long-term objectives to have a sustained effect (Ferreira and Proença, 2015, p.3).

2.1.2.3 The Difference Between Strategic Management and Strategic Planning

According to David (2009, p.40) strategic planning is sometimes confused with strategic management because a strategic plan is constructed at this point. The words strategic management and strategic planning are interchangeable. The two are different in that the former is more prevalent in an educational environment, while the latter is more prevalent in the world of business.

2. 2. THE IMPORTANCE, CHARACTERISTICS AND BENEFITS OF STRATEGIC PLANNING

2.2.1. Importance of Strategic Planning

Organizations need to engage in strategic planning to stay competitive. Successful businesses keep one step ahead of other businesses by retaining a competitive advantage. According to Rothaermel's (2012) observations, a company with a competitive edge outperforms other companies in the industry or the industry average financially. While some organizations may succeed without a comprehensive strategic plan, for the great majority of participants, success requires ongoing strategic planning or the analysis, design, implementation, and monitoring of ideas. Strategic planning is a necessary procedure if businesses want to assist people in viewing the world from a different angle, but it is not a guarantee that they will ever obtain a competitive advantage. (Johnson et al. 2008, p.12) state that managers in each functional area typically only see things from their specific perspective, which is too narrow for the entire organization to rely on. This is another reason why organizations do not rely solely on their finance, marketing, or operations functional areas to create a competitive advantage. Decisions that provide a competitive advantage can be made by managers (such as CEOs or strategy planners) who have a comprehensive understanding of their company and its environment. Strategic planning also facilitates cooperation. In today's organizations, functional area middle managers are included in the process of formulating a strategic plan. Middle managers are in charge of carrying out the methods described in a strategy; thus, if they aren't involved, the plan will fail. Strategic planning

is therefore used to obtain a competitive advantage and to integrate all functional areas of the organization by enhancing communication among managers at all levels.

For an organization to succeed and survive, strategic planning is essential. This is the reason it matters so much:

1. Direction: Measurable goals and a sense of direction are outlined in strategic planning. It's a tool that helps direct daily decisions and may be used to assess progress and adjust strategies as needed.
2. Focus: Strategic planning guarantees that resources are directed towards the most crucial assignments. It helps management concentrate their attention on important areas by enabling organizations to prioritize their aims.
3. Future outlook: Organizations may better predict and prepare for the future with the aid of strategic planning. By using strategic planning, businesses can anticipate some negative events and take the appropriate preventative measures before they arise.
4. Sustainability: Organizations that use strategic planning are more likely to be proactive than reactive. It ensures the long-term viability of the firm by assisting companies in anticipating shifts in the market and consumer preferences.
5. Communication: Educating staff members about company objectives and the methods being utilized to attain them is another function of strategic planning. Employee commitment and engagement may rise as a result.

2.2.2. Characteristics of Strategic Planning

According to Castelán, strategic planning has two traits: a long-term emphasis and a broad scope (Emmanuel, Brito, and Author, 2020, p.103).

- Uncertainty: Because management typically has incomplete knowledge about the industry, the market, the competition, the customer, and even its potential,
- Decisions: Whatever the uncertain situations that a business leader must deal with, they must assess risk and make decisions based on all the information at their disposal.

According to Mintzberg et al., the premises of the planning school are as follows (Emmanuel, Brito, and Author, 2020, p.103).

- The plans should result from a controlled and deliberate official planning process that is divided into distinct phases (each of which was specified by checklists) and grounded in techniques.

- Senior directors are in charge of this broad procedure in theory, but planning managers are in charge of carrying it out in practice.
- As a result of this process, strategies will be completely developed and prepared to be made clear so that they can be implemented while giving careful attention to goals, budgets, programmers, and operational plans of various types.

According to Rodriguez, strategic planning is a form of long-term planning that prioritizes organization as well as the following characteristics (Emmanuel, Brito, and Author, 2020, p.104).

- Activities in which top management participates
- Answers simple inquiries.
- Providing a platform for thorough planning and routine managerial choices
- It is predicated on lengthy planning.
- The company's internal and external environments are analyzed.

2.2.3. Benefits of Strategic Planning

For (Steiner, 2007), some benefits of strategic planning are:

- It is important for directors and senior management to fulfill their duties.
- It generates and responds to crucial queries for an organization.
- It infuses the organization with several powerful energies that are decisive because:
 - Simulating the future
 - Drawing focus on systems
 - Demanding the definition of goals
 - Exposing and explaining opportunities and potential threats in the future
 - Serving as the framework for additional managerial duties.
 - Performance evaluation.
 - Emphasizing issues of strategic importance.
- It benefits behavioral health in a variety of ways, such as:
 - o Improving contact lines.
 - o Involving trainers in the process.
 - o Increasing involvement and awareness.

(Quintal, 2005) considers that the following are some of the most significant advantages of strategic planning:

- Improving organizational effectiveness and efficiency.

- Creating a squad of experts.
- Improving decision-making by using a broad internal base and an external perspective.
- Improving public relations and communications.
- Offering political assistance.
- Increasing labor force output.
- Increasing an organization's ability to avoid problems.
- Offering leaders, a training programmer.
- Fostering a feeling of involvement at all levels.
- Improving the capacity to deal with unforeseen circumstances.
- Being aware of the opportunities and difficulties presented by the surroundings.
- Recognizing advantages and disadvantages.
- Generating critical data to aid in decision-making.

2.3. STAGES AND STEPS OF STRATEGIC PLANNING

2.3.1. Steps of Strategic Planning

There are numerous models and approaches to carrying out the steps of strategic planning. An outline of one strategy is provided below.

2.3.1.1. Future Vision Development

The first step of strategic planning is considered the development of a vision statement. It is a declaration of what it wants to become for an organization. It provides direction and purpose to an organization and directs and shapes it. People both inside and outside the organization are motivated by the organization's vision. An organization's future is discussed in its vision statement (Timizar, 2014). Developing a vision statement is the initial stage of formulating a strategy. The definition of an organizational vision and mission statement, which is defined as the cause and objective behind the organization's founding, has been given by (Katsioloudes, 2006).

A vision statement serves as the organization's future roadmap. The "vision statement" has been defined by several scholars (Harrison, 2003; Miller, 1998; Osen and Osen, 2011; Hidayat, 2016) as the organization's intended future image. This may pertain to the approach and manner of thinking that companies take when developing and announcing their short- and long-term goals. Companies may modify or adjust their company operations over time to take significant steps toward achieving their goals.

Everyone in the organization has been motivated to carry out their jobs by the organization's purposeful visions, which has kept the organization moving forward on the desired path (Khan and Khalique, 2014).

The vision statement's constituent parts have been divided into two main categories: the anticipated future and the underlying ideology (Hidayat, 2016) has proposed a series of questions that companies can use to establish their vision statements.

- How will your company appear in five and ten years?
- What novel endeavors are you planning to undertake?
- What demands from customers do you hope to meet in the future?

Standard and crucial components of a business strategy are a mission and a vision. The majority of well-known businesses consistently create mission and vision statements for their organizations, which act as cornerstones for determining the goals and course of their operations (Khan and Khalique, 2014).

2.3.1.2. Mission

A mission statement may have a limited or wide reach. According to (Osen and Osen, 2011) and (Hidayat, 2016), a mission statement aids an organization in identifying its goals, plans, and policies. A strong mission statement can highlight the importance of making decisions that set the business apart from competitors and pinpoint the particular areas of business operations, goods provided, and markets that the company serves to satisfy client needs. In addition, (Hidayat, 2016) added technological emphasis areas to a mission statement. (Business Dictionary, 2017) exemplifies the idea that a mission statement, which may at times center on "present-day" circumstances, aids an organization in developing promising strategies to accomplish its goals. For workers, investors, and other interested parties who want to know about the company's activities and commercial goals, these would be the responses. A business's goal sometimes seems to be the infinite future, as though the company were unending. The organization should respond to the following inquiries to draft a mission statement: - What is the purpose of your business?

- What are you hoping to achieve for your clientele?
- Why is your business even in existence, given the needs you perceive?
- Which demands can your company meet or resolve?

2.3.1.3. Strategic Objectives

Organization-level objectives are created by first developing strategic goals and then combining them. The strategic objectives stage produces the fundamentals of strategy. Strategic goals are those areas of concentration where, with the help of any available enablers, the organization must flourish to carry out its mission and realize its vision. The cornerstones of an effective system for strategic planning and management are strategic objectives, which are also essential for strategy implementation. Goals are the qualitative, ongoing improvement actions (outcomes) that are essential to the achievement of the strategy, the obstacles they must surmount, and the member value proposition they must fulfill. Furthermore, organizations are perceived from both internal and external viewpoints that present them as a cohesive system with well-defined components and capacities (Board and Elsa, 2022).

The organization's goals to realize its institutional mandate and the extent of its future vision are known as its strategic objectives. They serve as the link between the strategic benchmark and the institution's guidelines. They represent the difficulties they will encounter in the upcoming years, taking into account the requirements and anticipations of their stakeholders. Cause and effect linkages show how one goal is affected by another and show the causal correlation between the objectives specified in the strategic plan.

According to the Practical Guide, one way to answer this question is to verify whether the objective of the Program meets certain properties common to the objectives (Victoria and Christianity, 2019), Using the "SMART" model, which is an acronym for the following:

- **Specific:** A goal should not be too wide or general as this could cause confusion or cause one to lose focus.
- **Measurable:** A goal or goals must be measurable since you cannot manage what cannot be assessed.
- **Achievable:** Considering the available financial, material, human, and other resources as well as the limitations imposed by public administration, a goal must be reasonable, practicable, and achievable.

- Relevant: a target must be associated with a problem, a requirement, or a high priority on the strategic agenda. It must also align with the stated strategic goals (governance and sectoral).
- Time: A goal needs to be programmable and have an end date (deadline) to be met.

2.3.1.4. Strategic Analysis

The framework of the executed strategic analysis makes use of both straightforward and more complex techniques, including those with different degrees of complexity. Different approaches to the analysis are taken by these methodologies; some are based on qualitative studies, while others are based on quantitative ones. Additionally, their diversity is linked to the various goals of individual analyses and, in turn, to the presumed ranges of factors impacting the choice of a company's future strategy. The previously mentioned elements have been split into two categories: the external factors that are present in the company's surroundings and the internal aspects that are developing the company's potential. This allows us to discuss how well the strategic analysis of performed. External surroundings within which the company functions with the division into closer and further competitive surroundings.

Internal environment: the business is viewed as a collection of assets, competencies, and principles. The popular and widely utilized SWOT analysis is one technique that may be utilized in the process of developing and choosing an innovation strategy. It is recognized as a useful and appealing tool because the process of carrying out the aforementioned analysis entails identifying the company's strengths and weaknesses as well as the opportunities and threats that exist in the surrounding environment, all of which have a significant impact on the precision and validity of the diagnosis (Romanowska, 1998, p.60).

