
HUMAN RESOURCES PLANNING WITHIN THE FRAMEWORK OF THE ORGANIZATION'S STRATEGIC PLANNING

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Abstract:

Human resource planning is considered one of the key functions for the success or failure of organizations due to its critical importance in clarifying the organization's image and ensuring its sustainability. This is achieved by providing human resources with the necessary skills to carry out the tasks involved in the organization's strategy. It has been concluded that the organization's strategy relies on the characteristics of many jobs and their skill requirements, and therefore on the appropriate mix of human resources to fill these positions in a way that serves the requirements of their implementation. This necessitates organizations to link human resource planning efforts with their strategic plans and orientations, as well as the required specifications that align with the needs of effectively implementing the strategic plan, and thereby achieving future objectives.

Keywords: Planning, Strategy, Human Resources, Human Resource Planning, Strategic Planning.

INTRODUCTION

The rapid technological advancements and environmental changes characterized by speed, change, and complexity have increased the focus on human resources, which are considered the most important strategic resource in an organization and the source of all innovations that enable the organization to interact with the opportunities and threats inherent in its environment.

The function of human resource planning is one of the important functions as other human resource management functions rely on it. Managers depend on it to determine their future human resource needs in terms of quantity and quality, according to the organization's strategies. There must be compatibility and harmony between the specified strategies and the required human resources to implement these strategies. Expansion in markets or products requires a corresponding expansion in human resources, taking into account both the cost of human resources on one hand and the supply of human resources on the other hand.

The primary requirement for the success of any organization and the achievement of its goals lies in the necessity of having the appropriate numbers and types of human resources with the necessary skills to perform the tasks outlined in the organization's strategy. This entails identifying the skill requirements that ensure the strategic objectives are met, and then

attracting the suitable human resources to fill these positions in a manner that serves the requirements of their execution. Consequently, organizations are compelled to link their human resource planning efforts with their strategic directions to ensure the provision of the required human resources that align with the needs of effectively implementing the strategic plan and subsequently achieving future objectives. Human resource planning aids in recognizing these critical human resource needs for strategic plan execution, including their preparation, types, and skills, and the extent to which workforce capabilities and resources align with these needs. This is to identify the optimal alternatives for addressing potential shortages or surpluses of these resources in a timely manner.

The comprehensive organizational performance quality, with all its criteria and indicators, relies on strategic planning to establish a solid foundation for all its components. These components include policy planning, system planning, structure development, operational planning, and resource investment. It is an organized and comprehensive activity that focuses on interpreting and understanding both the internal and external environmental variables of the organization, identifying the strategic issues and topics facing the function of management (Kamal Temzart, 2014, p. 50).

Study problem: How does the process of human resource planning fulfill its role within the framework of the strategic planning process?

Sub-questions:

1. Does the process of human resource planning identify the organization's needs in line with its strategies?
2. What role does the process of human resource planning play in building the management and organizational strategy?

Hypotheses:

1. The process of human resource planning identifies the organization's future needs for human resources in line with its strategies.
2. The human resource planning process plays an effective role in building both human resource management strategy and organizational strategy.

Study objectives:

- Recognizing the relationship between human resource planning and strategic human resource planning.
- Demonstrating the strategic interaction between human resource planning and other human resource activities.
- Addressing theoretical concepts related to strategic planning and human resources.
- Understanding the role of strategic planning according to determinants (human resource management, material resources, and administrative processes) in enhancing workers' productivity.

Study importance:

It is aimed through studying the topic of human resource planning within the framework of strategic planning, to accomplish a scientific study to understand the effective role of the human resource planning process according to strategic plans that ensure the survival and distinction of the organization. This relies on various scientific methodologies to comprehend

and interpret this study to yield objective results about the reality of human resource planning within the strategic planning framework in organizations. All these reasons encourage us to undertake this study using the descriptive approach, which seeks to analyze and describe the subject, clarifying its dimensions and trends."

1- Human resource planning:

1.1. Concept of Human Resource Planning:

Human resource planning aims to address current and potential workforce issues that are of crucial importance to the organization regardless of its size or field of specialization. The purpose of human resource planning is to ensure the availability of the appropriate number of individuals working in the organization, with the required quality, and at the right time and place to enhance the performance of the tasks required now and in the future.

