



The Contribution of Human Resource Management to the Development of Strategic Plans

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ARTICLE INFO

Published Online:
10 March 2025

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ABSTRACT

This study investigates the impact of human resources management on preparing strategic plans in the Iraqi Ministry of Planning. A descriptive analytical approach was employed to understand the phenomenon, with a population of all employees in the Iraqi Ministry of Planning. A purposive sample of 386 individuals was selected. A questionnaire was used as a tool to collect primary data, which was analyzed using the SPSS 25 program. The results showed:

- A statistically significant impact of human resources management on preparing strategic plans.
- A statistically significant effect of human resource selection on preparing strategic plans.
- A statistically significant effect of human resource training on preparing strategic plans.

The study also presented a set of recommendations, including:

- The Human Resources Department at the Iraqi Ministry of Planning should select individuals to prepare the ministry's strategic plans based on their practical experience and academic qualifications that qualify them to prepare long-term strategic plans consistent with the ministry's goals and objectives.

KEYWORDS: Human resource management, human resource selection, human resource training, strategic plans, Iraqi Ministry of Planning.

INTRODUCTION

The increasing interest in human resources management stems from the awareness and understanding of effective leaders at the administrative level of the importance of human resources in various fields, frameworks, and work units. This is due to their direct and effective impact on the process of managing various organizational operations necessary to achieve goals. The organizational structure of the directorate, as well as achieving its effectiveness by ensuring its survival, stability, and growth in light of the changes and transformations imposed by digital transformations, cannot be achieved without qualified and experienced human resources (Hamidani & Wazwani, 2024, p. 349).

On the other hand, preparing strategic plans is a process carried out by directorates to determine their strategy or direction and make decisions regarding allocating their resources to achieve this strategy, including identifying the appropriate capital and people (Wahhab, 2017, p. 202). Preparing strategic plans is one of the basic pillars on which management within the directorate is based, as it works on employing and managing personnel, materials, and funds in

line with the operations of other departments, and serving investment activities (Bahous & Ayoub, 2022, p. A).

Therefore, the interest in managing human resources capable of preparing strategic plans will undoubtedly later turn into effective human elements, with management capable of making and taking strategic decisions that achieve the desired vision of the directorate.

CHAPTER ONE: STUDY METHODOLOGY

1. Study Problem and Questions

Preparing strategic plans in the Iraqi Ministry of Planning requires a continuous and ongoing process based on scientific and realistic foundations carried out by a group of employees and managers in the ministry. This requires the availability of expert and competent human resources with appropriate academic qualifications.

The researcher poses the following question:

- What is the impact of human resources management in preparing strategic plans in the Iraqi Ministry of Planning?

The following research questions arise from it:

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- What is the impact of selection in preparing strategic plans in the Iraqi Ministry of Planning?
- What is the impact of training in preparing strategic plans in the Iraqi Ministry of Planning?

2. Importance of the Study

- The study clarifies the necessity of shedding light on how to prepare strategic plans in the Ministry of Planning, as they are the cornerstone of the Ministry.
- A scientific addition to the university library, with a recent study that addresses the importance of human resources management as the organizing component of strategic planning processes in the Ministry of Planning.
- Submitting recommendations to the Iraqi Ministry of Planning according to the practical results, which contribute to improving and developing its strategic planning and enhancing the work of human resources management within it.

1. Study Objectives

The main objective of this study is to determine the impact of human resources management on preparing strategic plans in the Iraqi Ministry of Planning. This objective branches out into:

- Determining the impact of human resources selection in preparing strategic plans in the Iraqi Ministry of Planning.
- Determining the impact of human resources training on preparing strategic plans in the Iraqi Ministry of Planning.

2. Study Hypotheses

The main hypothesis of this study is:

There is a significant impact of human resource management on the preparation of strategic plans.

The sub-hypotheses are:

- The first hypothesis: There is a significant effect of choosing human resources in preparing strategic plans.
- The second hypothesis: There is a significant effect of human resources training on preparing strategic plans.

3. Study Methodology

This section includes an explanation of the study community and sample, its limitations, methodology, study variables, and model.