This method makes it possible to identify the interdependencies between internal and external components as well as the impact of the environment on how well a business operates. The management of the business should be able to determine which areas of activity and innovation the business should focus on to gain a competitive advantage through the performance of the analysis of strengths and weaknesses, or of the internal variables. The organization's distinct resources, abilities, and other distinguishing characteristics set it apart from other organizations; on the other hand, its shortcomings are those aspects of the business that restrict its operational efficacy or

impede its future growth. These concepts often need to be clarified further, after which some diagnostic instruments—like the list of crucial areas for the company's operation and the traits of a major rival or set of major competitors—may be useful (Wysocki, 2016).

2.3.1.5. Strategic Plan Formulation

There are four key processes in the design of a strategy: identifying the organization's goals and mission; analyzing the firm's strengths and weaknesses as well as external opportunities and threats (SWOT); developing backup plans; and selecting the best plan (Johnson and Scholes, 2005).

One instrument used to initiate corporate and business strategic plans is the implementation plan. It is a series of actions intended to meet the project's goals. The strategy plan's objectives are carried out by the organization according to the implementation plan. Organizations determine the where, how, when, and to whom actions are conducted in the implementation plan. Prioritization must be made by the company throughout this implementation stage. Following an explanation of the goals that have been prioritized and assigned to the relevant units, the projects and activities needed to accomplish these goals will be discussed here in order of importance. Budgets for the use of resources necessary for the implementation of action plans are also prepared during this phase. The activities need to be connected to the budget after each aim has been expressed in them. The major goals here are to help with the process of prioritizing expenses and to be able to measure the cost of each activity by establishing the resource and cost structure during the budget preparation process. In this phase, performance criteria are also tracked in order to detect goal deviations and assess the causes of these deviations. The process of routinely tracking and reporting on the advancement of the objectives outlined in the strategic plan is known as monitoring. The process of measuring implementation outcomes against strategic objectives and goals and analyzing the coherence and applicability of these goals is called evaluation. Performance indicators are used to measure implementation success, a process known as performance measurement (Bütüner, 2014).

2.3.1.6. Strategic Implementation

One way that managerial goals, practices, and regulations are applied across the growth programs, financial plan, and procedure is through the strategy implementation

procedure. The organization may fall apart quickly if such policies are not implemented successfully. An organization's strategies to execute the necessary strategic plan undoubtedly include every possible scenario that could arise, including the possibility of wasting insufficient funds or the risk of diminishing self-worth if the business fails. Essentially, the conceptual research outlines the process for putting the strategy into practice to improve the company's ability to fulfill its vision and mission by providing high-quality goods and services that attract more clients. As a result, the paper's conclusion demonstrates that the company should choose a winning strategy to fulfill every goal of the organization (Bütüner and Sridhar, 2008).

According to Rajan and Mishra (2014), the team's caliber plays a significant role in the organization's plan's success. A company requires employees to carry out its aims, but it also needs qualified employees who can assist the company in achieving its objectives more successfully. The company also needs sufficient time and money to operate. The most crucial task in implementing a strategy is providing assets, which can be either monetary or non-monetary resources that are available within an organization. Moreover, an organization might not have all the financial and non-financial resources it needs to carry out a plan, yet those resources are still required (Powell et al., 2015).

2.3.1.7. Evaluation and Control

Evaluation and control are the last phases of the strategic management procedure. The goal is to determine whether the strategy is accomplishing its goals while it is being implemented and, if not, to take remedial action. It is crucial to apply the plan and keep an eye on the surroundings at all times (Hammer, Champy, and Henderson, 2021). If the plan is poorly implemented, even with a great strategy, its goals might not be met. For this reason, assessing how well the plan is being implemented and making any necessary corrections are crucial to its success. Different methods exist for evaluating and controlling strategies. The conventional method of control involves comparing the actual performance to the set standards and implementing corrective action when deviations occur. This is a reactive approach that is insufficient to manage a long-term strategy that yields outcomes. The planning assumption and strategy implementation need to be continuously evaluated due to the uncertain future environment (Hammer, Champy, and Henderson, 2021). Thus, there are two main categories of control:

- Strategic control
- Operational control. The effectiveness of strategic implementation is increased when operational control is added to strategic control:

Operational Control

A control system at the operational level of strategy implementation should be added to the strategic controls used by top management to oversee and guide the fundamental course of the organization. Operational control systems direct, track, and assess the accomplishment of yearly goals. While strategic controls seek to steer the organization over a longer period (often five years or more), operational controls provide post-action evaluation and control during short periods, typically from one month to one year (Hammer, Champy, and Henderson, 2021).

The following actions are part of the operational control system:

1. Creating standards and criteria.
2. Comparing and measuring performance.
3. Analyzing performance gaps.
4. Taking remedial action.

Preventive Control

As an alternative to direct control, Weihrich and Koontz (2010) support preventive control as a means of enhancing the control system. When there is direct control, the people who caused the undesirable outcome are identified and encouraged to change their methods. Preventive control works on the tenet that the less direct supervision is required the better managers and their staff are. This indicates that to eliminate the negative effects of inadequate management, it is necessary to develop better managers who can use concepts, techniques, and principles skillfully and who understand managerial challenges from a systems point of view. Weihrich and Koontz list the following benefits of preventative control.

1. Personal accountability is assigned with greater accuracy.
2. Corrective action should be expedited and strengthened by preventive control.
3. The managerial load currently brought on by direct controls may be lessened by preventive control.

4. Because subordinate managers comprehend the nature of management, know what is expected of them, and perceive a strong correlation between performance and measurement, preventive control offers remarkable psychological benefits.

2.3.2. Stages of Strategic Planning

While there are many different stages of strategic planning that you may read about, most of them have the following stages:

2.3.2.1. Preparation Stage (Setting Goals)

One of the most crucial phases in any planning process, whether it be corporate strategic planning or functional planning, is goal-setting. Setting goals is essential and serves as the fundamental building block or basis for efficient planning. Establishing goals necessitates that managers and organizational leaders determine the organization's existing state, its desired state, its future state, and its current state (Adelman and Marks, 2016).

Managers must set both measurable and non-measurable goals when setting goals for corporate strategic planning and functional planning. This is because managers and their subordinates must be able to measure their performance in carrying out plans and achieving organizational objectives. Managers must specify performance targets to set goals, claim (Schermerhorn, Osborn, Uhl-Bien, and Hunt, 2012). Planning is all about obtaining specific performance outcomes. When managers establish performance goals, they must align these goals with corporate strategy planning as well as functional planning. To guarantee success, corporate strategy, and functional level managers should adhere to a set of rules when they define goals.

They must, for instance, establish doable goals, keeping in mind that having challenging but ambitious targets can raise performance expectations. Furthermore, managers need to develop their ability to specify goals and make sense of them (Schermerhorn, Osborn, Uhl-Bien & Hunt, 2012).

To set effective goals for the corporate strategic and functional planning processes, managers must first determine what resources, organizational capacities, and people skills are needed to meet these goals. In addition, managers must be devoted to these goals and possess the ability to inspire and influence their subordinates to work towards these goals (Schermerhorn, Osborn, Uhl-Bien & Hunt, 2012). Goal setting is

said to be the most important phase in the planning process since it would be pointless to plan without it (McFarlane and Lim, 2018).

2.3.2.2. External Audit Stage

An external audit finds and assesses competitive, technological, social, political, and economic trends and events that affect the strategic positioning of an organization (Rhyne, 1984). Businesses ought to make an effort to adopt strategies that take advantage of outside possibilities and mitigate the effects of outside risks (Diffenbach, 1983). An efficient external audit is necessary because of the current state of environmental changes and their scale (Filho, 1985). This article presents and provides examples of two new analytical tools: The competitive profile matrix (CPM) and the external factor evaluation matrix (EFEM) (David, 1985). It is advised to follow these five steps while conducting an external audit (David, 1986).

Isolate Key Environmental Variables: Identifying the important environmental factors of a company is the first stage in conducting an external audit. Important variables that need to be watched often differ greatly based on the circumstances and sector of a company. There are five main categories into which environmental variables can be divided:

- (1) Social and cultural. (2) geographic. (3) political, governmental, and legal.
- (4) technological. (5) competitive.

Isolate Key Sources of Environmental Information: The process of conducting an external audit involves identifying and separating important environmental data sources. Organizations have access to a multitude of strategic data from both public and unpublished sources (Fella, 1984; Rhyne, 1984). Nonpublished sources of environmental information include market research, customer surveys, and presentations at professional meetings, talks with stockholders, interviews, and aerial photos. Periodicals, journals, reports, government documents, abstracts, books, directories, and manuals are examples of published sources of strategic knowledge.

Develop Appropriate Forecasts: The third phase in conducting an external strategic management audit is to forecast key environmental variables after they have been chosen and certain information sources have been found. Estimates of future patterns and occurrences are informed guesses. Because of so many interconnected factors—political shifts, technological advancements, cultural shifts, new products, better

services, more powerful competitors, shifting government priorities, shifting social values, unstable economic conditions, and unanticipated events—forecasting is a complex activity. Because forecasting is so difficult, a lot of strategists rely on public environmental forecasts to help them recognize important environmental opportunities and risks (Moyer, 1984).

Construct a Competitive Profile Matrix: Competitive factors are frequently seen to have the biggest impact on a firm's strategic position out of all the environmental trends and events that can affect it (Wiseman, 1984). Because of this, creating a Competitive Profile Matrix is the fourth step in carrying out an external audit (David, 1985). This analysis tool lists the main rival companies for a company and indicates their relative strengths and weaknesses.

Construct an External Factor Evaluation Matrix: In external strategic management, the last stage is to create an External Factor Evaluation Matrix (David, 1985). This analytical tool is recommended as a useful means of summarizing and assessing environmental opportunities and dangers.

2.3.2.3. Internal Audit Stage

Strategic planning is a means of looking forward, even though it is a function of an organization that is rarely reviewed and assessed. Every management needs confirmation regarding the procedures for planning and implementing. All organizations depend heavily on the achievement of their strategic plans since they help to define the future. The accountability for ensuring the integrity of organizational procedures lies with internal audits. The internal audit function is a strategic control tool that has to provide the required assurance for both the planning and execution of the strategic plans. Internal audits play two main roles in these processes: first, they verify that the required procedures in the planning process are being followed, and second, they assess the adequacy and dependability of the plan's contents. Fifty-five percent of the eight hundred managers surveyed by McKinsey in 2009 expressed dissatisfaction with the planning process (McKinsey, 2010).

Improving the strategic planning process's satisfaction rate can be achieved by conducting audits from start to finish. The three stages of developing strategies and plans, carrying out plans, and assessing outcomes can be used to analyze the function of internal audits in strategic planning. There are two process goals during the formulation

phase: the first is evaluating the setup process's quality, and the second is evaluating the content's quality. Monitoring the pace at which strategies are translated into goals and KPIs, as well as assessing how these strategies are being used across the board in the company, are the aim of the implementation phase. The assessment of the outcomes and their comparison with the initial goals is the aim of the evaluation and control phase (KPMG, 2015: 14). The planning process steps and their logical sequence, the involvement of the appropriate individuals and organizations in the process, and the accuracy of the stakeholder communications are all assessed during the formulation process audit (Korkmaz, 2020).

