

## **The role of strategic planning in human resources development**

### **Study at AlBalqa Applied University**

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#### **Abstract**

The aim of the study was to identify the contribution of strategic planning on human resources to the achievement of the organizations objectives by conducting a study at Al-Balqa Applied University, from which the reality of strategic planning to human resources in universities was revealed by the field of study in setting the objectives of the work, we have proposed recommendations, including providing universities with all the modern technological means of strategic planning and establishing strategic planning management units at universities. The aim of the study was to reveal the clarity of the scientific concept of strategic planning in human resources management at Balqa Applied University and its impact on their degree of human resources planning activities. This study came as an attempt by a researcher to identify the reality of human resources planning under strategic planning in the sample study. The following problematic study was presented to what extent strategic human resources planning contributes to the goals of the Balqa Applied University. The researcher distributed 386 search form for staff of Al-Balqa Applied University, However, the researcher retrieved only 227 forms and returned the result of the analysis. This demonstrates the important role that strategic planning plays in human resources development.

#### **Introduction**

The study addressed the role of strategic planning in human resources development, whereby organizations assess the organization's future human resources needs, and to that end human resources planning develops a future strategy based primarily on an examination of the workload identified in the enterprise strategy, comparing it with the strength and potential of its future human resources to determine whether it needs an additional workforce and what type and skills are required to carry out the work required in the future. The importance of strategic human resources planning for an enterprise is to know and assess how its human resources needs can be met whenever its internal and external circumstances and projects or strategies change. The change affects the supply and demand for employment and requires a review by the enterprise to renew its needs. The study aims to reveal the extent to which strategic human resources planning contributes to the achievement of the Organization's objectives by conducting a field study at Al Balqa Applied University, from which the reality of strategic human resources planning at Jordanian universities is revealed. Although strategic human resources planning has contributed to improving the performance of universities and achieving their objectives, Some general conclusions from this function can be

concluded, which is one of the activities of human resources management. Through the field study, we found that, despite the theoretical evolution of management and management principles, particularly with regard to human resources management, which has given them a strategic role in the leadership of institutions and has transformed them from a management framework to a strategic role, because of the traditional role of human resources management. In the light of the foregoing, we have proposed the following recommendations: Providing universities with all the modern technological means of strategic planning to create strategic planning units in universities; Universities and national training centres undertake specialized courses on the subject of strategic planning in order to raise the awareness of managers on the subject and ensure that they properly carry out the process with their own systematic scientific steps; Increased financial resources for strategic planning of human resources management in the public sector and increased attention to training courses to upgrade the competence of human resources management staff; Provide human resources departments with trained forces capable of participating in strategic human resources planning.

### **Problem Statement:**

Organizations are now required to link human resources planning efforts, plans and strategic directions to ensure that the organization needs appropriate numbers of human resources with the requisite skills and specifications that are compatible with the requirements for effective implementation of the strategic plan, and thus to achieve future objectives. Human resources planning contributes to balancing the needs of the organization's strategy with its future overall human resources performance with the magnitude of such resources available in the organization in the future.

This study came as an attempt by a researcher to identify the reality of human resources planning under strategic planning in the sample study. To what extent does strategic human resources planning contribute to the goals of the Balqa Applied University? What is the importance of human resources management and its various functions at the University? What is the role of strategic human resources planning in achieving the goals of the Organization? What is the importance of strategic human resources planning in the organization under consideration? What is the nature of the relationship between the various human resources policies and the achievement of the strategic objectives of the Balqa Applied University?

### **Study Hypothesis:**

Strategic human resources planning contributes to the achievement of the Organization's objectives by identifying its human resources needs in line with the requirements for achieving its strategy.

### **Study Questions:**

How does strategic human resources planning contribute to the achievement of the Organization's objectives in line with the requirements of its strategy?

### **Objectives of Study:**

This study aims to reveal the clarity and application of the scientific concept of strategic planning in human resources management at Balqa Applied University and its impact on their degree of human resources planning activities.