Human resource planning is defined as the organization in terms of type, quantity, and suitability of the work they perform in terms of predicting and controlling human resources in place and time, and continuous analysis of human resources. Human resource planning is also defined as a comprehensive strategic approach for the organization to identify the types of jobs, skills, specializations, and the necessary numbers of each type for each unit, department, or administration in the organization, and to provide them at the appropriate time and place to help the organization maintain and grow and achieve its goals.

1.2. The Importance of Human Resource Planning:

There are a number of conditions and factors that converge to highlight the importance of human resource planning at the national, organizational, or even international level. Some of these factors include:

- **Technological Conditions and Changes:** Today's organizations are experiencing the era of technological innovation and rapid changes in various tools, machinery, work methods, productive and marketing strategies, and administrative thinking. This has led to significant changes in the type and nature of jobs required and the skills and specializations needed to keep pace with this change. Therefore, it has become necessary for organizations to update their human resources to deal with this evolving work environment through training and development internally, external hiring, or a combination of both. On the other hand, this change has also led organizations to phase out certain jobs and employees. This demonstrates the impact of inventions and technological advancements on the quantity, type, and specialization of human resources needed. Considering that these technological developments and changes will continue indefinitely, it underscores the great responsibility placed on human resource management and the planning activity in particular, and the importance of what needs to be accomplished in this field.
- **Meeting Human Resource Needs:** Implementing necessary modifications to the workforce structure in an organization to align it with new performance requirements in response to technological changes cannot be done overnight. It requires a long time of preparation, training, preparation, selection, recruitment, and more. This necessitates human resource management's response to these changes and developments well before a considerable amount of time has passed. This means that

human resource management must anticipate the new needs for job positions in terms of numbers, specializations, and types, and work on developing training programs to enhance skills for the internal workforce, while attempting to supplement shortages from the external labor market. This gives human resource planning another dimension and additional importance.

- **Labor Market Inadequacy to Meet Organization's Workforce Needs:** Organizations across various specialties and fields continue to face significant shortages in certain types of human resources, especially rare specializations. This hesitation to implement some advanced work methods stems from the labor market's failure to meet the organization's workforce needs. This places a significant burden on human resource management and increases the importance of planning activities and the processes of recruiting and selecting competent and suitable individuals. Some organizations may succeed in benefiting from the introduction of some modern performance methods but fail to provide the workforce capable of using these methods effectively. This is often the result of deficiencies in the planning aspect and the scarcity of human resources.
- **Central Government Policies' Impact:** Human resource issues have long been of concern to nations throughout history, as unemployment or full or semi-full employment has significant political, economic, and social ramifications on those countries. Therefore, modern governments find themselves obligated to seek employment opportunities and increase them to accommodate their capable workforce to address the phenomenon of unemployment in its various forms convincingly. Governments adopt policies aimed at directing the workforce toward useful or productive jobs at the national economic level and curtailing the trend towards jobs that are not currently or in the future needed by the country. Additionally, governments often issue numerous legislations and laws related to human resource planning that influence it, such as legislations regarding the employment of women, war veterans, prisoners, and children in specific jobs, among others.
- **Regional Needs:** Countries often rely on human resource planning to develop regions or provinces by identifying the jobs needed in those regions to enhance their economic and social levels, preparing to distribute the available workforce across these regions according to their diverse job needs. This creates a kind of balance and achieves fairness in the distribution of human resources among provinces, preventing some regions from monopolizing rare specializations and depriving other regions of them.
- **Cost Reduction:** Human resource planning leads to reducing labor costs in the organization by addressing involuntary unemployment through revising the workforce structure and needs and achieving a balance between units, departments, specializations, training, and retraining on one hand, and preventing spending on training and qualifying workforce for jobs that will be abandoned and eliminated from the organizational structure in the near future on the other hand. An example of this is preparing training programs for using outdated generations of computers as they

approach obsolescence to introduce modern generations. (Dr. Safwan Mohammed Al-Mubaydeen, Dr. A'id bin Shafi Al-Aklabi, 2013, pp. 43-45).

1.3. Human resource planning objectives:

Human resource planning aims to regulate and organize the functional balance of the organization, which involves two stages:

- **First stage:** Preparation of the functional budget which involves understanding the movement of human resources within the organization and consists of:

- ✓ **A. Functional requirements:** the number and type of positions necessary to manage the organization's work, which are determined by the type of activity and the organization's philosophy.
- ✓ **B. Actual situation:** the current number and type of positions.
- ✓ **C. Excess positions:** the number and type of additional positions and employees.
- ✓ **D. Vacant positions:** the number and type of vacant positions that the organization needs to fill with new employees.