2.3.2.4. Strategy Evaluation Stage

The process of evaluating a strategy determines the degree of its implementation. Elshamly (2013) provides early warnings regarding elements that could impede the strategy's success by inciting management to inquire about the process of execution or the dependability and skill of the leaders (Carpenter and Sanders, 2009). The strategy review process draws attention to how well businesses respond to emerging obstacles to accomplish their strategic objectives Johnson & Scholes (2002). According to Popa et al. (2012), companies ought to assess their skills and capabilities to ensure the effective execution of their plan.

As a result, businesses can be assured that their plans will be modified to accommodate any potential changes in the environment thanks to the strategy evaluation process. One could argue that a thorough strategy evaluation process tells management why the company didn't succeed in reaching its strategic goal. Strategy evaluation keeps the company from collapsing. According to Elshamly (2013), Dubihlela and Sandada (2014) help businesses avoid making poor judgments and prepare them for potential issues if the internal and external environments change.

However, a major criticism of these strategy evaluation approaches is that they measure strategy quality in terms of financial returns rather than in terms of the organization's objective being achieved. While some strategic evaluation techniques focus on the external environmental elements, others concentrate on the organization's internal components. The organizational strategy's suitability for the present competitive and economic climate has been assessed using SWOT analysis (Johnson and Scholes, 2005).

CHAPTER THREE

METHODOLOGICAL AND FIELD FRAMEWORK OF THE RESEARCH

The third chapter consists of two sections, the first section is the methodological framework aims to introduce the research methodology followed by the researcher in the current study, by clarifying each of the purpose of the research, the scope of the research, the research problem, the importance of the research, hypothetical research plan, research hypotheses, research approach, data collection methods, statistical analysis methods. The second section is the field framework, it also deals with a presentation of the descriptive statistical results that were used in analyzing the responses of the members of the study sample in the administration of Duhok governorate, according to the study tool (questionnaire) which consisted of the first part related to demographic and personal variables related to respondents, and the second part, which contained (46) phrases distributed on two axes, namely the functions of human resources management and the stages of strategic planning.

3.1. METHODOLOGICAL FRAMEWORK

3.1.1. Purpose of the Research

The current study seeks to achieve a set of goals that the study was prepared to achieve, as follows:

Enriching the academic aspect and providing an addition, even if only a small part, to the cognitive aspect of the scientific process, by explaining the relationship between the functions of human resources management and the stages of strategic planning between the independent variable and the dependent variable, by presenting a theoretical framework for the variables that brings together the efforts of researchers about these variables and what is available to the researcher. Scientific sources and references that address these topics.

Answering several questions that will be formulated and reflecting the problem of the formulated study, as well as testing a set of hypotheses that were formulated based on the hypothetical model prepared for the current study, relying on the results obtained through the field framework and surveying the opinions of a sample of leaders in Dohuk governorate, to diagnose the field. The research investigated and identified the

extent to which human resources management functions contribute to the stages of strategic planning, and also revealed the following aspects:

1. Determine the levels of agreement or not in the opinions of the selected study sample regarding the study variables, namely digital human resources management and the stages of strategic planning.
2. Identify the nature of correlations between study variables based on the results of the analysis and field data obtained.
3. Determine the nature of the direct significant effect between the study variables based on the results of the analysis and field data obtained.
4. Determine the variation in the stages of strategic planning in the governorate investigated according to human resources management.

3.1.2. Scope of the Research

The study's limitations and boundaries are referred to as the research scope, which also includes the particular facets. The research investigated and identified the extent to which human resources management functions contribute to the stages of strategic planning. The scope of the research can be delineated by specifying the key variables, populations, and geographical areas (Maharmeh, 2020). This study emphasized a particular region which was the Dohuk Governorate administration in the north Iraqi Region. The research was done in September of 2023. Specifically, the study will investigate the HRM: (Recruitment, performance evaluation, human resources planning, job analysis, selection and appointment, wages and salaries) in improving the stages of strategic planning (preparation stage, internal audit stage, external audit stage, performance evaluation stage) of leaders in Dohuk Governorate, public sector. This sector was chosen to provide an extensive knowledge of HRM procedures and how the stages of strategic planning in government public sector in the specific context of the Iraqi Region.

3.1.3. The Research Problem

In light of the developed world, the rapidly changing working conditions, and the tremendous and rapidly accelerating technological development, all of this has led to the emergence of great and intense competition between organizations, which depends on the extent of their success and innovations on the talents they possess or can attract and attract, so the role of resource management has emerged. Humanity and how they carry out their activities and methods, in light of the increasing technological

development and the emergence of digital devices, tools, and means; The importance of human resources management has emerged, which seeks to simplify work procedures for the functions of this department, accelerate their completion, and eliminate routine, constantly repetitive activities.

Relying on human resources management alone is not sufficient for organizations or governments to be able to adapt to the changing environment. Therefore, they need to bring about transformation and introduce digital technologies and means into all departments and other parts of them, as digital transformation is a catalyst for change, enhancing the ability to innovate and improving the ability of Organizations and individuals, and can improve current processes, products, services, and relationships, change the current business model, adapt to environmental developments, and ensure survival and growth in the field of work.

Based on what was presented previously, it was necessary to formulate a central question for the current study, which is: “Do human resources management functions contribute to improving the stages of strategic planning?”

To frame the problem of the current study search for appropriate mechanisms and methods that enhance the positive effects of the relationship between the variables adopted in the current study and try to find appropriate solutions to eliminate the negative aspects or mitigate their effects on the researched organization, the following questions were formulated:

First question:

Can the opinions of the researched sample agree regarding the variables of the current study, which are the functions of human resources management and the stages of strategic planning?

Second question:

Which of the variables adopted in the current study are most emphasized by the study sample?

Third question:

Is there a statistically significant correlation between the main study variables and their dimensions?

Fourth question:

Is there a direct, statistically significant effect between the main study variables and their dimensions?

Fifth question:

Do the stages of strategic planning vary in the organization depending on the functions of human resources management?

3.1.4. The Importance of the Research

The current study gains its importance in that its variables are of great importance at present, as well as the importance of the sample chosen to conduct the study, through the following aspects:

Academic Aspect:

The current study gains importance from the academic side, as it addressed two very important variables in the literature of modern administrative thought the following:

- The current study examines two very important variables, according to the agreement of researchers and based on the studies and research currently being carried out, as well as the directions of governments and private sectors, and the variables represented by the functions of human resources management and the stages of strategic planning.
- Discussing the latest developments, developments, and theoretical ideas that dealt with the topics of the current study and compiling them within this study and trying to reveal the nature of the relationship and influence between the main variables and their sub-dimensions in the current study.
- Preparing a philosophical conceptual structure about human resources management and its role in improving the stages of strategic planning, and identifying dimensions and concepts related to the variables of the study.

Field side:

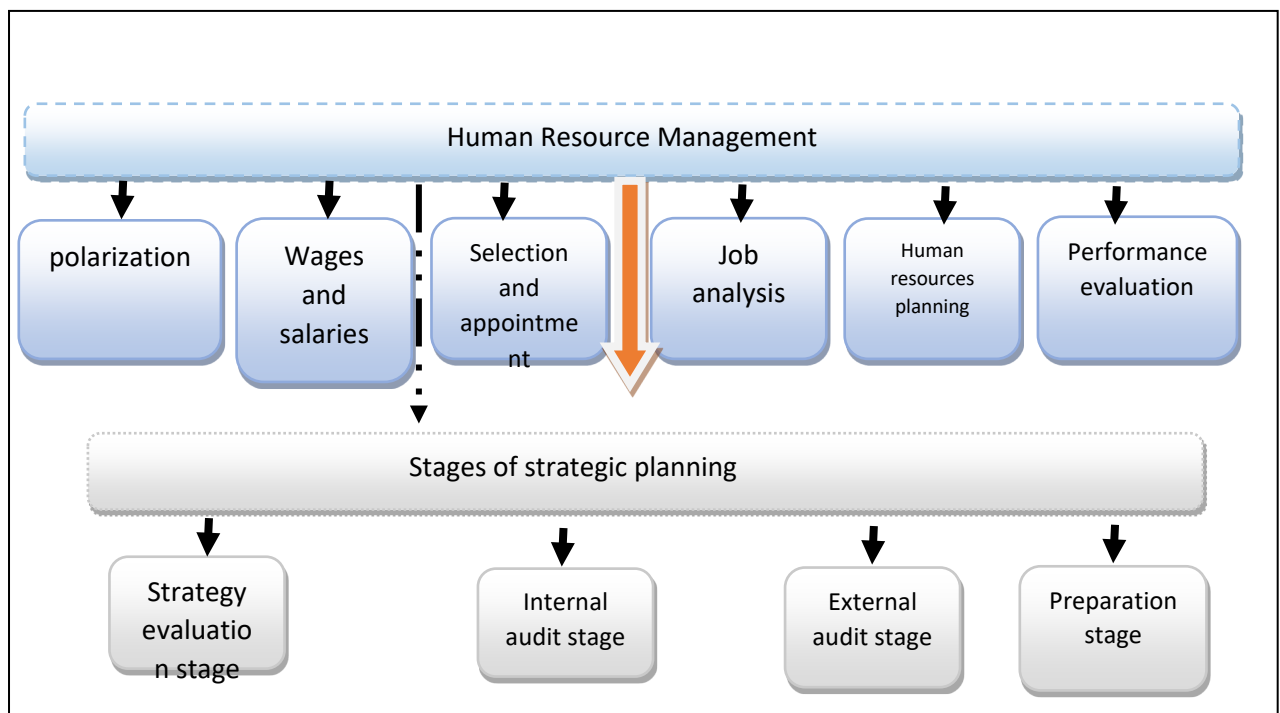
The field importance of the study comes from its being conducted at the headquarters of Dohuk governorate. Conducting the study on it in light of the modern topics approved in the current study and taking into account the opinions of the leaders of that governorate, who have the responsibility to develop their areas of work and develop the necessary strategies and methods to get rid of the routine and delay in

completing the activities of the ministries and bodies in which they work, the current study came to help that organization and bodies to evaluate their performance and good work, identify their weak points, and submit the necessary proposals to address and get rid of them.

3.1.5. Hypothetical Research Plan

Building a hypothetical diagram for the study is one of the requirements for systematically addressing the problem of the study, which reflects the nature of the logical relationships between the variables of the study based on what the theoretical aspect dealt with. Thus, the current study will adopt the hypothetical diagram shown in Figure (7) to demonstrate the role of human resources management functions as an independent variable, and its dimensions represented by: (Recruitment, performance evaluation, human resources planning, job analysis, selection and appointment, wages and salaries) in improving the stages of strategic planning as a dependent variable and its dimensions represented by: (preparation stage, internal audit stage, external audit stage, performance evaluation stage) as it was deduced. The relationship between the main variables and their dimensions is the result of what the researcher was able to achieve from the theoretical side and the results of previous studies.