5.1 Population and Sample:

The study community consisted of all employees in the Iraqi Ministry of Planning. The sample was intentional and included 386 individuals with practical and scientific experience and knowledge of the research topic.

5.2 Study Limitations:

- Objectivity: Impact study of human resources management on preparing strategic plans.
- Location: Iraqi Ministry of Planning.
- Human boundaries: Workers in the Iraqi Ministry of Planning.
- Time frame: 2025 AD.

5.3 Methodology and Tools

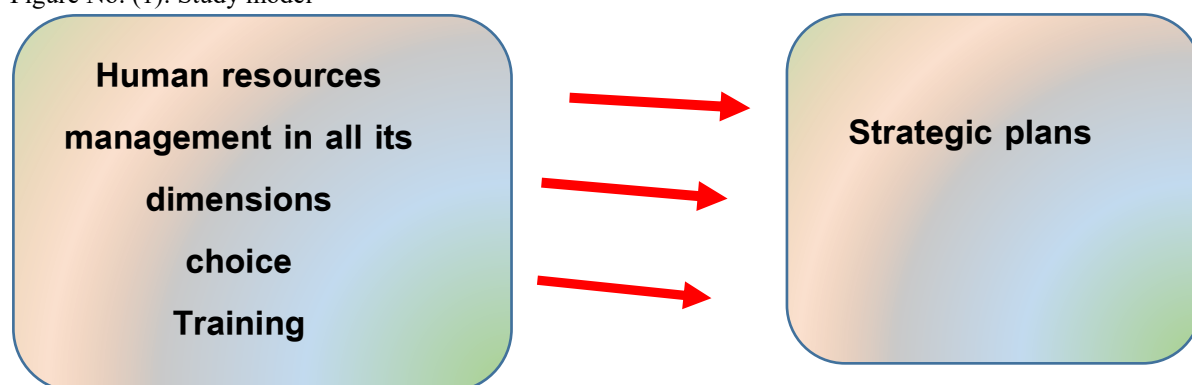
The descriptive analytical approach was adopted to achieve the objectives of the study. The questionnaire was relied upon as a tool to complete the field part and collect data by distributing it to a deliberate sample of employees in the Iraqi Ministry of Planning. The SPSS 25 analysis program was used in this study.

5.4 Study Variables and Model:

Independent variable: Human resource management in its dimensions (selection, training)

Dependent variable: Preparing strategic plans

Figure No. (1): Study model



Source: Prepared by the researcher

1. Previous studies:

Arabic Studies

- Study (Al-Mutlaq et al., 2024) entitled: Strategic planning requirements for human resources development in educational departments at the Ministry of Education in the

Kingdom of Saudi Arabia in light of the Kingdom's Vision 2030.

The study aimed to review the theoretical foundations of human resources development, and to reveal ways to achieve the requirements of strategic planning for human resources development in educational departments at the Ministry of

Education in Saudi Arabia. The descriptive analytical approach was used, and the results showed the importance and role of strategic planning for human resources development in educational institutions. The results showed that the most prominent requirements for achieving planning are: management support for the requirements; senior management must clearly define its future vision for the institution, so that its ambitions are not vague or based on unattainable dreams. All efforts that will be made later in preparing the plan will aim to achieve this vision, and to show support for the planning team in front of employees, especially officials and department managers, to strengthen their position and facilitate the performance of their tasks. Attention must also be paid to training. To secure conditions for strategic planning, so the general departments of the ministry must conclude a series of agreements and partnerships with the concerned parties, the general departments of the ministry must encourage their members to experiment in ways to search for the best ways to implement the strategic plan, and financial appropriations and databases must be provided and administrative communication processes must be simplified to achieve the requirements, through abundance of financial appropriations to provide support for strategic planning, technical requirements and running work according to modern methods, and creating modern, advanced and accurate databases in the ministry to support strategic planning, while providing an appropriate insurance umbrella for those in charge of strategic planning.

- Study (Al Saud, 2020) entitled: The importance of strategic planning in human resources management for some public sector organizations.