- **Second stage:**

- ✓ **Organizing (rationalizing) the functional budget:** This is done in coordination with the managers of various departments within the organization to accurately identify the preparation, levels, and types of vacant and excess positions. It also involves studying the possibility of internal job rotation and exchange, followed by making the final decision regarding the request to hire new employees, rationalizing, and halting the recruitment process within the organization.

- ✓ **Determining the organization's human resource needs for the upcoming period:**

This involves predicting the human resource needs for the future period in coordination with department managers within the organization. It includes identifying development plans or increased production and their human resource requirements, managers' directions and plans regarding job promotion and their adequacy, positions that will become vacant during the period due to retirement, development needs and the introduction of new systems and equipment, and the future need for individuals and renewal. (Saleh Ali Ouda, 2016, pp. 119-120)

1.4. Benefits of Human Resource Planning:

Human resource planning is a vital process conducted by the Human Resources Department in collaboration with various department managers, supported by top management, in light of the organization's future vision and strategic plan. This process brings significant benefits to the organization as follows:

- ✓ Prevents sudden confusion and work disruptions in cases of resignations, retirements, or leaving the service for any reason.
- ✓ Ensures smooth continuity of operations in case of organizational growth.
- ✓ Provides employees with facilities and critical opportunities for education, training, and necessary career development, opening up prospects and opportunities for employees within the organization to progress in their career paths. It creates a healthy

atmosphere to encourage and motivate employees, as well as enhancing the effectiveness of training and career development processes.

- ✓ Identifies the causes of weaknesses within the organization and provides an opportunity to develop strategic plans to address them. (Saleh Ali Ouda Al-Halalat, 2016, p. 121).

2- Stages of Human Resource Planning and Its Relationship with Human Resource Management Functions:

2.1. Stages of Human Resource Planning:

Human resource management, like other activities within an organization, involves basic steps to determine the strategies related to employees. Particularly, in today's business environment, where organizations striving for competitive advantage through the contribution and involvement of their employees have become increasingly common, employee participation in shaping and implementing strategies has become a characteristic accompanying every purposeful development sought by organizations. The process of human resource planning involves the following stages:

- **First Stage: Forecasting Future Organizational Needs**

In this stage, needs are identified departmentally, then at the managerial level, and finally at the organizational level. This stage includes the following sub-steps:

- ✓ Analysis: Focuses on analyzing the organization's inventory of skills, workforce strength, and utilization volume, i.e., the current and future composition of the workforce that determines wages, the number of jobs, and other factors. The analysis also involves determining current and future productivity levels, the current and expected structure of the organization, and its job structure.
- ✓ Forecasting: Refers to predicting the future demand for human resources in light of utilization volume, production levels, organization structure, and function.
- ✓ Budget Monitoring: Developing human resource budgets alongside demand.
- ✓ Supply Forecasting: Predicting the supply of human resources from both internal and external sources.

- **Second Stage: Goal Setting**

The purpose of this stage is to focus attention on the ultimate goals of the program and provide a criterion for determining the program's success in dealing with labor surplus or shortages in specific job categories or functions. The program's objectives should directly derive from the analysis of labor demand and supply. It includes two aspects: what should happen with the field of job categories or skills that have surplus or shortage, and a timeline for achieving the results? A timeline should indicate when those results can be achieved.

- **Third Stage: Selection**

This stage involves choosing between various alternative strategies available for dealing with surplus or shortage. It presents some alternatives that a human resource planner may consider to reduce surplus and also the alternatives available to avoid shortages in specific job categories or skills.

This stage is extremely critical due to the multitude of action alternatives available to the planner and the clear differences between them in terms of cost, speed, effectiveness,

reliability, flexibility, and human suffering. The decision-making process is particularly challenging regarding surplus disposal alternatives.

- **Fourth Stage: Program Implementation**

After reaching a decision on the strategic choice and program, within the important aspects of the implementation stage, it is crucial to ensure the presence of an individual responsible for the program. It is important to have reports and indicators on the progress of implementation according to predetermined time criteria.