### **Importance of Study:**

The importance of this study stems from the fact that it examines one of the relatively recent management themes, namely, strategic planning of human resources and the factors affecting it. The fact that it is subject to field study gives it greater importance, especially in view of the multiple technological, economic and political circumstances and variables in Jordan's higher education sector, which require the adoption of the concept of strategic planning from an operational perspective in order to keep pace with accelerated environmental changes.

### **Procedural Definitions:**

**Organization:** A consciously coordinated social entity with clearly defined boundaries working on a permanent basis to achieve a particular goal or set of objectives.

**Strategic planning:** The process in which the mission of the organization is defined and the objectives and strategies for securing and evaluating resources for achieving the goals are developed.

**Human resources management:** The department of planning, design, implementation, development and development of activities, which ensures that the best human resources are obtained to meet the needs of present and future operations of the organization, and that they are well used, preserved, maintained, developed and evaluated and maximize the capacity and willingness to work to achieve the organization's goals at the highest productivity in terms of effectiveness and efficiency.

**Work analysis:** the process of collecting and analysing detailed post information.

**Business design:** the process of determining how the work and tasks required to be performed.

### **Theoretical framework and previous studies**

#### **Concept of human resources management:**

The term human resources management has evolved in terms of nomenclature and content and has come to view workers as human resources. With the evolution of strategic directions, human resources management has become an important part of the Namimeh strategy defined by Abbas (2006).

#### **Importance of human resources:**

Human resources management is an important as the rest of the organization and affects the income and standing of the organization, and its importance is demonstrated through several points (ovaries, ephemeral, 2012). human resources are the main engine of economic activity, as they are crucial in stimulating the physical capabilities and capabilities of society. the human element is a good investment if it is effectively trained, developed and refined.

The presence of expertise capable of attracting, qualifying and maintaining staff increases the productivity of the organization and enhances its status and thus its long-term profits (Mosawi, 2008). create a good working environment through the adoption of incentive and promotion programs that contribute to motivating workers and increasing their productivity (Salem, 2009).

#### **Human resources posts:**

Human resources management functions are divided into four core groups, each with several sub-functions. The work of human resources management in enterprises depends on the execution of a set of tasks.

First: Recruitment group.

This group is concerned with several sub-activities:

Attract human resources through large numbers of applicants and then provide managers with opportunities to choose the best and exclude the disqualified (Saad, 2011). Find the most suitable persons for these jobs, and try to attract and attract human competencies to achieve their goals adequately and the skills needed to fill the vacant jobs at different levels.

Second: Training and development group: The activity of this group is focused on two complementary core activities.

- The training division, which focuses on enriching workers with new skills and knowledge that contribute to improved performance.

- Development Division. This section seeks to improve the future performance of human resources to be more consistent in the face of situations (Salem, 2009)

## **Strategic planning**

### **The concept of strategic planning**

Strategic planning is a management tool that helps the Organization to predict the future efficiently and effectively and to respond to environmental variables. Jawad, Pit, 2009.

Strategic planning is long-term planning, taking into account all external and internal variables, and identifying all target segments and sectors, as well as competition methods.

### **Importance of strategic planning**

Hariri (2012) summarized the importance of strategic planning in several points, including:

- Strategic planning contributes to the development of workers' competencies, support and benefit from their expertise
- Creating balance and harmony among the staff of the Organization and arranging communication among them.

Strategic planning provides qualified and trained expertise commensurate with the needs of the organization.

### **Strategic human resources management**

Strategic management is defined as the entry point for strategic decision-making for staff in organizations and at all functional and organizational levels through the overall strategy of the organization (Ahmed, 2009).

Amer (2011) defined it as a human resources system decision-making process that balances the human resources system with the surrounding environment. Consideration must be given, inter alia, to the formation of a special human resources strategy, such as the Organization's distinct mission, the Organization's strategic objectives and the Organization's desire to achieve competitive advantage, modalities and enabling plans to obtain this and integration with the strategies of other departments (Azzawi, Jawad, 2010)

The concept of human resources strategies has emerged to place human resources management functions within a strategic content, taking into account all the factors surrounding the Organization that drive it to develop its methods and keep pace with development in order to keep pace with competitor requirements in global markets (Azzawi, Jawad, 2010).