The study aimed to identify the features of strategic planning for service organizations in Saudi Arabia. It adopted the descriptive analytical approach. The results showed that the degree of practicing strategic planning for human resources is at an average level, and there is a weakness in analyzing the internal environment of organizations with regard to human resources and the technology required for their performance. The level of awareness of employees of the advantages of strategic planning was at an average level.

Foreign Studies

- A study (Sara et al, 2021) entitled:

The effects of strategic planning, human resource and asset management on economic productivity.

The aim of this study is to determine the impact of strategic planning, human resource management and asset management on increasing the productivity of the rural economy. This research is a quantitative approach. The sample included 129 respondents from strategic planning officials of the rural economy. The research test was conducted using multiple linear regression with OLS (ordinary least squares model). The results indicated that planning and resource and asset management had a significant positive impact on increasing the productivity of

the rural economy. This indicates that strategic planning is the most important thing in industry, companies or organizations as a guideline to achieve optimal performance. In addition, resource management and asset management are positive pillars for increasing the economic productivity of rural communities to achieve welfare goals. The results proved that strategic planning should take into account the existing resources and capabilities, whether the resources are (natural resources, human resources, or economic resources), and resource management and asset management are mandatory to support sustainability of the company so that the benefits of the study as a study material in strategic decision-making, whether in business or public policy.

- Study (Alamri, 2020) entitled:

The Effect of Strategic Planning on Effectiveness and Efficiency of Human Resources Management.

The aim of the research was to determine the impact of strategic planning on human resource management practices. The descriptive analytical approach was used, and the sample included 169 employees and different managers working in the hospital sector in Jordan. The results indicated that there is a significant positive impact of strategic planning on the human resource practices analyzed in this study, which are: (performance planning and management, recruitment, selection, training and compensation) except for performance management. Therefore, the result concluded that effective strategic planning will lead to effective human resource management.

Comment on previous studies:

The current research agrees in terms of subject with the previous research mentioned in one of the variables, and it also agrees with some studies in terms of the methodology adopted in completing the research procedures. The originality of the research is evident in the research community and sample and the application environment (employees in the Iraqi Ministry of Planning). It can be adopted in the Arab and Iraqi library as a modern reference for researchers and those interested in this field.

Section Two: Theoretical Framework

First: Human Resources Management

1_1_2 The concept of human resources management

In recent years, human resource management has become an activity. Strategically leads to a fundamental competitive advantage for the organization, meaning that the resource system Humanity adapts to the conditions of the internal and external environments of the organization according to the group. Administrative decisions and procedures imposed by the organization on its human resources to achieve its goals. Strategy (Shalaby, 2025, p. 10), and accordingly, human resources management is the management responsible for the optimal use of the human element, and thus This management is a professional, stable and positively effective force, especially in light of the gap between the acceleration of production and the process. Technology and the level of

working individuals to keep pace with these developments (Boukhris , 2025, p. 224).

Al-Qasrawi (2016, p. 23) pointed out that: These are the practices and efforts made to ensure the effectiveness of the existence of The organization's personnel, starting from attraction, selection and appointment, until the end of service within The organization, and then work to motivate them, develop their capabilities and improve their performance. In order to achieve a balance between the personal benefit of employees and the economic benefit of the institution and achieving its goals .

2_1_2 The importance of human resources management

In the shadow of In the global competition for knowledge and talent, human resource development is becoming a very important strategy for Nations and organizations to gain competitive advantage , and human resource management and development has become the fastest growing and most advanced areas of administrative development , as Ministries have established specialized departments to develop human resources and train their employees on curricula. And the various professional aspects in this field (Al-Hazmi , 2025, p. 1132).

(Muhammad, 2020, p. 11) explains the importance of human resources management as:

1. Provides support For managers To reach For the organization's goals .
2. Providing an organizational climate that motivates employees, which positively affects satisfaction. Their job .
3. Achieving strategic goals by investing in the organization's competencies .
4. Facilitating dealing with the individuals working in it, and solving problems between them , and between them and other departments.