- **Fifth Stage: Program Evaluation**

The clear evaluation index lies in whether the organization has actually succeeded in addressing surplus or shortage possibilities. Despite the importance of this outcome, it may be necessary to go beyond it to identify which parts or stages of the planning contributed tangibly to success or failure. Therefore, we compare demand and supply predictions with actual results to assess the safety and accuracy of the methods used for this purpose. It is necessary to be familiar with inaccuracies and inform specialists and experts of these deviations to avoid them in the future. Additionally, programs should be evaluated to determine if they have achieved their intended results or not. (Saleh Ali Ouda Al-Halalat, 2016, pp. 124, 125, 126)

2.2. Relationship between human resource planning and some functions of HR management:

- ✓ **The Relationship with Polarization:** There is coordination between human resource planning and recruitment activities, which can be explained as follows:

The results of human resource planning, which involve identifying the organization's human resource needs in terms of quantity and quality, serve as key inputs to the polarization process. They help in developing a plan based on which appropriate human resource sources are identified to meet the organization's workforce needs in terms of quantity and type, and then work on attracting them.

In general, the nature of the job determines the appropriate recruitment source. For administrative positions, for example, 80% of organizations rely on newspaper advertisements, 75% on private recruitment agencies, and 65% on employee referrals. For professional and technical positions, 75% rely on contacting universities and institutes, 75% on newspaper and specialized magazine advertisements, and 70% on private recruitment agencies. For sales positions, 80% of organizations rely on newspaper advertisements, 70% use employee referrals, and 65% rely on private recruitment agencies. For office positions, employee referrals are the primary source used by organizations.

- ✓ **The Relationship with Selection and Hiring:**

Selection and hiring involve the process of choosing individuals with suitable qualifications for a job vacancy within an organization. Most organizations follow clear steps in the selection and hiring process, and any changes in such steps are influenced by factors such as the size of the organization, the nature of the work, and the number of candidates being considered. The selection and hiring process typically begins with the organization receiving applications, followed by the selection process. It is important to ensure the validity and reliability of the tests administered, which generally include psychological, personality, and

aptitude tests. This process then move on to the interview stage, which may be structured or unstructured. Following the interview, verification of previous experiences takes place, followed by a medical examination before finally offering employment to fill the vacancy. Thus, the results of human resource planning serve as inputs to the selection and hiring activities, determining the required number of individuals to be selected and hired, as well as the specialties needed.

✓ **The Relationship with Training:**

Training is an educational process for individuals to acquire skills and knowledge to help achieve the organization's goals. The results of human resource planning help clarify the preparation and specialties of individuals who will be trained in the future, enabling them to perform their work effectively.

✓ **The Relationship with Individuals' Career Paths:**

Individual career paths refer to the trajectory of an employee throughout their professional life within an organization. Typically, organizations outline a career progression plan, where each job has its own career that employees can advance through, from entry-level to senior positions. Therefore, the career helps identify the skills needed, the time frame, individuals, their specialties, and the type of training required, all of which will be provided according to the established human resource plan. (Khaled Hussein Al-Mahdawi, 2008, pp. 29-30)

3. Tools and Techniques Used in Human Resource Planning and its most important requirements:

1.3. The tools and techniques used in human resource planning:

The process of workforce planning consists of several steps, the first of which is: predicting the organization's needs for human resources, and determining the appropriate timing for their availability to meet the organization's needs. Workforce planning is linked to strategic planning, as the report on the organization's human resource needs is the basis for the planning process. Following by some of the tools and techniques used in the workforce planning and prediction process:

- **Skills storage:** This is a file that includes employees' names, qualifications, types of training they have received, previous experiences, addresses, salaries, performance levels, and personal information such as age, gender, and marital status. Currently, organizations rely on computerized Individual Information Systems to store this information.
- **Job Analysis:** This is the process of breaking down a single job into component tasks suitable for the person performing them. Job analysis is a descriptive process that accurately describes the tasks, responsibilities, and methods for each job in the organization. It details the features of the working individuals, helping the HR manager and other managers choose the right person for the right position.
- **Replacement Chart:** This is a chart of job positions in the organizational structure of the organization, including the names of their current occupants and the names of candidates for future occupancy. This chart is confidential and is one of the predictive methods for the organization's human resource needs.