## **Study methodology and data analysis**

### **Research methodology**

Data has been collated and coded, using descriptive and analytical statistics in various statistical analyses, and using iterations and percentages to determine the proportion of sample members who chose each alternative to questionnaire questions, computational averages and standard deviations to the paragraphs of the questionnaire to provide a comprehensive description of the degree to which the sample members approved these paragraphs. Simple regression analysis was also used to test the hypotheses of the study.

**Data collection community and sample study**

The study community consists of the staff of the Balqa Applied University, which contains several dimensions and each dimension contains a number of questions.

The first relates to the importance of human resources management and its various functions at the organizational level and the relationship between different human resources policies and the achievement of the strategic objectives of the organization, while the second summarizes the role of strategic human resources planning in providing the resources necessary to ensure the sustainability of the organization. The third is the importance of strategic human resources planning in balancing the workforce. We used closed and open-type questions in the form.

**Study sample:**

The study sample consisted of 386 individuals selected randomly. The following table shows the breakdown of the study sample by variables.

Iterations and percentages of study sample by study variables and characteristics.

PERCENTAGE	REPETITION	CHARACTERISTIC
SEX		
85	192	MALE
15	35	FEMALE
JOB POSITION		
31	70	SENIOR AND MIDDLE MANAGEMENT
19	44	FACULTY MEMBER
50	113	ADMINISTRATIVE OFFICER
0.0	0	OTHER
AGE		
38	87	25-35

62	140	36- ABOVE
100	227	TOTAL

### Study Tool

The researcher developed the study tool after a wide view of the theoretical literature on the subject and drafted its 47 paragraphs.

After arbitration of the instrument, the arbitrators decided to delete three paragraphs, making the instrument up to 44 paragraphs, and the researcher used a five-string likert to calculate its scores.

After the field study researcher relied on the questionnaire form to collect the data needed to test the research hypotheses and help present the proposed system for strategic human resources planning and general information on the sample members, the researcher distributed 386 search forms to 100% staff at Balqa University colleges. However, the researcher retrieved only 227 forms at 58.95 due to the geographical distribution of applied Balqa University branches and colleges in all governorates.

The form is one of the most widely used data collection tools. The researcher used the form as a research tool to reveal the views and attitudes of staff on the strategic human resources planning process and their relationship to the performance of the institution. Certain dimensions have been identified to ascertain the validity of our hypotheses.

#### Believe & Steady Study Tool

##### Believe Tool

The apparent honesty of resolution has been relied upon by presenting it to a group of 4 arbitrators specializing in measurement, evaluation and educational management.

#### Stability and reliability of study tool

The test-re-test method was verified by applying the test, and re-applied two weeks later to a group of 35 staff members outside the study sample, and then computed the Pearson correlation factor between their estimates both times on the study tool as a whole. The constancy factor was also calculated in the way of internal consistency by the Kronbach-alpha equation, for the instrument as a whole, where the constant factor was valued (85,) and considered appropriate for the purposes of this study.

#### Presentation and interpretation of results



Study question: "How does strategic human resources planning contribute to the achievement of the goals of the Organization in line with the requirements of its strategy?" "To answer this question, the arithmetic averages and standard deviations have been extracted to determine the level of the role of strategic human resources planning in achieving the objectives consistent with the requirements of the strategy of the Al Balqa Applied University in the Hashemite Kingdom of Jordan.

The study was based on a descriptive approach that was in line with the objectives required by the study, since the aim was to analyse various aspects of the role of strategic planning in human resources development, all of which were purely descriptive. The descriptive approach is defined as each survey is concerned with the study of the phenomenon as it stands at present, the detection of its aspects and the identification of the relationships between its components.

### **Data collection tools.**

The data collection tool is the basis for building all field studies as it brings together the core material for analysis and conclusions. In this study, the resolution was adopted to include a number of dimensions. The first dimension relates to the importance of human resources management and its various functions at the organizational level, the relationship between different human resources policies and the achievement of the strategic objectives of the organization, while the second dimension summarizes the role of strategic human resources planning in providing the resources necessary to ensure the viability of the organization.