3_1_2 Objectives of Human Resources Management

Human resources management aims to achieve the following:

1. Obtaining qualified individuals to provide products with the highest quality and lowest cost according to quantitative standards And the pre-specified quality.
2. Evaluation of human resource management practices in government institutions And the ministries, and is it in line with the state's vision in developing resources? Humanity and providing a happy environment that stimulates the human element.
3. Maintain The balance between businesses and their occupants, as well as the productive distribution of use, for example Putting the right person in the right place, and making the most of human efforts, All this is accompanied by raising living standards. (Shalaby, 2025, pp. 11-12).

Second: Strategic plans

1_2_2 The concept of strategic plans

Strategic plans are defined as a set of concepts, procedures and tools. Designed to help leaders, managers and planners. To think and act strategically, on behalf of About the institutions they represent and the beneficiaries From here , it

also shows the future of the organization in a specific way. The path to insight into its features, trends, path, vision, mission and objectives, and anticipating its areas of work And its activities that it will enter into in the future (Al-Qatibi , 2024, p. 87).

It is a set of plans, procedures and strategic alternatives that various institutions and organizations must work with. To preserve the environment and its resources to achieve sustainable development goals (Al-Hasoumi , 2024, p. 401).

2_2_2 The importance of strategic plans

Strategic plans gain their importance from the fact that they are one of the basics of management, which must pay attention to strategic planning, so that... It is based on the scientific method, drawing inspiration from past experiences, present facts, and looking to the future. This is what helps in use. And optimal utilization of resources.

Its importance is explained as follows:

1. Focus on goals . Mainly.
2. Defining and facilitating the control function, as plans specify what should be done or accomplished and what has been done or accomplished .
3. Noticing future change factors and taking advantage of them in the future .
4. Strategic plans reduce errors of all kinds.
5. Strategic plans built according to sound planning work to raise production efficiency and increase production by achieving optimal utilization of available resources .
6. Achieving effective control at all stages of implementation in a way that ensures the achievement of the desired goals (Anwar et al., 2025, p. 515).

3_2_2 Objectives of strategic plans

Strategic plans are one of the management tools that have gained wide acceptance and spread in recent years, due to their role in diagnosing...The current status of the organization, and how it can determine its strategic direction in the future. Strategic planning is also an administrative tool used by the organization in order to achieve the best future image for it, through the optimal use of its human and financial resources to achieve the highest levels of efficiency and effectiveness to ensure the success of achieving its plan. Strategy, in light of the great global interest in planning at the present time, due to its great and qualitative role in creating Great development of communities (Ben Salama et al., 2024, p. 760). The strategic plans aim to:

1. Achieving excellence in the services provided through optimal use of resources.
2. Continuous improvement of performance in institutions to ensure achieving the required quality (Al-Hasoumi , 2024, p. 528).

• Third: The impact of human resources management on preparing strategic plans

Human resources are considered one of the essential determinants of development and preparation of strategic plans at the level of organizations and projects. The individual

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It represents the economic basis of any organization, so individual skills, creativity and innovation. Not only are they factors of production and services, but they are also sources of wealth and a reality of economic growth (Al-Hazmi, 2025, p. 1132). Therefore, the success of the institution in the field of business requires effective planning of its resources. Human resources are one of these resources that affect the performance of the institution and even affect its strategies. Human resources have a great impact on the effectiveness of

the institution's competitive strategies, and thus human resources management becomes an element Complementary to the preparation and implementation of the institution's strategies, and accordingly the role of human resources management is not limited to Not only does it adapt and respond to the requirements of the adopted business strategies, but it also participates In preparing this strategy (Karfah, 2017, p. 78) .

Section Three: Practical Study

1.3 Testing the Reliability and Validity of the Scale:

Table (1): Cronbach's Alpha Coefficient Values

Axes	stability coefficient	Number of phrases
Human Resources Management	0.971	8
Preparing strategic plans	0.961	4
Total score of the questionnaire	0.983	12

Source SPSS:

The stability value for all axes is greater than 0.60, which makes them statistically acceptable values. This is because values greater than 0.60 are considered significant. In other words, if we apply this to a sample with similar characteristics, we would arrive at similar results.