Figure 7: Building a Hypothetical Diagram for the Study



3.1.6. Research Hypotheses

A number of main hypotheses were formulated, which are divided into several sub-hypotheses based on the questions of the study problem and its plan. To achieve the objectives of the study and reach appropriate results, the hypotheses will be tested at a hypothetical level of significance (0.05). The hypotheses are:

- H 1.** There is no difference in the opinions of the study sample regarding the description of the main study variables and their dimensions.
- H 2.** There is no significant, statistically significant correlation between the functions of human resources management and the stages of strategic planning. Sub-hypotheses are derived from it, which state that there is no significant, significant correlation between the dimensions of human resources management and the stages of strategic planning.
- H 3.** There is no direct, statistically significant moral effect of the human resources management functions towards the strategic planning stages. Sub-hypotheses branch out from them, which state that there is no statistically significant direct moral effect of the human resources management dimensions towards the strategic planning stages.
- H 4.** The investigated organization does not differ in the stages of strategic planning according to its focus on human resources management functions.

3.1.7. Research Approach:

To complete the current study, the descriptive analytical approach was chosen by collecting sufficient qualitative data on the study topics, analyzing them, and depicting the obtained results in the form of expressive numbers that can be realistically interpreted for the main variables and their dimensions. Therefore, this approach was used according to two stages, as follows:

The first stage was represented by using the descriptive analytical approach, to prepare the theoretical framework related to the variables and topics of the current study, by addressing the intellectual foundations and opinions of the researchers in the studies and research that were completed by them, and thus benefiting from them in defining the problem of the study, its hypothetical model, and formulating its hypotheses, as well as Determine the variables of the study and their dimensions, which

are represented by human resources management as an independent variable, and the stages of strategic planning as a dependent variable.

The second stage consisted of using the statistical analytical approach, to diagnose the problem of the study and describe it objectively, through quantitative measurement of the variables and dimensions of the study, which was conducted in Dohuk Governorate in the north Region of Iraq.

3.1.8. Data Collection Methods

Acquisition of approval for the use and implementation of the questionnaire on data collection tools under the university's Decision No. 19.37 of November 24, 2023, and No. 366014 by the Directorate of the Graduate School of Education.

The diversity of data needed to prepare the current study and the multiple sources for obtaining it required the researcher to use many tools to collect it, as follows:

The theoretical and methodological aspect: In collecting the necessary data to accomplish the theoretical and methodological aspect related to the current study, the researcher relied on what was available from foreign sources, represented by books, magazines, scientific research, and available dissertations and dissertations, whether available in the libraries of several universities or central libraries in the governorates. The region or other governorates of Iraq or Arab and foreign countries use the global information network (the Internet). Therefore, for complete and scientific coverage of the theoretical aspect, reference was made to the sources and the basis that touched on these topics and reliance on foreign sources.

Field side: In collecting the necessary data to complete its field side, the current study relied on the paper-based questionnaire form as a main tool in collecting the required data. The extent of the formulated questionnaire's ability to diagnose and measure its variables was taken into account, and to formulate the form used in the current study, studies were relied upon. Research that addressed the topics of the current study and benefited from the opinions of experts in this field to improve its ability to measure the variables of the study and their ease of perception and understanding by members of the study sample.

3.1.9. Statistical Analysis Methods

In preparing the field aspect, we relied on several statistical methods necessary to complete the current study in its field aspect using statistical analysis programs (SPSS), as explained in the following paragraphs:

1. Questionnaire testing: The reliability coefficient was used using the Cronbach Alpha method to measure the reliability and validity of the questionnaire for the current study. An internal consistency test was also applied to identify the relationship between the questionnaire statements and the Spearman method.
2. Descriptive tests: Descriptive measures are represented by frequencies, percentages, arithmetic means, standard deviations, and coefficient of variation to describe the study sample and its variables.
3. Testing the direct effect hypotheses using simple and multiple regression coefficients between the variables of the current study.
4. Testing the variance hypothesis using One Way ANOVA to determine the variance in the automation of organizational processes depending on the focus of ministries and government agencies on digital human resources management and digital transformation.
5. One-Way ANOVA, to identify differences between personality traits consisting of three or more categories regarding the study variables.

3.2. RESEARCH AT DOHUK GOVERNORATE

The current chapter aims to present the field aspect of the current study, by presenting the study tool represented by the questionnaire form to obtain the data necessary to complete the field aspect, displaying its most important contents and the tests conducted on it and its data and testing the study model, as well as describing the study population and its sample and describing the main study variables and their sub-dimensions. In addition to testing the hypotheses of correlation, influence, and variance.

3.2.1. Research Tool

The current section of this chapter includes a description of the questionnaire form for the current study and an explanation of the most important topics and paragraphs that it included. To measure the variables adopted by the current study, the

researcher also relied on several tests that were conducted on the questionnaire form, its data, and the study model, through the following paragraphs:

3.2.1.1. Contents of the Questionnaire

This study used a questionnaire as a data collection tool. That includes a questionnaire a series of questions directed at leaders to obtain specific data. The questions (Kahwaji and Shifa, 2016) were modified to measure polarisation, job analysis and design, selection, and recruitment. Also, items were modified from research by Al-Tamimi and Al Mubaideen (2017) for HR planning. Performance evaluation Job analysis and design Four items were modified from Wysocki (2016) and Bütüner (2014) for the preparation stage, and five items were modified from Al-Lemon (2010) for the external audit stage. Four items were modified from Al-Hassan and Amjad's (2010) Internal audit stag and Four items were modified from Jaafar (2017) for the strategy evaluation stage.

The questionnaire form prepared for the current study included (46) items for the respondent to answer, distributed among the following topics:

- Data for the respondent: This paragraph included data for the questionnaire respondent, represented by the directorate to which he belongs, gender, age, educational attainment, length of service in the current position, and marital status.
- The human resources management functions variable: This paragraph contained (29) statements designed to measure the human resources management functions variable and its six dimensions, with (5) statements for each dimension.
- The strategic planning stages variable: This paragraph included (16) statements designed to measure the four strategic planning stages variable, with (5) statements for each dimension.

As for the measures used in the questionnaire, the researcher relied on a five-point Likert scale, which is graded according to the measurement indicators (strongly agree, agree, not sure, disagree, strongly disagree), and the indicators took measurement weights from (5) to (1). Respectively, table (3) shows the structure of the questionnaire, the main and sub-variables it contains, and the sources that were relied upon in preparing the paragraphs and phrases for the questionnaire.

Table 3: Structure of the Questionnaire

the hub	Main variables	Sub variables	Number of phrases	Total phrases	Reference
A	Personal Data	Respondent-specific data		5	
B	Human Resources Jobs	polarization	5	29	)Al-Tamimi and Al Mubaideen,2017))Kahwaji and Shifa,2016))Adnan and Izzat 2012)
		Performance evaluation	5		
		HR planning	5		
		Job analysis and design	4		
		Selection and recruitment	5		
		Wages and salaries	5		
C	Stages of strategic planning	Preparation stage	4	17	(Wysocki 2016) (Bütüner 2014) (Al-Lemon,2010) (Jaafar,2017) (Alhassan and Amjad,2010)
		External audit stag	5		
		Internal audit stag	4		
		Strategy evaluation stag	4		

3.2.1.2. Questionnaire Tests

To ensure the validity, validity, and stability of the questionnaire and its ability to correctly measure the variables of the current study, the researcher conducted several tests on the questionnaire before the study sample members, and the tests were the following:

- Tests before distributing the questionnaire: After drafting the questionnaire and before distributing it to the study sample, it was subjected to the following tests:
- Tests before distributing the questionnaire form: After drafting the questionnaire and before distributing it to the study sample, it was subjected to the following tests:
- The reliability coefficient at the general level for all questionnaire statements reached (0.95) and at a significance level (0.05), which is a high value compared to the standard value of the reliability coefficient, which is (0.60).

- At the level of study variables, the highest value of the reliability coefficient was recorded for the expressions of the performance evaluation variable, reaching (0.856), then the expressions of the internal audit variable came in second place, with a coefficient of (0.841).
- Based on the results of the reliability analysis and the previous Cronbach Alpha method, we can conclude that the questionnaire of the current study has passed the reliability test with values of high levels.

Table 4: Reliability of the Study Sample

variable	Dimensions	Number of phrases	Reliability
Human resources management jobs	Polarization	5	0.741
	Performance evaluation	5	0.856
	Human resources planning	5	0.766
	Job analysis	4	0.788
	Selection and appointment	5	0.799
	Wages and salaries	5	0.804
Stages of strategic planning	Preparation stag	4	0.817
	External audit stag	5	0.83
	Internal audit stage	4	0.841
	Strategy evaluation stag	4	0.821
The overall term for the specific expressions		46	0.956

3.2.1.3 Description of the Research Population and Sample

The second section of this chapter is devoted to reviewing the aspects related to the study population and its sample. Because defining the study population and its sample has a great impact on enabling the researcher to test the study hypotheses and verify its hypothetical model, therefore the research consists of the following paragraphs:

➤ **Description of the characteristics of the sample members:**

In the current paragraph, we present a description of the personal characteristics possessed by individual respondents in the Dohuk governorate in the north region of Iraq, using frequencies and percentages as follows:

- **Gender:**

The results shown in Table (5) show that the percentage of male leaders who responded to the current study was much greater than the percentage of females, as the percentage of males reached (69.6%), while the percentage of females reached (30.4.7%) of the total number of individuals responding, and among these percentages The researcher has a perception that males are relied upon more to occupy leadership positions in the governorate, or that the rate of females responding to research and studies and answering questionnaires is weak.

Table 5: Sample Distribution by Gender

Categories	Number	Percentage
Male	64	69.6
Female	28	30.4
Total	92	%100

- **Age:**

It appears from the results shown in Table (6) and according to age groups, that the sample studied was distributed in varying proportions, as the age groups (35 - less than 45 years) constituted the highest among the age groups, reaching (%43.5) or (25 - Less than 35 years) came next with a high rate as well, reaching (30.4%), while the age group (45 years and over) came in third place, with a rate reaching (26.1%) of the total pool of the study sample, which indicates that the sample studied depends on the young age groups mixed with experience In occupying leadership positions.

Table 6: Description of the Study Sample According to Age

Categories	Number	Percentage
25 Less than 35	28	30.4
35 less than 45	40	43.5
45 more than	24	26.1
Total	92	100%

- **Marital Status:**

The results of Table (7) indicate that the study sample included a percentage (91.3) of married people compared to the percentage of unmarried people, which amounted to (8.7), which indicates that the majority of the study sample is socially inquisitive.