- **Expert Predictions:** There are many methods of prediction, some simple and some complex, which experts rely on to determine the organization's human resource requirements. The predictive method used by the organization depends on a specific timeframe and the type, size, and strategies of the organization. (Saleh Ali Oudah Al-Hilalat, 2016, pp. 118-119)

3.2. Human Resource Planning Requirements:

Planning in the field of personnel management entails identifying the organization's needs for various competencies, capabilities, skills, and specializations across all areas and activities of the organization's work. It involves preparing policies and programs to utilize and invest in their efforts, harness their energies, train them, develop their capabilities, and enhance their skills. Workforce planning is considered a means to ensure the acquisition of the necessary individuals to carry out various production, marketing, and administrative operations over a future timeframe of specific competencies. This requires the following from the management of the organization:

- Identifying the actual need for the workforce: This should proportionally align with the expansion of the organization's operations.
- Preparing the employee schedule: Through this schedule, the actual need for employees is determined by providing an overview of the levels of business volume or activities such as expected sales. Based on this, decisions are made regarding the actual need for the workforce.
- Knowing the turnover rate and absenteeism: As they are both supportive factors in the development of human relations, they have a direct relationship with determining the need for and organizing employees.

4. Strategic Planning:

4.1. Definition of Strategic Planning:

The term "strategy" traces back to the Greek word "**STRATEGOS**," which means the art of military leadership, often translated as "general." This concept was used even before World War II to denote the utilization of all military arts to achieve political goals, primarily defeating the enemy or minimizing the effects of defeat. Later, this concept transitioned from military to civilian use within the framework of business management, to indicate the mobilization and organization of all resources towards achieving the organization's primary objectives.

Based on the definitions and concepts provided by prominent experts in strategic management, strategy is the process that involves setting, designing, implementing, and evaluating long-term objectives aimed at achieving the organization's core goals. In summary, it encompasses the set of decisions and actions that lead to the formulation and execution of plans that achieve the organization's objectives. (Nabil Mohamed Morsi, 2006, p. 41)

Strategic planning is considered a fundamental and vital stage of the managerial process, as it represents a method of "thinking and comparing between work methods and approaches, to choose the best suitable alternatives considering the available resources on one hand, and the nature of the desired objectives to be achieved on the other hand." This is in a world that has become smaller in geographical size due to the information and communication revolution,

technological and knowledge advancement, or what is known as the phenomenon of globalization and the internet age. The winds of change, with their diverse variables, now affect all aspects without doubt. (Al-Ghazali, 2000, p. 69)

Strategic planning is one of the concepts that are difficult to formulate or encapsulate in a single comprehensive definition, depending on the direction followed by the organization practicing this type of planning.

4.2. Importance of strategic planning:

The importance of strategic planning can be summarized as it achieves the following benefits:

- **Clarity about the future and anticipation of events:** Strategic planning helps the organization anticipate and prepare for future events, enabling it to hedge against its uncertainties and take necessary actions to address them.
- **Rational decision-making:** It assists the organization in using a rational approach to identify its options in operations and determining the best course of action to achieve its objectives.
- **Optimal utilization of resources:** Strategic planning enables the organization to make the most of its financial and economic capabilities, achieving better results by deploying these capabilities effectively in the future.
- **Enhancement of teamwork and experience:** Involving all members of the organization in building the strategy and setting its goals fosters teamwork and enriches the experience of all individuals.
- **Improvement of organizational performance:** By identifying key issues and challenges and efficiently dealing with circumstances and changes, strategic planning helps enhance the organization's performance.
- **Improvement of decision-making:** Strategic planning emphasizes the organization's core activities, how to achieve them, and the effective decisions needed to reach them. It helps the organization solidify its intentions, devise necessary methods to deal with them, and issue the required recommendations to set it on the right path.
- **Expansion of knowledge:** Strategic planning helps the organization broaden its knowledge base, study its environment's various aspects, both internal and external.
- **Integration and coherence of administrative and executive activities:** By establishing coherent and interactive work systems, strategic planning ensures the integration and coherence of administrative and executive activities within the organization, avoiding intersections and conflicts. (Mustafa Ahmed Abdel Rahman Al-Masri, 2016, p. 41)

4.3. Characteristics of Strategic Planning:

- **Inclusiveness and Integration:** This entails management's understanding of the surrounding environmental variables (economic, social, political, technological, etc.) and taking them into account when making decisions. Given that these factors are dynamic in nature, strategic planning is characterized by its dynamism. Based on information from the environment, goals and plans are constantly reviewed to ensure alignment and continuous adaptation to the surrounding environment.