Table (2) KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.880
Bartlett's Test of Sphericity	Approx. Chi-Square	9497.550
	Df	66
	Sig.	.000

Source SPSS:

- The KMO test value is 0.880, which is greater than 0.50, indicating that the sample size is sufficient for the validity of the results.
- The table also shows that Sig = 0.00 which is less than 0.05, confirming that the test values are statistically significant.

Constructive Honesty:

Table (3): Correlation coefficients

Axes	Pearson coefficient	sig
Human Resources Management	0.998	0.00
Preparing strategic plans	0.993	0.00

Source: SPSS

We note that the Pearson correlation coefficients are significant, indicating that the questionnaire is valid.

Internal Consistency Validity:

Table (4): Correlation Coefficients of Paragraphs with Axes

M	Axis One: Human Resources Management	Correlation coefficient
1	Depends on Ministry on Criteria Description And analysis the job in to choose staff.	0.962
2	Depends on Ministry on program Tests Fits with Job before choice Final For workers.	0.881
3	Available I have Ministry a base Data Enough To take resolution Appointment Final.	0.916
4	It works Ministry on to choose staff who They enjoy With skill And efficiency Required in field the job.	0.883
5	You do Ministry Prepared by Programs Training With what Fits with Her needs And its plans.	0.913
6	You do Ministry By dependence On the sides External on to organize And preparation some Its programs Training.	0.908
7	Fits The program Training with Times Coaches And trainees.	0.912
8	It is done to choose Resources Humanity that You need to submit For programs Training accurately And objectivity.	0.955
9	Management focuses on formulating its strategic vision clearly for everyone.	0.962
10	Management seeks to ensure that its strategic plans are realistic and applicable.	0.954
11	strategic plans cover a long-term period of time.	0.928
12	Strategic plans reflect the goals and objectives that the ministry seeks to achieve.	0.958

Source: SPSS 25

Results

- Internal Consistency Validity:

- The axes demonstrate internal consistency validity, as all the coefficients are significant with values greater than 0.60. This indicates that there is a positive, significant correlation

between all the items, confirming that the questionnaire possesses internal consistency validity.

2_3 Descriptive Statistics:

- A five-point Likert scale was adopted to assess the level of responses, as outlined below:

Table (5): Statistics of Questionnaire Paragraphs

M	Paragraph	Arithmetic mean	Standard deviation	Standard error	Sig
1	Depends on Ministry on Criteria Description And analysis the job in to choose staff.	3.5959	1.55501	0.07915	0
2	Depends on Ministry on program Tests Fits with Job before choice Final For workers.	3.728	1.27558	0.06493	0
3	Available I have Ministry a base Data Enough To take resolution Appointment Final.	3.715	1.53627	0.07819	0

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4	It works Ministry on to choose staff who They enjoy With skill And efficiency Required in field the job.	3.2798	1.35204	0.06882	0
5	You do Ministry Prepared by Programs Training With what Fits with Her needs And its plans.	3.5544	1.34392	0.0684	0
6	You do Ministry By dependence On the sides External on to organize And preparation some Its programs Training.	3.658	1.46195	0.07441	0
7	Fits The program Training with Times Coaches And trainees.	3.5181	1.12628	0.05733	0
8	It is done to choose Resources Humanity that You need to submit For programs Training accurately And objectivity.	3.487	1.29177	0.06575	0
9	Management focuses on formulating its strategic vision clearly for everyone.	3.5181	1.26118	0.06419	0
10	Management seeks to ensure that its strategic plans are realistic and applicable.	3.557	1.48695	0.07568	0
11	strategic plans cover a long-term period of time.	3.5959	1.14524	0.05829	0
12	Strategic plans reflect the goals and objectives that the ministry seeks to achieve	3.5337	1.22746	0.06248	0

Source: SPSS

- We note that the average responses to the questionnaire items indicate an average to high evaluation.