Table 7: Distribution of the Study Sample by Gender

Categories	Number	Percentage
Married	84	91.3
Single	8	8.7
Total	92	100%

- **Years of Service in the Job**

The results shown in Table (8) regarding the distribution of individual respondents according to length of service in their current positions show that they are concentrated in the category (5 - 10), at a rate of (15.2%), and with a frequency of (14) individuals, they ranked last, while the category (10 - 15) It came in second place with a percentage of (33.7%), while the category (15 years and over) came in first place with a percentage of (51.1%) with a frequency of (47 of the total sample of the current study, which indicates that the governorate relies heavily on changing individuals. In filling leadership positions after the end of the specified periods of (4) years, which helps this governorate introduce new individuals who can adapt to the changes occurring in how the activities and functions of those positions are performed, as well as reducing the administrative red tape or corruption that occurs as a result of remaining The individual has been in a leadership position for a long time.

Table 8: Years of Service in the Position

Categories	Number	Percentage
5-Oct	14	15.2
Oct-15	31	33.7
15- More than	47	51.1
Total	92	100%

- **Academic Achievement:**

The results shown in Table (9) revealed that the largest percentage of individuals responding in the sample surveyed held a bachelor's degree (79.3%), and the diploma and preparatory degrees came in second and third place, respectively, with similar percentages of (10.9%) and (7.6%). Respectively, as for individuals holding master's and doctorate degrees, they constituted the smallest percentage among the individuals responding, and came in fourth and last place, with a percentage of (1.1%), which indicates that the sample studied relies on a greater extent in occupying leadership positions on individuals holding certificates, which is considered a strength for it. In its ability to apply new strategies and approaches or adopt new ways of performing functions and activities.

Table 9: Distribution of the Study Sample According to Academic Achievement:

Categories	Number	Percentage
Preparatory school	7	7.6
Diploma	10	10.9
Bachelors	73	79.3
Master	1	1.1
PhD	1	1.1
Total	92	100%

3.2.1.4. Description of the Research Variables and Their Dimensions

The current study was devoted to reviewing the description and diagnosis of the study variables and their dimensions, and explaining their importance according to the opinions of the study sample individuals in the sample investigated, by relying on the results of statistical analysis using descriptive measures represented by percentages, frequencies, arithmetic means, and standard deviations, where the study variables, their dimensions, and their ordinal importance were described according to the paragraphs the following:

Description of the study variables: The study variables were described as follows:

- **Human Resources Management Functions: This variable was described at the overall level and the level of its six dimensions, as follows:**

- **Polarization:**

It is clear from the results of the description of this dimension, which is presented in Table (10), that the percentage of agreement for the opinions of individual respondents regarding the phrases used to measure it, represented by (X1 – X5), tends to agree at a rate of (35%) according to the overall index, while The percentage of uncertainty was equal to (20.66%), while the percentage of disagreement was (43%). These values came with an arithmetic mean of (3.049) and a standard deviation of (1.399). Therefore, we can say that the opinions of the individual respondents about the expressions and contents of this dimension tend to agree in a way It is accepted that recruitment is considered one of the functions of human resources management and is considered one of the functions that fall under the responsibility of that department. It refers to the use of techniques and means in publishing and advertising job vacancies, receiving the CVs of job applicants, and answering inquiries and problems related to applying for the job as quickly as possible.

Table 10: Description of Polarization Dimension

Ferries	The Agreement				Neutral		Non-Agreement				Mean	Standard Deviation
	I Strongly Agree		I Agree				I Do Not Agree		I Strongly Disagree			
	N	%	N	%	N	%	N	%	N	%		
X1	30	32.6	10	10.9	13	14.1	27	29.3	12	13	3.206	1.486
X2	18	19.6	7	7.6	16	17.4	33	35.9	18	19.6	2.717	1.393
X3	21	22.8	7	7.6	18	19.6	33	35.9	13	14.1	2.891	1.386
X4	27	29.3	10	10.9	29	31.5	19	20.7	7	7.6	3.337	1.303
X5	26	28.3	8	8.7	19	20.7	27	29.3	12	13	3.097	1.43
average		26.5		9.14		20.7		30.2		13.5	3.0496	1.3996
Overall index	35				20.66		43					

- **Evaluating Performance:**

It is clear from the description results for this dimension, which are shown in Table (11), that the percentage of agreement for the opinions of individual respondents regarding the phrases used to measure it, represented by (X6 – X10), tends to agree at a rate of 33% according to the overall index, while The percentage of uncertainty was equal to (17.18%), while the percentage of disagreement was (48%). These values came with an arithmetic mean of (2.966) and a standard deviation of (1.344). Therefore, we can say that the opinions of the individual respondents about the expressions and contents of this dimension tend to agree in a way It is accepted that performance evaluation is one of the functions of human resources management and is considered one of the functions that falls on the responsibility of that department. It refers to the use of techniques and means to evaluate performance in an effective manner that appropriately contributes to strategic planning.

Table 11: Description of Evaluating Performance Dimension

Ferries	The Agreement				Neutral		Non-Agreement				Mean	Standard Deviation
	I Strongly Agree		I Agree				I Do Not Agree		I Strongly Disagree			
	N	%	N	%	N	%	N	%	N	%		
X6	26	28.3	7	7.6	16	17.4	36	39.1	7	7.6	3.097	1.383
X7	27	29.3	14	15.2	16	17.4	27	29.3	8	8.7	3.271	1.383
X8	14	18.5	13	14.1	8	8.7	43	46.7	11	12	2.804	1.344
X9	13	14.1	10	10.9	20	21.7	34	37	15	16.3	2.695	1.273
X10	21	22.8	8	8.7	19	20.7	35	38	9	9.8	2.967	1.337
average		22.6		11.3		17.2		38		10.9	2.967	1.344
Overall index	33				17.18		48					

- **Human Resources Planning:**

It is clear from the results of the description of this dimension, which are presented in Table (12), that the percentage of agreement for the opinions of the individual respondents regarding the phrases used to measure it, is represented by (X11 – X15), tends to agree at a rate of 41%), and according to the overall index, While the percentage of uncertainty was equal to (23.28%), while the percentage of disagreement was (34%), these values came with an arithmetic mean (3.308) and a standard deviation (1.289), and therefore we can say that the opinions of the individual respondents about the expressions and contents of this dimension tend to be It is well agreed that planning is one of the functions of human resources management and is considered one of the functions that falls on the responsibility of that administration. It refers to the use of techniques and means in planning human resources in an effective manner that appropriately contributes to strategic planning.

Table 12: Description of the Human Resources Planning Dimension.

Ferries	The Agreement				Neutral		Non-Agreement				Mean	Standard Deviation
	I Strongly Agree		I Agree				I Do Not Agree		I Strongly Disagree			
	N	%	N	%	N	%	N	%	N	%		
X11	44	47.8	10	10.9	15	16.3	19	20.7	4	4.3	3.771	1.351
X12	19	20.7	13	14.1	24	26.1	30	32.6	6	6.5	3.097	1.249
X13	18	19.6	11	12	24	26.1	35	38	4	4.3	3.043	1.212
X14	32	34.8	15	16.3	18	19.6	25	27.2	2	2.2	3.543	1.278
X15	23	25	8	8.7	26	28.3	24	26.1	11	12	3.087	1.355
average		29.58		12.4		23.28		28.92		5.86	3.3082	1.289
Overall index	41				23.28		34					

- **Job Analysis and Design:**

It is clear from the description results for this dimension, shown in Table (13), that the percentage of agreement for the opinions of individual respondents regarding the phrases used to measure it, represented by (X16 – X19), tends to agree at a rate of 45%, and according to the overall index, While the percentage of uncertainty was equal to (18.475%), while the percentage of disagreement was (35%), these values came with an arithmetic mean of (3.407) and a standard deviation of (1.33). Therefore, we can say that the opinions of the individual respondents about the expressions and contents of this dimension tend to be There is a good agreement that job analysis is one of the functions of human resources management and is considered one of the functions that fall under the responsibility of that department. It refers to the use of techniques and means in planning human resources in an effective manner that appropriately contributes to strategic planning.

Table 13: Description After Job Analysis and Design

Ferries	The Agreement				Neutral		Non-Agreement				Mean	Standard Deviation
	I Strongly Agree		I Agree				I Do Not Agree		I Strongly Disagree			
	N	%	N	%	N	%	N	%	N	%		
X16	15	16.3	7	7.6	25	27.2	38	41.3	7	7.6	2.84	1.197
X17	30	32.6	7	7.6	20	21.7	29	31.5	6	6.5	3.28	1.377
X18	43	46.7	10	10.9	13	14.1	25	27.2	1	1.1	3.75	1.322
X19	46	50	10	10.9	10	10.9	20	21.7	6	6.5	3.76	1.424
average		36.4		9.25		18.5		30.4		5.43	3.41	1.33

- **Selection and Employment:**

It is clear from the results of the description of this dimension, which are shown in Table (14), that the percentage of agreement for the opinions of individual respondents regarding the phrases used to measure it, represented by (X20 – When the percentage of uncertainty was equal to (20.66%), while the percentage of disagreement was (38%), these values came with an arithmetic mean (3.192) and a standard deviation (1.413), and therefore we can say that the opinions of the individual respondents about the expressions and contents of this dimension tend to agree. It is well stated that selection and appointment are considered one of the functions of human resources management and are considered among the functions that fall under the responsibility of that administration. It refers to the use of techniques and means in planning human resources in an effective manner that appropriately contributes to strategic planning.

Table 14: Description After Selection and Appointment

Ferries	The Agreement				Neutral		Non-Agreement				Mean	Standard Deviation
	I Strongly Agree		I Agree				I Do Not Agree		I Strongly Disagree			
	N	%	N	%	N	%	N	%	N	%		
X20	33	35.9	12	13	16	17.4	18	19.6	13	14.1	3.369	1.487
X12	17	18.5	15	16.3	22	23.9	28	30.4	10	10.9	3.01	1.288
X22	30	32.6	9	9.8	25	27.2	21	22.8	7	7.6	3.369	1.348
X23	30	32.6	6	6.5	18	19.6	28	30.4	10	10.9	3.195	1.446
X24	26	28.3	9	9.8	14	15.2	27	29.3	16	17.4	3.021	1.497
average		29.58		11.08		20.66		26.5		12.18	3.1928	1.4132
Overall index	40				20.66		38					

- **Wages and Salaries:**

It is clear from the results of the description of this dimension, which are presented in Table (15), that the percentage of agreement for the opinions of individual respondents regarding the phrases used to measure it, is represented by (X25 – X29), tends to agree at a rate of 26%), and according to the overall index, in When the percentage of uncertainty was equal to (11.52%), while the percentage of disagreement was (62%), these values came with an arithmetic mean of (2.567) and a standard deviation of (1.483), and therefore we can say that the opinions of the individual respondents about the expressions and contents of this dimension tend to not There is agreement that wages and salaries can be considered among the factors that may stimulate strategic planning, even though they are one of the most important functions of human resources management. However, the sample was the opposite of that concept, and this may be due to the low salaries and the weakness of the employee compared to the rest of what his colleagues receive.