As a result of considering the organization as a system within a larger system, it consists of subsystems with mutual exchange, dependency, and feedback relationships between them and

the surrounding environment. Thus, strategic planning encompasses all parts of the system such as marketing, production, finance, and personnel, among others.

Strategic planning relies on continuous interaction and feedback from the whole to the part and back to the whole again. It involves ongoing interaction between planning levels, whether strategic decision-making levels or administrative and operational decision-making levels.

- **Flexibility:** An important characteristic of strategic planning is flexibility. There is significant importance in predicting environmental factors and considering the information related to these predictions when making strategic decisions. The circumstances faced by organizations, which may prevail in the future, can be divided into conditions of certainty and conditions of risk. In the case of certainty, the planner is fully aware of the circumstances that will occur in the future during the project's life. Therefore, they are certain about the results of this decision, and each alternative has a certain outcome. Management then selects between different alternatives based on the specified outcome for each alternative.

For risk conditions, where several future events or natural situations may occur and affect the alternative's results, and the planner does not specifically know which of these circumstances will occur in the future. However, the planner has objective data from past experiences enabling them to determine objective probabilities for the occurrence of expected events. In this case, the method followed is to find the expected value of each decision's outcome, weigh the alternatives based on this value, and choose the alternative that gives the highest expected profit or the lowest expected cost.

Strategic planning assumes a state of risk or uncertainty when making decisions, as management makes several decisions without having complete data about the factors that affect its business outcomes.

4.4. Objectives of Strategic Planning:

The importance of strategic planning is underscored by its significant objectives. It helps organizations integrate their activities, utilize their resources, and adapt to their environment. Additionally, it assists in improving performance and establishing a continuous process of study and evaluation of strengths, weaknesses, goals, and challenges. This leads to the development and enhancement of the work system within these organizations. (Ali Al-Salmi, 2010, p. 51)

Through reviewing some studies conducted in the field of strategic planning, several fundamental generalizations can be reached regarding this planning process. These generalizations can contribute effectively to improving the overall performance of the organization

- Strategic planning provides organizations with their core ideology. It can be said that this core ideology is useful in shaping and evaluating objectives, plans, and policies. If the objectives, plans, or policies are not aligned with the fundamental ideology of the organization, they must be adjusted.
- Strategic planning helps address strategic issues. It enables organizations to anticipate any potential changes in the environment in which the organization operates and develop the necessary strategies to deal with these changes.

- Strategic planning helps allocate surplus resources. It aids in predicting the expected costs and returns from available investment alternatives for the organization.
- Strategic planning helps direct and integrate administrative and executive activities. The relationship between productivity and returns is clarified through strategic planning. It guides individuals within the organization toward the right path to achieve desired outcomes. Additionally, strategic planning leads to the integration of goals, preventing conflicts between the objectives of organizational subunits and focusing on them rather than the overall objectives of the organization as a whole.
- Strategic planning benefits in preparing personnel for senior management. It exposes managers and functional departments to the type of thinking and problems they may encounter when promoted to senior management positions within the organization. Also, involving these managers in strategic planning helps develop their comprehensive thinking by integrating their subunits with the organization's overall objectives.
- Strategic planning can increase the organization's ability to communicate with different groups within its environment. It helps clarify the organization's image to various stakeholders and interest groups working with the organization. (Ismail Mohammed El-Sayed, 2001, p. 200)

5. Conditions, Benefits, and Designs of Strategic Planning:

5.1. Conditions of Strategic Planning:

For strategic planning to succeed in achieving its objectives, several conditions must be met:

1. **Wide Participation:** Strategic planning requires broad-based participation across all social, political, economic, and administrative domains. In administrative development, it is essential to implement a management philosophy that allows all stakeholders to express their opinions, participate, and share responsibility in all administrative processes. This condition is prevalent in most advanced countries as a fundamental principle for the success of planning.
2. **Information:** Having an informational base is crucial for the success of planning. The absence of this base indicates a lack of objectivity and scientific methodology in planning, resorting instead to traditional approaches and arbitrary practices in development.
3. **Political Management:** This encompasses sincere conviction and a clear approach to the necessity of using strategic planning, while avoiding arbitrariness and promotional purposes. It requires belief in study, research, all information, and providing competent human resources. (Moussa Al-Louzi, 2000, p. 8).