### **Study Validity and Consistency**

Believe in resolution and know that the tool is capable of measuring what it aims to measure, and believe in multiple ways.

The apparent honesty is the extent to which the paragraphs of the scale represent the trait to be measured.

Honesty of the constancy coefficient and this method depends on extraction of the constancy coefficient because there is a strong correlation between the honesty of the test and its persistence since the true measure is always constant.

### **Stability of Study Tool**

The stability of the study tool with its variables has been confirmed by Krombach Alpha's calculation of internal consistency, which exceeded 65%. This percentage is statistically



acceptable. The closer the value is to 1 or 100%, the higher the stability scores of the study tool (sekaran, 2009).

### **Normal distribution**

Natural distribution reflects the proximity and distribution of data around natural distribution and serves as a reference for the application of statistical methodologies.(hair et al. 2006) The absence of such a natural distribution affects the results of the study, as well as the possible use of the degree of permutation measure. The degree of permutation means the amount of data accumulation to the right or left, away from the normal distribution.

### **Strategic planning**

The results showed a very good trend for the sample members, with an average arithmetic of 3.71-4.15.

### **Degree Dependent**

#### **Human resources**

The results show that the Kronbach Alpha value is 0.842, which is very good, and therefore it is possible to rely on the HR Variable Phrases of Kronbach Alpha for the Experience Variable 0.801 and for the Training Variable 0.734, which means accepting this variable's terms to reach the results of the study.

### **Strategic planning**

The value of Kronbach Alpha is 0.871 and therefore the use of this domain's phrases is possible.

After distributing the resolution to a study sample of 227 respondents, the researcher decided to perform the working analysis. After the recycling process, the researcher extracted the factors by relying on the correlation matrix to shorten variables in a few factors. In order to ascertain the quality of the data, the researcher tested kmo to study the total and unilateral quality of the data.

#### **Human resources**

The results of phylogenetics for testing the natural distribution of human resources indicate that the values of phylogenetics are limited to 2 0 10 0.790. This means that values fall within the acceptable limit of natural distribution of phylogenetics and that the values of phylogenetics range from 1.088 0.02 and are also within the normal level of phylogenetics.

Strategic planning results indicate that distribution is within the natural limit, with a ratio of -0.70 -0.70 -0.970 and a ratio of -1.208 -0.283.

### **Degree of dependence and description of variables**

In order to measure the degree of persistence per poverty, an dependability test was carried out and Chrombach Alpha was also used to carry out this test.

### **Description of variables**

#### **- Human resources**

The Lekert five-scale measure was used to measure the role of strategic planning in human resource development. The results confirmed that the trends of the sample members were good for the human resources variable of expertise, with the arithmetic average approaching 3.422.

### **Results of the study**

After the researcher has distributed the resolution, carried out statistical analyses and based on its results, with a view to answering the main question of the study:

How does strategic human resources planning contribute to the achievement of the Organization's objectives?

Returning to the results of the analysis, the hypothesis of the study was established and not denied, as it emerged that there was a contribution of strategic human resources planning to the achievement of the Organization's objectives.

This demonstrates the important role that strategic planning plays in human resources development. Results in strategic human resources planning show that the organization has a supportive organizational culture of strategic resource planning.

Human and Human Resources Planning is adopted by the Foundation as part of the University's comprehensive long-term strategic planning, with an average calculation of 4.15 for both phrases.

### **Proposals and recommendations**

The researcher recommends a number of recommendations based on the results of the study, including providing universities with all the modern technological means of strategic planning and establishing specialized strategic planning management units in universities. Universities and national training centres undertake specialized courses on the subject of strategic planning in order to raise the awareness of managers on the

subject and ensure that they properly carry out the process with their own systematic scientific steps; Increased financial resources for strategic planning of human resources management in the public sector and increased attention to training courses to upgrade the competence of human resources management staff; Provide human resources departments with trained forces capable of participating in strategic human resources planning.

The researcher further recommends that organizations should focus on the importance of strategic planning and its role in human resources development and thus achieve the competitive advantage and role required of universities.

Urge institutions to operate through modern governance, strategic planning and the pursuit of a new culture commensurate with developments in society.

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