Table 15: Description of the Wages and Salaries Dimension

Ferries	The Agreement				Neutral		Non-Agreement				Mean	Standard Deviation
	I Strongly Agree		I Agree				I Do Not Agree		I Strongly Disagree			
	N	%	N	%	N	%	N	%	N	%		
X25	20	21.7	6	6.5	12	13	31	33.7	23	25	2.66	1.477
X26	24	26.1	3	3.3	7	7.6	31	33.7	27	29.3	2.63	1.573
X27	25	27.2	5	5.4	10	10.9	25	27.2	27	29.3	2.74	1.595
X28	14	15.2	3	3.3	9	9.8	35	38	31	33.7	2.28	1.369
X29	17	18.5	3	3.3	15	16.3	33	35.9	24	26.1	2.52	1.402
average		21.7		4.36		11.5		33.7		28.7	2.57	1.4832
Overall index	26				11.52		62					

➤ **Stages of Strategic Planning: This Variable Was Described at the General Level and the Level of Its Four Dimensions, as Follows:**

• **Preparation Stage:**

It is clear from the description results for this dimension, shown in Table (16), that the percentage of agreement for the opinions of individual respondents regarding the phrases used to measure it, represented by (X30 – X33), tends to agree at a rate of 56%), and according to the overall index, in When the percentage of uncertainty was equal to (17.4%), while the percentage of disagreement was (26%), these values came with an arithmetic mean (3.71) and a standard deviation (1.435), and therefore we can say that the opinions of the individual respondents about the expressions and contents of this dimension tend to agree. It is well known that the preparation stage for strategic planning is one of the most important stages that must be taken into consideration if we want to succeed in planning at the organizational level. It can be considered one of the factors that may stimulate strategic planning and its success at the same time.

Table 16: Description After the Preparation Stage

Ferries	The Agreement				Neutral		Non-Agreement				Mean	Standard Deviation
	I Strongly Agree		I Agree				I Do Not Agree		I Strongly Disagree			
	N	%	N	%	N	%	N	%	N	%		
X30	47	51.1	5	5.4	17	18.5	18	19.6	5	5.4	3.77	1.391
X31	46	50	5	5.4	16	17.4	18	19.6	7	7.6	3.71	1.441
X32	42	45.7	12	13	14	15.2	15	16.3	9	9.8	3.68	1.436
X33	43	46.7	7	7.6	17	18.5	15	16.3	10	10.9	3.68	1.472
average		48.4		7.85		17.4		18		8.43		
Overall index	56				17.4		26				3.71	1.435

- **External Audit Stage:**

It is clear from the results of the description of this dimension, which are shown in Table (17), that the percentage of agreement for the opinions of individual respondents regarding the phrases used to measure it, represented by (X34 – X38), tends to agree at a rate of 50%, and according to the overall index, While the percentage of uncertainty was equal to (16.74%), while the percentage of disagreement was (33%), these values came with an arithmetic mean (3.493) and a standard deviation (1.424), and therefore we can say that the opinions of the individual respondents about the expressions and contents of this dimension tend to be It is well agreed that the external audit stage of strategic planning is one of the most important stages that must be taken into consideration if we want to succeed in planning at the organization level. It can be considered one of the factors that may stimulate strategic planning and its success at the same time.

Table 17: Description of the External Audit Stage

Ferries	The Agreement				Neutral		Non-Agreement				Mean	Standard Deviation
	I Strongly Agree		I Agree				I Do Not Agree		I Strongly Disagree			
	N	%			N	%	N	%	N	%		
X34	38	41.3	8	8.7	14	15.2	26	28.3	6	6.5	3.5	1.433
X35	41	44.6	12	13	21	22.8	16	17.4	2	2.2	3.8	1.242
X36	34	37	5	5.4	17	18.5	22	23.9	14	15.2	3.25	1.53
X37	38	41.3	8	8.7	11	12	29	31.5	6	6.5	3.47	1.455
X38	36	39.1	10	10.9	14	15.2	23	25	9	9.8	3.45	1.462
average		40.7		9.34		16.7		25.2		8.04	3.49	1.4244
Overall index	50				16.74		33					

- **The Internal Audit Stage:**

It is clear from the results of the description of this dimension, which are shown in Table (18), that the percentage of agreement for the opinions of the individual respondents regarding the phrases used to measure it, represented by (X39 – X42), tends to agree at a rate of 45%, according to the overall index. While the percentage of uncertainty was equal to (26.625%), while the percentage of disagreement was (27%), these values came with an arithmetic mean of (3.471) and a standard deviation of (1.321). Therefore, we can say that the opinions of the individual respondents about the expressions and contents of this dimension tend to It is well agreed that the internal audit stage of strategic planning is one of the most important stages that must be taken into consideration if we want to succeed in planning at the organization level. It can be considered one of the factors that may stimulate strategic planning and its success at the same time.

Table 18: Description of the Internal Audit Stage

Ferries	The Agreement				Neutral		Non-Agreement				Mean	Standard Deviation
	I Strongly Agree		I Agree				I Do Not Agree		I Strongly Disagree			
	N	%	N	%	N	%	N	%	N	%		
X39	24	26.1	6	6.5	31	34	27	29.3	4	4.3	3.21	1.245
X40	33	35.9	8	8.7	28	30	18	19.6	5	5.4	3.5	1.305
X41	40	43.5	9	9.8	20	22	18	19.6	5	5.4	3.66	1.358
X42	34	37	12	13	19	21	19	20.7	7	7.6	3.52	1.377
average		35.63		9.5		26.6		22.3		5.68	3.471	1.321
Overall index	45				26.625		27					

- **Strategy Evaluation Stage:**

It is clear from the description results for this dimension, shown in Table (19), that the percentage of agreement for the opinions of individual respondents regarding the phrases used to measure it, represented by (X43 – X46), tends to agree at a rate of 46%, according to the overall index. While the percentage of uncertainty was equal to (19.3%), while the percentage of disagreement was (34%), these values came with an arithmetic mean (3.426) and a standard deviation (1.381), and therefore we can say that the opinions of the individual respondents about the expressions and contents of this dimension tend to It is agreed, and well, that the strategy evaluation stage within the stages of strategic planning is one of the most important stages that must be taken into consideration if we want to succeed in planning at the level of the organization, as the work must be evaluated after its completion to know the extent of the success of the plan or not. It can be considered one of the factors that may motivate... To strategic planning and its success at the same time.

Table 19: Description of the Strategy Evaluation Phase

Ferries	The Agreement				Neutral		Non-Agreement				Mean	Standard Deviation
	I Strongly Agree		I Agree				I Do Not Agree		I Strongly Disagree			
	N	%	N	%	N	%	N	%	N	%		
X43	42	45.7	7	7.6	15	16	22	23.9	6	6.5	3.62	1.428
X44	36	39.1	10	11	15	16	26	28.3	5	5.4	3.5	1.394
X45	33	35.9	8	8.7	15	16	30	32.6	6	6.5	3.35	1.417
X46	25	27.2	9	9.8	26	28	27	29.3	5	5.4	3.24	1.287
average		36.98		9.3		19		28.53		6	3.43	1.381
Overall index	46				19.3		34					

3.2.2. Testing Hypotheses of Association and Influence

The third section of the current chapter is devoted to presenting and discussing the results of the analysis of correlation and influence tests, according to the following topics:

3.2.2.1. Testing the Correlation Hypotheses:

The correlation hypotheses for the variables of the current study were represented by the second and third main hypotheses. For the purpose of verifying the validity of these main hypotheses and their sub-hypotheses or not, multiple verify Spearman methods were used at the macro and partial levels, and for the interpretation of correlation coefficients, the analysis was relied upon (Borg's, 1963), which indicates that the values of the correlation coefficients are between (+1 and -1), and the closer the values are to zero, the weaker the correlation between the variables, taking into account the importance of statistical significance, as a statistically significant relationship indicates The relationship is actual and not the result of chance. Borg's classified the correlation values between (+1 and -1) into the following levels (Cohen, Manion, and Morrison, 2007, p. 535):

The first level: Correlation values from 0.20 to 0.35: The correlations within these values are considered very slight.

The second level: Correlation values from 0.351 to 0.50: Borgorrelation relationships within these values are considered good.

The third level: Correlation values from 0.651 to 0.85: The correlation relationships within these values are considered very good and accurate enough.

Fourth level: Correlation values from 0.851 to 1: The correlation relationships within these values are considered very strong relationships and a close degree of correlation between the interrelated variables and dimensions.

The results of the correlation analysis between the variables and dimensions adopted in the current study revealed the following:

Firstly. The second main hypothesis:

The third main hypothesis states that “there is no statistically significant correlation between the functions of human resources management and the stages of strategic planning,” and sub-hypotheses branch out from it and state that “there are no significant correlations with statistical significance between the dimensions of the

functions of digital human resources management and the stages of strategic planning.” From the results of the statistical analysis, the following was concluded:

Correlation at the overall level: It is clear from the results of the correlation analysis shown in Table (20) that there is a significant and positive correlation between the two variables of human resources management functions and the stages of strategic planning, as the correlation value reached (0.731) at a significant level (0.01), which indicates There is a positive, moral correlation at good levels between the functions of human resources management and the stages of strategic planning in the research sample, meaning that the more maintenance of human resources management functions is relied upon, the more this leads to strengthening its ability in strategic planning, and vice versa.

Correlation at the micro level: to expand the comprehensive understanding of the role of the dimensions of each of the human resources management functions and the stages of partial strategic planning for the dimensions of the two variables. The results shown in Table (19) were as follows:

- There is a correlation between the dimensions of human resources management functions, which are: (recruitment, performance evaluation, human resources planning, job analysis, selection, wages, and salaries), and the variable stages of strategic planning, for which the correlation coefficients between them reached (0.136) and (0.615) and (0.622), (0.577), (0.611), and (0.652), respectively, at a significance level of (0.01), all of which fall within the second level of Borg's classification, except the non polarization dimension, whose correlation coefficient value was very close to the first level. Thus, correlations are considered good, which indicates that whenever the levels of human resources management dimensions improve in the organization under investigation, this leads to improving the levels of non polarization strategic planning.
- There is a correlation between the variable of human resources management functions and the dimensions of the strategic planning stages, which are represented by: (the preparation stage, external audit stage, internal audit stage, and strategy evaluation stage), and the correlation coefficients between them reached (0.493), (0.652) and (0.600) and (0.611), respectively, at a level of significance (0.01). The values of the correlation coefficients for the human resources management function

variable with the dimensions from the strategic planning stages indicate that there is a good relationship between them. Based on the above, we conclude that the better the level of the resource management functions variable. Human resources in the researched organization leads to improving the levels and stages of strategic planning at varying levels.

- The highest value of the correlation at the dimensional level was between the two dimensions of external auditing and wages and salaries, which amounted to (0.597**) at a significance level of (0.01), which indicates that whenever the level of wages of the investigated organization improves, this leads to improving the external auditing.
- The weakest correlation value at the dimensional level was between the dimensions of strategic evaluation and polarization, which amounted to (0.007) at a significance level of (0.05), which indicates that it is necessary to enhance interest in strategic evaluation of performance to improve the levels of polarization in the organization under investigation.