5.2. Benefits of strategic planning:

- **Provides a comprehensive framework:** Strategic planning contributes to the development of a comprehensive and fundamental intellectual framework for the organization. It aids in formulating and evaluating objectives, plans, strategies, and programs.

- **Aids in anticipating strategic issues:** It helps in anticipating various strategic issues or potential changes in the environment in which the organization operates, enabling top management to formulate necessary strategies to deal with these changes.
- **Assists in resource allocation:** Strategic planning helps in allocating resources across various activities within the organization. By forecasting costs and expected returns from available investment alternatives, it enables the determination of priorities for multiple and interrelated objectives, directing resources towards those objectives of increasing importance for the organization's future.
- **Guides and integrates administrative and executive activities:** Strategic planning contributes to guiding and integrating administrative and executive activities, achieving a holistic view of work. It clarifies the relationship between productivity and returns through strategic planning processes and by directing individuals within the organization toward the right direction to achieve desired results. It also contributes to achieving goal integration and preventing conflicts between the objectives of the organization's subunits, focusing on them instead of the overall objectives of the organization as a whole, and mobilizing all energies toward achieving operational objectives.
- **Contributes to the preparation and development of senior management:** It exposes functional department managers to a type of strategic thinking and presents them with a range of managerial problems that may be encountered when they are promoted to senior management positions. Participation of these managers in strategic planning activities helps them develop a comprehensive mindset by seeing how integration is created between their subunits and the organization's overall objectives, leading managers to continue to think about the future.
- **Enhances the organization's ability to communicate with different groups within its environment:** It clarifies the organization's image and future directions to various stakeholder groups that work with the organization.
- **Facilitates the discovery of environmental variables affecting organizational activities and effectiveness:** It enables the organization to identify environmental opportunities available to reduce the effects of environmental threats based on the internal strengths of the organization. Strategic management also seeks to improve internal weaknesses and reduce their negative impacts.
- **Leads to effectiveness and improved performance:** Through cooperation, interaction, integration, and seriousness, it allows the organization to ultimately solve problems, understand opportunities, and strive to capitalize on them.
- **Increases individual satisfaction and motivation:** By providing opportunities for individuals to participate in decision-making and shaping objectives, strategies, and action plans.
- **Enhances timely information delivery:** Enabling decision-making at the required pace.
- **Clarifies the overall framework for improving coordination and control over activities:** Therefore, it leads to cost reduction.

- **Aids in achieving behavioral integration:** Reflecting positively on reducing organizational conflict and clarifying the special basis for determining individual responsibility.
- **Encourages the crystallization and formation of advanced ideas:** Increasing the capacity for innovation and creativity within the organization.
- **Contributes continually to improving and evaluating the organization's competitive position within the competitive environment:** Maintaining or improving the ability to survive, grow, and continue.
- **Forms the basic strategic characteristics for many other processes:** Strategies such as "priority to work" or "occupying a leading position in the market" are reflected in many important processes and decisions, just as an individual's personality, whether religious or athletic, reflects in their daily decisions and behavior.
- **These characteristics are fundamental:** Once identified, changing them becomes difficult, complex, and costly.
- **Requires precise identification of each strategic characteristic:** Restricting the various alternatives available to the organization and conscious testing among them.
- **Some or all of the characteristics may be appropriate or inappropriate:** Depending on all external conditions and the organization's internal capabilities. Therefore, specific characteristics may fluctuate between being appropriate or inappropriate due to significant changes. For example, an organization may have a strategy of price differentiation that has become harmful due to construction companies competing in its prices. Therefore, it is necessary to review and evaluate the strategy systematically. (Falah Hussain Al-Hassan, 2000, p. 111)

5.3. Strategic System Designs:

A- Factors Influencing System Design:

In the past, many companies did not prioritize setting their strategies. Nevertheless, some companies succeeded in their operations relying on the efforts and ideas of specific leaders who guided them towards achieving their goals. However, with the growth in the size and diversification of businesses and the continuous and rapid changes in circumstances and the surrounding environment, the need for a well-structured planning system based on information became essential.

Here, the major American companies began designing and implementing the Strategic Planning System to achieve their goals. It's worth mentioning that designing a Strategic Planning System is as much an art as it is a science. This system's design relies on various factors, the most important of which include:

- **Company Size:** The size of the company is an important factor to consider when designing a planning system. What suits a small or medium-sized company may not be suitable for a large company. In smaller companies, the system tends to be simpler and more flexible compared to larger ones. Additionally, the planning system may differ in companies that follow a decentralized approach due to the disconnected nature of their activities. There are also differences in technical and organizational aspects regarding the extent of the contribution of top management in designing such a

system. In small companies, the CEO is often preoccupied with decision-making and operational activities.