3.3 Testing Research Hypotheses:

Main Hypothesis:

There is a significant impact of human resources management on preparing strategic plans.

Table (6): Testing the Main Hypothesis

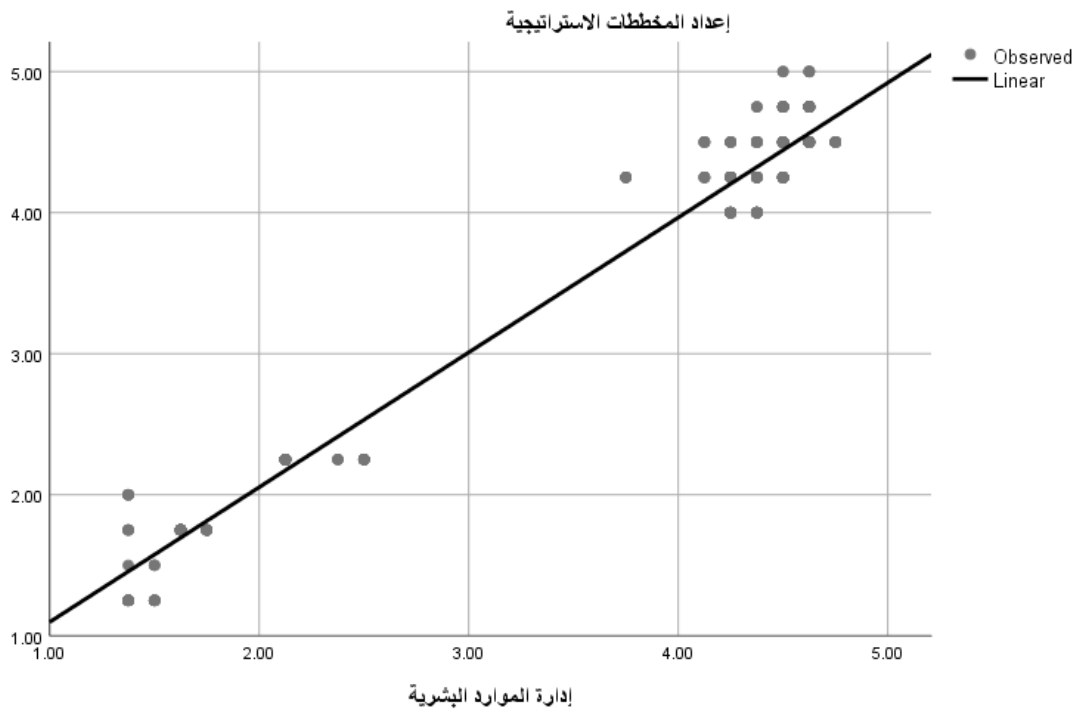
Pearson	Selection	Modified correction	Error		
.985	.970	.970	.212		
	sum of squares	df	average square	freedom	function
Slope	553.472	1	553.472	12352.974	.000
Remaining	17.205	384	.045		
the total	570.677	385			

Source Spss:

- Correlation value = 0.985, so the relationship is strong .
- Corrected determination = 0.970 F Human resource management accounts for 97% of strategic planning .
- Sig < 0.05 i.e. There is a moral impact of human resources management in preparing strategic plans , as shown in Figure (1) :

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Figure (1): The relationship between the two hypothesis variables President



:SourceSpss

:Sub-hypotheses

The first hypothesis: There is a significant effect of choosing human resources in preparing strategic plans