Table 20: The Relationship Between Human Resources Management Functions and the Stages and Dimensions of Strategic Planning

Variables and dimensions		Stages of strategic planning				
		Preparation stage	External evaluation stag	Internal evaluation stage	Strategy evaluation stage	Overall index
Human resources management jobs	polarization	0.233*	0.144	0.041	0.007	0.136
	Performance evaluation	0.536**	0.557**	0.476**	0.400**	0.615**
	Human resources planning	0.519**	0.499**	0.493**	0.485**	0.622**
	Job analysis	0.254*	0.503**	0.540**	0.576**	0.577**
	Selection and appointment	0.314**	0.585**	0.526**	0.555*	0.611**
Wages and salaries		0.404**	0.597**	0.518**	0.591**	0.652**
Overall index		0.493**	0.652**	0.600**	0.611**	0.731**

Based on the results of the correlation analysis at the micro level, it becomes clear that the sub-hypotheses of the second main hypothesis, which states that **“There Are No Statistically Significant Correlations Between The Dimensions Of Human Resources Management Functions And The Stages Of Strategic Planning,”** are incorrect. Thus, the sub-hypotheses are rejected and the alternative sub-hypotheses are accepted. Which states that **“There Are Statistically Significant Correlations between the Dimensions of Human Resources Management Functions and the Stages of Strategic Planning.”**

Based on the results of the correlation analysis at the macro level, it becomes clear that the third main hypothesis is incorrect, which states that **“There Are No Statistically Significant Correlations Between Digital Human Resources Management Functions And The Stages Of Strategic Planning,”** and thus the hypothesis is rejected and the alternative hypothesis is accepted, which states that **“There Are Statistically Significant Correlations Between The Functions Of Human Resources Management And The Stages of Strategic Planning.”**

Secondly, the Third Main Hypothesis:

The third main hypothesis states that “there is no direct, statistically significant, moral effect of the human resources management functions toward the strategic planning stages,” and sub-hypotheses branch out from it that state, “There is no direct, statistically significant, moral effect for each dimension of the human resources management functions toward the strategic planning stages.” Stages of strategic planning, and from the results of the statistical analysis, the following was concluded:

- **Impact at the overall level: The results shown in Table (21) regarding the impact of human resources management in the strategic planning stages show the following:**
- There is an effect of the independent variable, which is human resources management, on the dependent variable, which is the stages of strategic planning, according to the calculated (F) value of (103.098), which was much greater than the tabulated (F) value of (3.88) and with degrees of freedom (1, 90). This result confirms the significance of the effect, which was (0.000), which is much lower than the level of statistical significance for the current study, which is (0.05).

- It is clear from the value of the constant (B_0) that there is an emergence of strategic planning stages with a value of up to (0.889), when the value of the human resources management functions and its dimensions is equal to zero, which indicates that the variable of strategic planning stages derives part of the direct effects from Through the functions of human resources management and their dimensions adopted in the current study.
- It was found that the marginal slope (B_1) reached a value of (0.731), which indicates that a change in human resources management functions by one amount will lead to a change in the stages of strategic planning equivalent to (0.731), that is, a change rate equal to (73%). It is a good and acceptable percentage that can be used to explain the influential relationship of human resources management functions in the stages of strategic planning.
- It is clear from the value of the coefficient of determination (R^2), which amounted to (0.534), that (53%) of the change in the stages of strategic planning is due to the functions of human resources management and their dimensions, and that the other percentage (47%) of the change is in the stages of Strategic planning is due to other variables in the current study or to other factors that were not taken into consideration in the model of the current study, which indicates that if the researched organization wants to achieve success in strategic planning, its leaders must focus more on human resources management functions.

Table 21: The Direct Impact of Human Resources Management in the Stages of Strategic Planning

Form	Stages of strategic planning					
Human Resources Jobs	B_0	B_1	R^2	F Calculated	F Tabulation	SIq
	0.889	0.731	0.534	103.098	3.88	0
N=92 P≤0.05 Tabular F value with degrees of freedom (1,90)						

- **Impact at the micro level: The results shown in Table (19) regarding the impact of human resources management in the strategic planning stages show the following:**
 - to identify the levels of influential relationships for each dimension of human resources management functions in the stages of strategic planning, the researcher

used a simple regression coefficient at the micro level to identify these relationships, which were collected in Table (22), and the results of the analysis indicate the following:

- It was found that there was a significant effect of the polarization dimension in the planning stages, as the P-value reached (0.512), which is greater than the hypothetical level of significance for the study, meaning that the effect is significant at the level of (0.05), and the estimated (t) value proves this, as It reached (0.658), which is smaller than the tabular value of (1.658) with a degree of freedom (6:58), and based on the value of the coefficient of determination (R2), which amounted to (54%).
- There is a significant effect of the performance evaluation dimension in the planning stages, as it reached (P-value) (0.95), which is less than the hypothetical level of significance for the study, meaning that the effect is significant at the level of (0.05), and the estimated (t) value proves this as it reached (1.687) is greater than the tabular value of (1.658) with a degree of freedom (6:58), and based on the value of the coefficient of determination (R2) which amounted to (54%).
- There is a significant effect of the human resources planning dimension in the planning stages, as the P-value reached (0.095), which is less than the hypothetical significance level of the study, meaning that the effect is significant at the level of (0.05), and the estimated (t) value proves this. Which amounted to (2.303), which is greater than the tabular value of (1.658) with a degree of freedom (6:58), based on the value of (R2) and based on the value of the coefficient of determination (R2), which amounted to (54%).
- There is a significant effect of the job analysis dimension in the planning stages, as the P-value reached (0.007), which is less than the hypothetical significance level of the study, meaning that the effect is significant at the level of (0.05), and the estimated (t) value proves this, which was (1.932) which is greater than the tabulated value of (1.658) with a degree of freedom (6:58), based on the value of (R2) and based on the value of the coefficient of determination (R2), which amounted to (54%).
- There is a significant effect of the choice dimension in the planning stages, as it reached (P-value) (0.005), which is less than the hypothetical level of significance for the study, meaning that the effect is significant at the level of (0.05), and the

estimated (t) value proves this, which amounted to (1.745) which is greater than the tabular value of (1.658) with a degree of freedom (6:58), with a coefficient of determination (R²) (54%).

- There is no significant effect of the wages and salaries dimension in the planning stages, as the P-value reached (0.16), which is less than the hypothetical significance level of the study, meaning that the effect is significant at the level of (0.05), and the estimated (t) value proves this. Which amounted to (2.468), which is greater than the tabular value of (1.658) with a degree of freedom (6:58), and based on the value of (R²) with the coefficient of determination (R²) (54%).

Table 22: The Impact of the Dimensions of Human Resources Functions in the Stages of Strategic Planning

Form	Strategies Of Strategic Planning				
	B0	B1	R2	T	P-Value
polarization	0.057	0.074	0.543	0.658	0.512
Performance evaluation	0.2	0.179		1.687	0.95
Human resources planning	0.16	0.131		2.303	0.095
Job analysis	0.051	0.047		1.932	0.007
Selection and appointment	0.149	0.13		1.745	0.005
Wages and salaries	0.292	0.243		2.468	0.16

Based on the results of the statistical analysis at the micro level of the impact of the dimensions of human resources management in the strategic planning stages, it turns out that several sub-hypotheses related to the third main hypothesis are incorrect. The sub-hypotheses state that **“there is no direct, statistically significant, moral effect for each dimension of the functions of the dimensions of human resources management.” towards the planning stages,**” and thus rejecting the hypotheses, and accepting the alternative hypotheses which state that **“there is a direct, statistically significant effect of the dimensions of human resources management towards the planning stages.”**

As for the results of the statistical analysis at the overall level of the impact of the human resources management functions on the planning stages, it turns out that the

third main hypothesis is incorrect, which states that **“there is no direct, statistically significant moral effect of the human resources management functions on the planning stages,”** and thus the hypothesis is rejected and the alternative hypothesis is accepted. Which states that **“there is a direct, statistically significant, significant effect of human resources management functions towards the stages of strategic planning.”**

Third. The Fourth Main Hypothesis:

To test the hypothesis of variation for the organization under study regarding its focus on the variables and dimensions adopted in the current study and to verify the validity of the hypothesis of variation or not, which is represented by the fourth main hypothesis, which states that “the investigated Dohuk Governorate district does not vary in the stages of strategic planning according to the variation in its focus on resource management functions.” Humanity, a one-way analysis of variance (One Way ANOVA) test was applied, and the results were according to the following paragraphs:

Variation at the Level of Variables:

In this paragraph, the variation of the governorate studied in the stages of strategic planning was tested according to the variation in its focus on human resources management functions, and the results are as follows:

The results of the analysis of variance shown in Table (23) showed that there is a variation in the focus of the governorate under study on the strategic planning stages, depending on the variation in its focus on the human resources management functions variable, according to the calculated (F) value, which amounted to (11.013), which is more than its tabulated value. of (1.393) with degrees of freedom (82:9), and in terms of the calculated level of significance of (0.000), which is much lower than the hypothetical level of significance of the current study of (0.05). Thus, the researcher concludes that the organization under study differs in the method of strategic planning, due to the difference in Human resources management functions adopted by the researched organization.

Table 23: Index of Variation In Strategic Planning Stages According to Human Resources Management Functions

	Sum of Squares	df	Mean Square	F	Sig
Between Group	46.706	82	0.57	11.013	0
Within Group	0.465	9	0.052		
Total	47.171	91			

3.3. CONCLUSIONS AND PROPOSALS

3.3.1. Conclusions

Through the current research, the study aims to provide an intellectual and field summary of the results it reached, through two types of conclusions. The first represents the conclusions related to the theoretical aspect, which refer to the results that were reached through the study, while the second is concerned with the conclusions related to the field aspect, which was reached based on the results of statistical analysis in the sample studied, which can be reviewed through the following paragraphs:

Firstly. Conclusions of the theoretical side:

1. The importance of human resources management functions lies in the fact that they are the cornerstone and starting point from which a process begins at the level of the organization as a whole because the human resource is the main driver of all activities and operations of organizations in their various fields and activities and because modern technology facilitates the activities of human resources management, it Makes the decisions taken informed and correct; Because it is taken based on accurate and transparent data and information that is not subject to manipulation or change and is collected impartially.
2. Despite the great importance of the two study variables, modern machines and technical devices do not replace humans, but rather support humans in their performance of routine and largely repetitive activities and functions, and make humans able to focus more on tasks and activities that add greater value to operations. And the organization in which he works.
3. It appeared from the results of testing the study data that it bears the characteristics of a normal distribution, and in the variables adopted in the study, and thus it fulfills

the conditions of statistical analysis, and therefore parametric tests were used to test the study hypotheses.