- **Environment:** The environment influences the design of the planning system. Companies facing a stable environment find the planning process easy and formal, unlike those dealing with unstable, dynamic environments and intense competition. In such cases, the Strategic Planning System tends to be more flexible and less formal.
- **Production System:** Companies with complex production systems characterized by long production cycles and high technical product specifications tend to develop comprehensive, formal planning systems covering periods of up to ten years. Conversely, companies with simple production systems different from those of large companies tend to favor simpler, more flexible systems.

B- Styles of Top Management:

The way top management thinks and their philosophy in management, problem-solving, and decision-making have a significant impact when designing Strategic Planning Systems.

C- Nature of the Problem:

The nature of the problem affects the design of the planning system. For example, a company facing complex new problems like a decrease in market share and contribution may focus more on designing and organizing the Strategic Planning System.

In addition to the aforementioned factors, there are other considerations to take into account, such as the ability to change the organizational structure, internal relationships between individuals, the readiness of managers and employees to participate in planning, and the availability of accurate data for planning purposes.

6. Introductions to the strategic human resource planning system and its obstacles:

6.1. Introductions to the strategic human resource planning system:

- **Top-Down Planning Approach:** This approach is followed in organizations characterized by centralization, where top management is responsible for strategic planning. As for decentralized organizations, the organization's president provides broad outlines and directives to departments and sections, requesting them to submit plans. After formulating these plans, they are reviewed and evaluated by top management. These plans may be sent back to departments for revisions, or they may be accepted without any modifications.
- **Bottom-Up Planning Approach:** In this approach, departments are asked to submit plans and provide information about key objectives, external opportunities and threats, sales, profits, and the required workforce for a certain number of upcoming years. After obtaining these plans and information, they are reviewed by top management, and they may be accepted or returned to departments for adjustments.
- **Integration of Top-Down and Bottom-Up Approaches:** This approach combines the two aforementioned methods, coordinating them through dialogue between top management and department managers. This approach is often followed in large organizations that adopt a decentralized approach and have extensive experience in planning.

6.2. The most important factors influencing the formulation of the strategic plan and hindering its human resources are:

a. Time Horizon of the Strategy: Time plays a role in determining the expected impacts of implementing the strategy. There are short-term decisions related to short-term operations, medium-term decisions such as workforce plans, distribution, demand forecasting, and finally long-term decisions such as construction, changing production lines, product patterns, and others.

b. Production Focus: Production focus refers to the number of products or services produced by the organization. The fewer the number, the organization can simplify its control and management in implementing its programs and activities. Therefore, organizations with high focus, producing specific services, facilitate the formulation and implementation of their strategic plans.

c. Policy Coordination: The organization relies on a set of policies, each related to one of its objectives. In order for these policies to effectively contribute to achieving the objectives, strategic planners must work to coordinate these policies.

d. Type and Cost of Services: Since the strategy emphasizes the type of services provided and the costs incurred in their production, further studies and analyses are needed in this area to reach decisive results regarding the selection of the best service at the lowest cost.

e. Organizational Stage: The organization goes through several stages, including the establishment stage, the growth stage, and the competitive stage in its various forms, stability, contraction, and dissolution. Each stage requires a full understanding of its characteristics, objectives, and the policies that must be adopted.

f. Senior Management's Belief and Enthusiasm for Strategic Work: The higher the awareness and enthusiasm of senior management for strategic planning, the higher the likelihood of its success, and vice versa. (Osman Mohamed Ghneim, 2001)

CONCLUSION

Strategic human resource planning, which has gained attention from organizations due to the increasing awareness of the importance of human resources as a strategic asset of the organization, is highlighted through the role of strategic planning that carries the vision and mission of any organization. Considering that human resources are the primary asset of the organization and crucial for its survival, it has become imperative for all organizations to prioritize and plan for them. This entails developing future plans based on established principles and models using a scientific approach, allowing for effective recruitment, selection, and training. This is because the sustainability, stability, and excellence of the organization are directly linked to its human resources, which must be carefully studied to become an effective asset with qualifications and status within the organization.

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