Table (7): Testing the first hypothesis

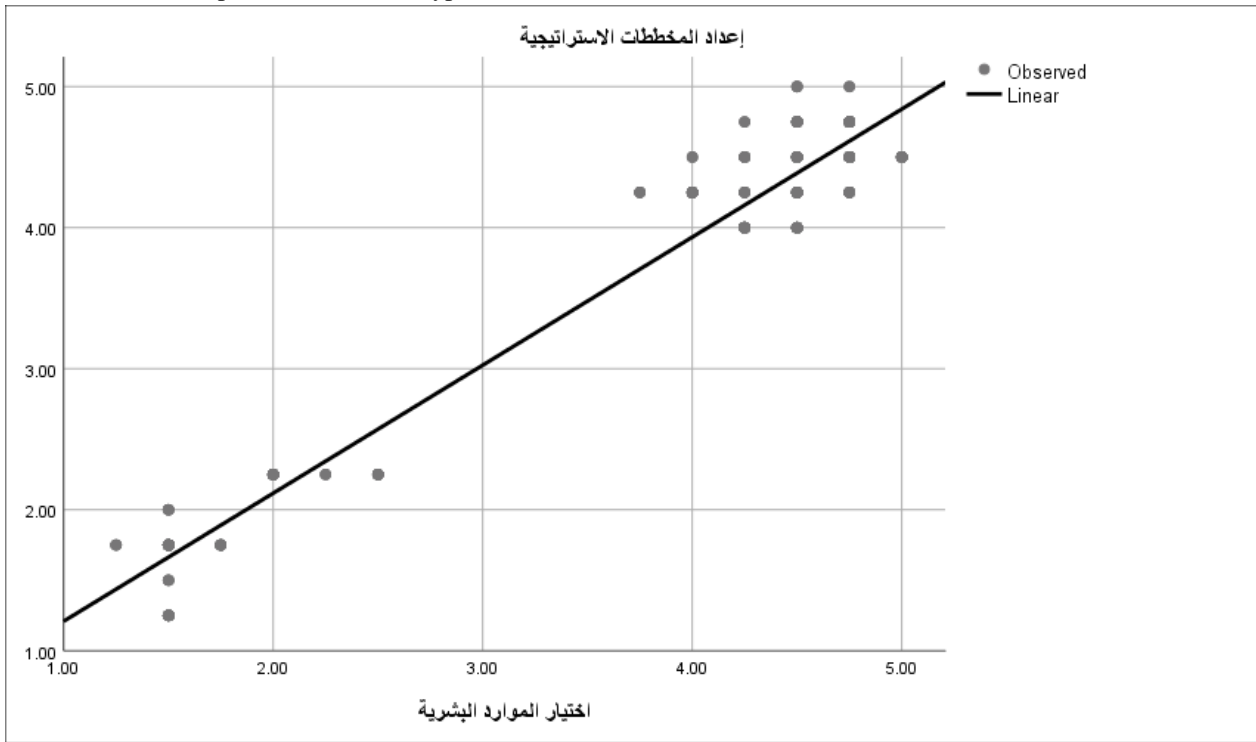
Pearson	Selection	Modified correction	Error		
.978	.957	.956	.254		
	sum of squares	df	average square	freedom	function
Slope	545.880	1	545.880	8453.351	.000
Remaining	24,797	384	.065		
the total	570.677	385			

Source: Spss

- Correlation value = 0.978, so the relationship is strong.
- Corrected determination value = 0.956 F Human resource selection explains 95.6% of the variance in (preparing strategic plans).
- Sig < 0.05 i.e. There is a significant impact of selecting human resources in preparing strategic plans, as shown in Figure: (2)

“The Contribution of Human Resource Management to the Development of Strategic Plans”

Figure (2): The relationship between the two hypothesis variables First



:SourceSpss

.The second hypothesis: There is a significant effect of human resources training on preparing strategic plans