4. The results for describing the characteristics of the individual respondents showed that:

- The percentage of male leaders who responded to the current study was much greater than the percentage of females, which indicates that there is more reliance on males in filling leadership positions in the sample studied, or that the percentage of females responding to research and studies and answering questionnaires is considered weak.
- The age groups (25 - less than 35) and (35 - less than 45) constituted the highest percentages among the age groups of individual respondents, which indicates that the sample studied relies on young age groups mixed with experience in occupying leadership positions.
- The largest percentage of individuals responding in the surveyed sample were holders of a bachelor's degree, which indicates that the surveyed sample relies to a large extent occupying leadership positions on individuals holding certificates, which is considered a strength of its ability to apply new strategies and approaches or adopt new ways of performing jobs. and activities.

5. The results regarding the description of the human resources management variable and its dimensions showed that:

- The percentage of agreement for the opinions of individual respondents regarding the human resources management variable tends to agree acceptably, which indicates that the sample studied seeks to adopt human resources management using means, platforms, devices, and mobile devices to ensure employees' participation and commitment to the ministry and its affiliated directorates.
- Recruitment, performance evaluation, human resources planning, job analysis, selection, recruitment, wages, and salaries are all considered components of human resources management, and they are the functions that fall on the responsibility of the human resources department in the sample studied.
- The percentage of agreement for the opinions of individual respondents regarding the dimension of polarization tends to be at an average rate, which indicates that the sample studied is trying to use means to publish and announce job vacancies,

receive the CVs of job applicants, and answer inquiries and problems related to applying for the job as quickly as possible, but they have answering machines. The mechanism for answering the questions and inquiries of job applicants is not as required.

- The percentage of agreement for the opinions of individual respondents regarding the dimension of performance evaluation tends to be weak agreement, which indicates that the sample does not adopt modern methods in evaluating performance, or that it does not rely on it within accepted standards, or that it may consider bias when evaluating performance.
- The percentage of agreement for the opinions of individual respondents regarding the planning dimension tends to agree in an acceptable manner, which indicates that the sample studied strives to collect, analyze, and prepare the required reports to evaluate the performance of workers and employees, which contributes to the success of planning at the governorate level.
- The percentage of agreement for the opinions of individual respondents regarding the dimension of job analysis tends to agree well, which indicates that the sample studied continues to use a set of systems that enable employees to know the results of the analysis without specifying time and place through the use of various digital tools and means, which acceptably motivates them to Receive training courses through social networking sites.
- The percentage of agreement for the opinions of individual respondents regarding the dimension of selection and employment tends to agree in an acceptable manner, which indicates that the sample studied is striving to benefit from methods, tools, and programs in determining the correct choice of individuals included in recruitment or appointment in the future and giving equal opportunities to all.
- The percentage of agreement for the opinions of the individual respondents regarding the wage dimension tends to agree in an acceptable manner, which indicates that the subject of the study motivates the individuals working for her to learn, which enhances the individual's ability to learn and obtain knowledge using tools and means, develop his abilities, skills, and capabilities, and thus improve his performance and productivity. The matter is Which allows the employees of the

investigated governorate to some extent the freedom to choose the time and place to obtain new information and talents.

6. Through the results of the correlation analysis, the following can be concluded:

- There is a positive, significant correlation between human resources management and the stages of strategic planning, which indicates that whenever the sample studied relies on human resources management, this leads to enhancing its ability to improve strategic planning.
- There is a positive and significant correlation between the dimensions of human resources management and the stages of strategic planning, which indicates that whenever the governorate under study relies on the dimensions of human resources management, this leads to enhancing its ability in strategic planning positively, and vice versa.

7. From the results of the impact analysis, the following can be concluded:

- There is an effect of the independent variable, which is human resources management, on the dependent variable, which is the stages of strategic planning, which indicates that the strategic planning variable derives part of its direct effects through human resources management and its dimensions adopted in the current study.
- It was found that the dimensions of (performance evaluation, planning, analysis, selection, and wages) together have a greater impact on the strategic planning variable, which indicates that the variable of strategic planning stages derives part of the direct effects through the dimensions of (human resources functions) and that there is no significant effect of the dimensions (Polarization) in strategic planning.
- It appeared that the digital transformation variable has a positive role as an intermediary variable that contributes to improving the influential relationship of the digital human resources management variable in the organizational process automation variable and that the indirect influential relationship between the two variables was at its highest levels in the presence of digital transformation.
- It was found that the dimensions of (digital data, digital talent management, digital technologies, and digital operations) have a positive role as intermediate dimensions that contribute to improving the influential relationship of the digital human resources management variable in the variable of automating organizational

processes and that the indirect influential relationship between the two variables was at its highest levels in the presence of dimensions Digital transformation at varying levels.

8. Through the results of the analysis of variance, the following can be concluded:

There is a variation in the focus of the researched sample on the stages of strategic planning depending on the variation in its focus on the human resources management variable, and this is due to the different human resources management functions adopted by the researched sample.

3.3.2. Proposals and Future Studies

Based on the conclusions that were presented in the first section of the current chapter, and to enhance the positive aspects revealed by the current study and identify the negative points and try to get rid of them or develop appropriate solutions to address them; Several proposals were presented in this context to the sample studied, in addition to presenting several future studies that the current study suggests to researchers in this regard, through the following paragraphs:

Firstly. Suggestions:

The proposals presented by the current study are as follows:

1. Paying attention to the dimensions of human resources management, which are: (recruitment, performance evaluation, planning, analysis, selection, wages); Because it is one of the components of human resources management and its functions.
2. Relying more on performance evaluation, which is based on clear and transparent criteria that are far from corruption and nepotism, leads to the selection of highly skilled individuals who can deal with the equipment and programs and thus move forward in helping the government in performing its functions.
3. Evaluating the performance of employees in the surveyed government sample based on data obtained through devices and tools. Therefore, it needs an arsenal that helps it identify the performance achieved by each employee.
4. The sample studied provided strategic planning programs for employees, using programs and tools available to employees at all times and places, and thus the ability to continuously enhance their capabilities and competencies.

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APPENDIX 1 RESEARCH QUESTIONNAIRES

Respected Professor/Madam...

good greeting.

We present to you the questionnaire for the study entitled “Human Resources Management and the Role of Strategic Planning for the Organization: A Case Study in Dohuk Governorate.”

It is a research tool for the Master of Business Administration thesis - College of Management and Economics.

Therefore, the researcher would like your generous contributions to the success of this study in the service of the common good, by answering all paragraphs of the questionnaire by placing a mark (✓) in front of the answer that you believe best explains the variable.

The researcher would also like to state the following:

1. There is no need to mention the name, as the data will be treated with complete confidentiality and the data will be used for scientific research purposes only.
2. The success of this study depends on the correctness and accuracy of the answer, so please be patient and objective in determining your opinion to achieve the desired goals.
3. Please do not leave any paragraph unanswered as this will lead to the form being neglected.
4. The researcher is ready to answer any questions or problems you face.

with all gratitude and appreciation

Scientific supervisor,

Master's student
researcher

FIRST: IDENTIFICATION INFORMATION

1. Section:
2. Gender: male () female ()
3. Age 20 - less than 25 () 25 - less than 35 years () 35 - less than 45 years () 45 years and more.()
4. Marital status: Married () Single()
5. Years of career service: :5-less than 10 years () 10-less than 15 years () 15-years or more ()
6. For academic qualification: high school () Diploma () Bachelor () Higher Diploma () Master () PhD ()
7. Current job position:

Second: Human resources management functions

N	Question	I agree	I strongly agree	neutral	I do not agree	I strongly disagree
polarization						
1.	The governorate is looking for individuals who possess sufficient skills to achieve its goals					
2.	The opinion of all levels is taken into account with the Director of Human Resources regarding recruitment and appointment in the governorate					
3.	The governorate conducts careful studies of the sources through which it obtains the human resources it needs					
4.	The governorate carries out the recruitment process after conducting a job analysis process					
5.	The hiring decision is based on the results of the various stages required by the job skills.					
Performance evaluation						
6.	The governorate sets performance standards in order to compare them with actual performance					
7.	The governorate evaluates the performance of employees in light of their performance of their duties					
8.	The governorate reviews the employee's performance results before the promotion process					
9.	The governorate considers employee productivity as one of the performance evaluation indicators					
10.	Continuously evaluate the maintenance of the performance process					
Human resources planning						
11.	The governorate analyzes its qualitative needs in light of business requirements					
12.	The governorate has alternative plans to provide human resources					

13.	The governorate contributes to renewing human resources practices and work requirements					
14.	The governorate determines needs for human resources capable of achieving cocompetitivedvantage					
15.	The governorate supports better recruitment in order to achieve better performance					
Job analysis and design						
16.	Job requirements in the governorate change every year depending on future plans					
17.	Maintenance depends on specific criteria in job design					
18.	A conservative policy seeks to enrich work by adding tasks to jobs					
19.	The governorate expands the work horizontally by adding new responsibilities					
Selection and recruitment						
20.	Appointment to administrative positions is made according to the administrative vacancies in the organizational structure					
21.	Administrative positions in the organizational structure are proportional to the size of actual needs					
22.	The current organizational structure prevents overlapping of powers and tasks between organizational units					
23.	The organizational structure provides a climate that encourages employees to cooperate and focus efforts in order to achieve the organization's goals					
24.	Work tasks and duties commensurate with the employees' specializations					
Wages and salaries						
25.	The salaries we receive reflect the efforts made within the work					
26.	The salary I receive makes me feel fair to my colleagues					
27.	The governorate takes into account the job level to determine wages and salaries					
28.	The salary I receive is sufficient to meet my personal needs					
29.	The governorate adopts scientific principles and strategies to determine injustice and salaries					

Third: Strategic planning

	Question	I agree	I strongly agree	neutral	I do not agree	I strongly disagree
Preparation stage						
30	Management depends on precisely defining its goals within the current environment					
31	Management works to set measurable goals					
32	Goals are characterized by their ability to be modified, developed, or updated					
33	The organization sets goals according to their ability for individual employees					
Internal audit stage						
34	The governorate follows strategies to attract external opportunities					
35	The variables that occur within the external environment must be taken into account					
36	The governorate works to take into account customers' opinions and requests when planning strategically					
37	The governorate takes into account the locations of opportunities and works to exploit them and the areas of threats therein when planning					
38	The governorate takes into account the balance between the resources it possesses and what is required to implement them					
External audit stage						
39	The governorate administration works when planning strategically, taking into account the ability of internal staff to understand planning					
40	When strategic planning, the governorate administration works to align its internal goals with the community goals.					
41	When strategic planning, the governorate administration works to take into account its strengths, invest in them, and reduce its weaknesses					
42	During strategic planning, the governorate administration works to follow up on achieving goals at all stages					
Strategy evaluation stage						
43	The governorate administration takes into consideration the level of achievement of its strategic objectives					
44	The conservation administration works to compare the goals set and those achieved and determines the reasons for this					
45	The conservation administration is working to develop more than one strategic alternative to adapt to environmental conditions					
46	The organization's management works to determine its future goals based on what it has achieved in its strategies.					