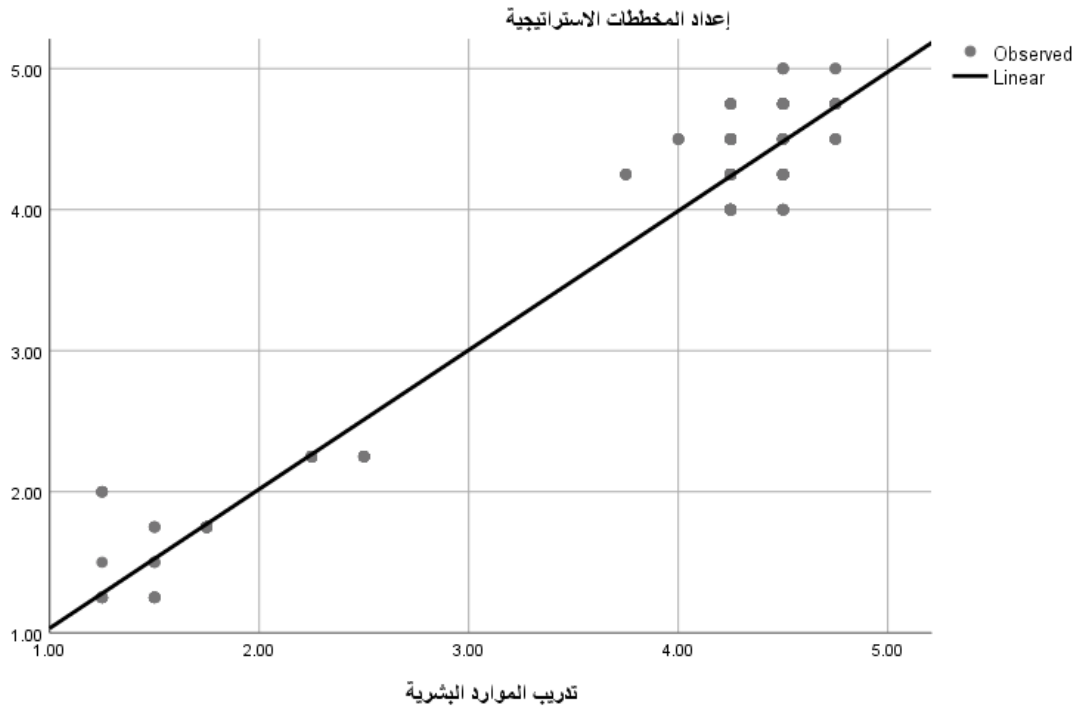
Table (8): Testing the second hypothesis

Pearson	Selection	Modified correction	Error		
.981	.962	.962	.238		
	sum of squares	df	average square	freedom	functi on
Slope	548.978	1	548.978	9715.189	.000
Remaining	21,699	384	.057		
the total	570.677	385			

Source: Spss

- Correlation value = 0.981, which is a strong relationship.
- Corrected determination value = 0.962 F Human resources training accounts for 96.2 % of strategic planning.
- Sig < 0.05 i.e. There is a moral impact of human resources training in preparing strategic plans, as shown in the following figure:

Figure (3): The relationship between the two hypothesis variables Second



:SourceSpss

RESULTS

•significant impact of human resource management in preparing strategic plans.

The researcher finds The impact of human resources management in preparing strategic plans and building plans for various institutions affiliated with the Ministry of Planning in Iraq stems from its ability to deal directly with the most important resources in the ministry, and prepare plans that organize the work of the human element, and determine how to invest economic resources, as good strategic plans lead to good investment in the future.

•significant effect of choice in preparing strategic plans.

The researcher finds The selection is based on comparing the individuals who applied for the job and choosing the best of them to prepare the strategic plans according to several different conditions, including the academic qualification, the number of years of practical experience and the competencies acquired by them. This contributes to selecting the best individuals to prepare the strategic plans in the Ministry of Planning in Iraq.

•moral effect . To train in preparing strategic plans.

The researcher finds Human resources training in the Ministry of Planning in Iraq helps in developing the capabilities and skills of individuals with little experience and insufficient knowledge to become individuals with sufficient ability to prepare strategic plans skillfully.

RECOMMENDATIONS

•Human Resources Department at the Ministry of Planning in Iraq must select individuals to prepare the Ministry’s strategic plans according to their practical experience and academic qualifications that enable them to prepare strategic plans for a long-term period of time, and that are consistent with the goals and objectives that the Ministry seeks to achieve.

•Department in the Ministry of Planning in Iraq should rely on Criteria Description And analysis the job in to choose workers, and rely on the program Tests Fits with Job before choice Final For workers, with the availability of a base Data Enough To take resolution Appointment Final.

• Training new individuals to develop their skills and enable them to reach a good level of Skill And efficiency Required in field Working in the Ministry of Planning in Iraq.

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